



Sultanate of Oman Tourism Strategy

Tourism Development Plan **(The Strategy translated into a Plan)**

(Deliverable 3)

Document No. 286

Created by:



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Oman's Tourism Strategy offers a road map to realize this model and create sustainable prosperity for local communities and the entire country. The Strategy will help diversify the economy, create employment, promote new MSMEs, attract investment and stimulate other economic sectors.

The result is a National Tourism Model and Strategy that propels Oman towards becoming a highly competitive quality destination, one that attracts investors and return visitors in Oman and from around the world.

Oman Tourism Strategy will stimulate thinking on industry direction and bring together the key actors involved for implementation. Investors will better understand the development priorities and the opportunities and formulas to exploit them to the benefit to all. As well, the society and local communities will see their needs and interests better achieved.

1. Main components of the Strategy

1.1. Envisioning

The Mission, Core Values, Vision, Guiding Principles and Core Strategy for Oman Tourism Strategy were defined through a highly interactive process of stakeholder discussions, interviews, and workshops across the Sultanate.

The Mission Statement:

"We want to diversify our economy and create jobs by offering the world enriching tourism Experiences with Oman Personality."

The Core Values:

Friendliness, Kindness, Respect, Pride in our identity, Honesty, Generosity

The Vision Statement:

"To become by 2040 one of the most important destination visited by tourist for vacations, discovery and meetings; attracting (5) Million international tourists."

The Guiding Principles:

Improve the quality of life of local citizens, while also benefiting the rest of the Segments of society, and other stakeholders.

Cultivate the Omani culture, heritage and traditions.

Preserve the natural resources and ensure their sustainability.

1.2. A National Tourism Model based on four elements:

a. Nine tourism business models

Oman will embark into 9 different business models, six of which for pleasure-related tourism, one for meetings and events, another for day visitors and lastly a model for the "visiting friends and relatives" segment.

The pleasure trips mega market has been segmented into subsets of consumers (markets) in order to address each of the groups with a distinct marketing strategy:

- Vacations to relax.

- Touring and culture.
- Nature and Adventure.
- Special Interests.
- Short breaks and Stopovers.
- Festivals.

Every Business Model has an economic yield (Revenue Streams) that defines what strategies should be applied to obtain mid-term stays and the daily average expenditure desired for each tourist typology.

b. The Territorial Model

The Territorial Model specifies the types of spaces that will support the experiences, its location and the sequence in which the developments will be rolled-out. Therefore, it will identify the main areas where tourism development will be concentrated.

The Territorial Model is composed of the following 4 components:

- 1. Tourism sites and attractions** draw tourists to the destination as it represent the main components of the Tourism product, providing activities and experiences. These attractions can be categorized into:
 - Endowed resources: natural, heritage and cultural resources (e.g. wadis, deserts, cuisine, handicrafts, history, etc.)
 - Created resources: festivals and events, the mix of activities, entertainment, shopping, and tourism infrastructure also.
- 2. A Playground** is where tourism experiences are clustered, usually over one to three days of tourist staying, with the necessary infrastructure to offer visitors unique or distinctive attractions, activities and well-managed operations and facilities. Oman has the potential to offer 14 natural, cultural-urban and thematic Playground in the coming years and until 2040.
- 3. Resorts** are ideally located within a Playground ranging from 30 to 300 ha so it can offer a world of experiences and services. These can also be mini resorts (up to 300 rooms) or micro resorts (up to 80 rooms).
- 4. Itineraries** are routes that connect sites and attractions, Playgrounds and / or resorts. These can vary in length, theme and level of specialization. Oman should design, develop, and operate 5-7 high value itineraries.

c. The “Core Strategy”: core competence and market scope.

The “Core Strategy” builds on the country’s vision, mission, values and guiding principles to deliver a unique menu of extraordinary experiences based on Oman’s invigorating natural and cultural attractions, and, above all, an administration that ensure the optimal and most sustainable development of a unique experiential system.

The Core Strategy represents the essence of the strategy and describes three fundamental aspects: the objective, the advantage and the scope.

1. The objective

The end result that the strategy is designed to achieve:

To become by 2040, a world class premium tourism destination driving the diversification of our economy, attracting 5 million + tourists, and offering a total of 560,000 jobs

2. The competitive advantage

It represents what Oman will do differently, better or uniquely compared with its competitors. It describes the Value Proposition that Oman will offer to attract tourists and excursionists (day visitors). This CVP (Customer Value Proposition) will be based on offering a unique menu of extraordinary experiences.

The following are six innovative ideas for experiences in Oman: Grand Tour of Oman; Musandam Governorate Dhow Journey; Distinctive Nature Adventures; a Tour Through The Grandeur of Oman Forts and Castles; Expedition into the Enchanted Arabian Sands; and The Land of Frankincense and Incense Story.

3. The scope

Oman will realize its overall objective of becoming a world-class premium destination by further developing and enhancing its competitive advantages, assets and directing its marketing efforts to specific target market segments.

Four major markets have been identified and prioritized as potential drivers for Oman's tourism. This four markets are: Pleasure trips (5 segments); Meetings and events; Day visitors; and Visit friends and relatives

d. Environmental considerations

At the institutional and legal level, Oman shows great concern for the environment. There is a powerful Ministry of the Environment and environmental legislation has begun to develop, however, it is still under process. Nonetheless, one of the most attractive tourism resources, the protected areas, are in unfortunate state. There are very few protected areas, so large natural areas do not have any protection, besides, the few that exist, have very limited management, both from a conservation perspective and from the tourism point of view. Moreover, the Omani citizens are starting to concern for the environment.

This is the reason why environment specifically and sustainability in general has been treated as a cross-cutting issue and it is incorporated across the Strategy. The OTS comprises of 5 Themes and 14 Strategic Objectives. Social and Environmental Sustainability and Responsibility is one of the 5 major Themes and represents 3 of the 14 Strategic Objectives. In other words, 20% of the OTS is oriented to Social and Environmental Sustainability and Responsibility.

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A. Introduction

The Development Plan provides a framework for development, management and monitoring the growth and sustainability of the tourism sector to the 2040 horizon. Within this context, the Implementation Plan plays a key role by guiding tourism development over the next years. The Implementation Plan describes (through initiatives and work streams) how the Strategy will be installed, deployed and transitioned into an operational Plan.

Primary purpose of the Plan:

- Have a centralized reference document that organizes key information needed for implementation.
- Set a clear direction for action plans and priorities and define resource allocation, responsible parties and suitable timeframes.
- Liaise with all the Strategy team members and the involved external agents.
- Provide the project team with a customized plan that will guide actions in a timely manner to meet the vision.
- Ensure adherence to sustainable tourism planning principles.

Benefits derived from having a Plan:

- Provide a share goal and guidance to planning authorities to foster adequate tourism growth.
- Highlight tourism future opportunities for investment and development.
- Deliver a structured and consistent tourism planning to the various stakeholders.
- Help players of the tourism industry to focus on the key elements and drivers of the Strategy.
- Reduce risk of implementation failure by planning the impact of the Strategy.
- Secure long term benefits at community level.
- Facilitate the long-term development of the industry in a sustainable manner.

Reflecting the scope of work, the Tourism Development Plan is composed of three parts:

Part I: Introduction to the Tourism Development Plan – contains a summary of the main findings on territorial and growth planning, covering the issues of playgrounds and its roll-out model and introducing the experience concept.

Part II: Balanced Scorecard – presents a visual representation of the Strategy Map, in line with the Balanced Scorecard methodology to provide an integrated view of Oman's Tourism Strategy. Introduces the KPIs and targets to which the success or progress of the strategic objectives will be monitored and controlled. Presents the initiatives and work streams that will be implemented to attain the strategy successfully.

Part III: Initiatives – Elaborates in detail the initiatives and work streams, covering the 7 themes previously presented in the Strategy Map.

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1. Main CVP: Experiences

As described in the Strategy document (refer to Deliverable 1 - “Proposed Core Strategy: The Advantage”), Oman will base its competitive advantage in the design and management of exceptional tourism experiences. By excelling in the art of delivering successful experiences, Oman will stand out from competing destinations and create a superior added value to appeal tourists worldwide.

This menu of unique and memorable experiences will be formed by:

1.1 Oman Top Experiences

Top Experiences are an exclusive selection of once-in-a-lifetime travel experiences that entice international tourists to choose Oman.

Successful experiences have to be true to its place, show the authentic Omani flavor and hospitality and display a high added value for the tourists, the local community and the local-based operators. The key to distinctive and unique experiences is engaging travelers with the culture, the people and/or the place visited in ways that are authentic and memorable.

Oman should offer a collection of world-class Top Experiences, which will establish the foundation of Oman’s positioning. THR suggests choosing, at an initial stage, 4 Top Experiences amongst the following 8 proposals:

Proposed Top Experiences



Grand Tour of Oman, an off-road adventure

Explore the beauty of Oman, an ideal place for off-road trips offering astonishing Arabian landscapes, hospitable people and a true unique authenticity. Discover wild landscapes and learn new driving skills as you are guided on challenging off-road terrains. Feel the thrill of driving scenic natural routes. Enjoy a luxury adventure through a country best-experienced off-road.



Forts and Castles, reenactments of the past

Travel back in time and let the charm of the past captivate you in Oman's Forts and Castles through representations displaying scenes of the ancient lifestyle. A real opportunity to revive the grandeur of Oman and get a first-hand knowledge of the splendor of Oman's glorious past, as it once was. Explore Oman's historical legacy thanks to outstanding interpretation visits where you will become part of the legend and the history.



Dhows, sail striking khors

Jump into the khors on board of a traditional Omani vessel. Discover unique villages only accessible by boat. Enjoy the calmness of the fjords and practice water sports with astounding fjords as a backdrop. Relax in the shade of the deck and sip a traditional Arabian coffee with dates.

Proposed Top Experiences



Omani villages, relieve the traditional lifestyle

Discover and experience the authentic Omani way of life in restored villages. Explore the traditionally-furnished house, learn the ancient traditions, jobs and routines that characterize the true Omani lifestyle and taste local home-cooked dishes. Explore one of the most authentic elements of Oman's culture: its traditional villages.



Wadis and nature, extreme sports glory

Live an unforgettable memory and experience an adrenaline rush in a unique setting for outdoor activities. Discover Oman's wadis, where immense nature possibilities await. Push yourself further by taking up an extreme pursuit such as caving, canyoning, abseiling, base jump or cliff diving. Challenge yourself and discovering Oman from a new angle.



All the flavors and authenticity of a typical Omani souq

Become immersed in Oman's popular culture by visiting and strolling through its souqs (traditional markets) where past and present merge together into an explosion of colors, flavors and fragrances. Lose yourself hoping from one stall to another, and learn the art of bargaining while tasting a rose water and saffron-infused halwa.



Turtles nesting and hatching

Walk the beach at sunrise or sunset and witness the nesting and hatching of turtles. Live a ranger guided turtle encounter and observe turtles crawling their way up to the beach to dig a nest, or see the tiny hatchlings emerging from the nest to make it to the sea and start their adventurous journey. Learn about the five species of sea turtles found in the coast of Oman.



The Land of Frankincense story

Discover the ancient frankincense trade route in search of clues to a lost civilization that controlled the once most precious commodity in the world, frankincense. Get to know about its properties for medical purposes, learn about the harvesting of the trees and bring home the aroma of frankincense.

* For more information on Oman's Top Experiences, please refer to Initiative 7 "Activate the Oman Experience Agency (OEA)"









1.2 Signature Experiences

Signature Experiences are a set of travel experiences driven by the locals, deeply rooted in local culture and inherently personal. These experiences focus on engaging the senses and connecting travelers with places and people that enrich their lives, delivering a taste of the local culture.

By setting up a Signature Experiences Program, existing tourism business are helped to promote their products and reach international audiences, while gaining global recognition and exposure. At the same time, this program stimulates the development of

innovative products and fosters the appearance of new tourism players and experience operators.

The number of Signature Experiences to be developed depends greatly on the quantity and quality of talented local DMCs and experience operators among the local population. As an example, the following could be adequate themes to build Signature Experiences around:

Sample of Topics for Signature Experiences		
High end cultural heritage 	Desert and camels 	Khareef 
Dates and farming 	Bedouin way of life 	Arabian fauna 
Omani flora 	Indulgence beach 	Marine life 

* For more information on Oman's Signature Experiences, please refer to Initiative 8 "Signature Experiences Program (SEP)".

1.3 Sample Experience: The Grand Tour of Oman () - Value Proposition Design

The customer:

Experiencers are recognized because they feel/are: young, enthusiastic and impulsive consumers. They get motivated by: excitement, savoring the new, the offbeat and the risky. They like activities to dedicate their energy to: exercising, sports, outdoor recreation and social activities. Experiencers also give importance to social image: they are concerned about their image and like reflecting the best of themselves.

Experiencers... As tourists, who are they? Experiencers are open and attracted to what is unknown and new, any place that requires exploring natural or cultural environments would be appealing for them. They also seek and appreciate authenticity. They feel motivated by products addressing discovery and likely to be combined with some (a touch, not in excess) relaxing or pampering moments.

The main features of the :



How does the create value for the customer?

The optimizes the customers' time and reduces time consuming useless searches, by providing a user – friendly planning tool that goes beyond mere information and booking: it provides detailed, relevant and updated information and allows to get in touch with local operators to fully experience and immerse in Oman.

We believe captures the essence of Oman in a 10 day experiential tour. It has been designed for the Experiencer to make the most of his trip by combining an experiential system set in astonishing natural environments and splendid cultural attractions managed and operated by highly trained professionals.

In addition, the provides a complete tour that can be customized to match the customers' needs thanks to the information and planning tool created as well as the services developed all along the . The experiences that have been built along the GTO blend hard and soft nature and culture and allow to feel immersed in Oman and its truly taste of Arabia.

a. Customer (segment) profile: The Experienter (VALS segmentation method)

Customer Job(s)

Questions	Answers	Priority ¹
What functional jobs is the helping the customer (Experienter) to get done?	4. Discover new places & new cultures. 5. Escape from real life & routine 6. Achieve self – expression 7. Achieve a personal challenge 8. Practice a hobby 9. Learn new things	5
What social jobs is the helping the customer (Experienter) to get done?	10. Be recognized as an adventurer 11. Share moments with others	4
What emotional jobs is Oman helping the customer to get done?	12. Feel free/ alive 13. Feel special/ unique 14. Feel good/ satisfaction	5

Gains

Questions	Answers	Priority ²
What would make our customer's life easier?	A user - friendly destination that furnishes him with relevant and trustworthy information to build its trip independently and to make him make the most of its trip and holidays.	5
What positive social consequences does your customer desire?	Being and feeling immersed in local culture, blending with locals & seizing challenges in an	4
What are customers looking for?	New destinations to be explored with magnificent natural sceneries and splendid cultural attractions recognized by 3 rd parties. The customer is also willing to learn and improve its skills in particular activities.	5
What do customers dream about?	Feeling special, free and good thanks to remarkable experiences.	5

¹ Priority is ranked from 1 to 5, being 1 a low priority issue and 5 a very high priority issue for the customer.

² Priority is ranked from 1 to 5, being 1 a low priority issue and 5 a very high priority issue for the customer.

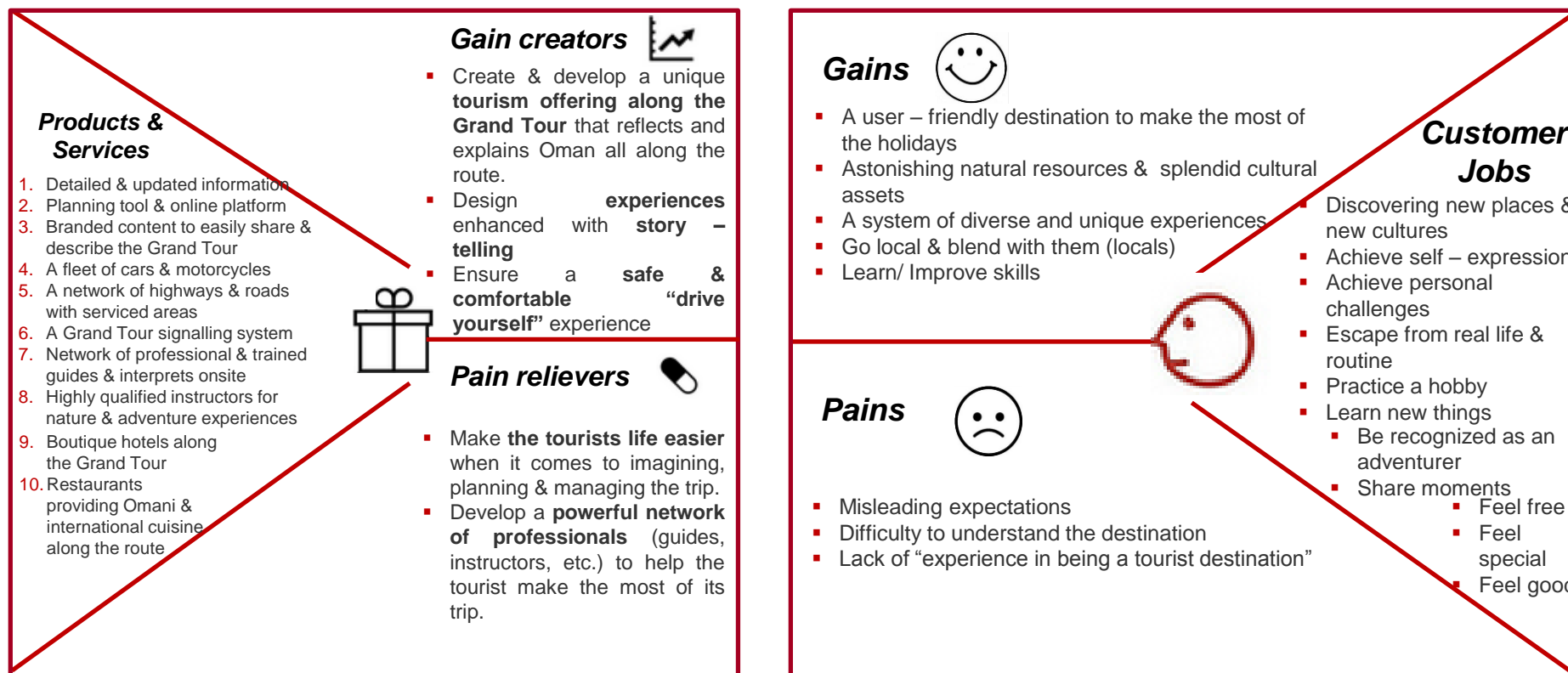
How does your customer measure success and failure?	He measures success based on its level of satisfaction and positive feelings arisen during the trip. However, failure is measured through dissatisfaction and negative feelings.	4
Which savings would make your customer happy?	Time and effort savings as the is a user - friendly destination (all along the customer journey).	5
What outcomes does your customer expect and what would go beyond his/ her expectations?	He expects a new destination, developing experiences that allow him to make the most of his trip.	4
How do current solutions delight your customer?	By providing him unexpected benefits, highly related with experiential and remarkable emotions.	5

Pains

Questions	Answers	Priority ³
What does your customer find too costly?	It takes the customer a lot of time to find relevant and updated information to understand the destination and what it is in for him in the .	5
What makes your customer feel bad?	Frustration by misleading expectations on what to do in the destination, and in what terms & conditions, and what is later experienced.	4
What kind of risks does the customer fear?	Technical costs related to the misleading expectations (equipment, guides & instructors and tourism & leisure offerings) and the lack of experience” in being a tourist destination.	5
What barriers are keeping your customer from adopting solutions?	The difficulty to understand the destination and the lack of experiences in being a tourist destination.	5

³ Priority is ranked from 1 to 5, being 1 a low priority issue and 5 a very high priority issue for the customer.

Fig 1: Fit between Customers profile and the Value map



Source: THR in – house based on Value Proposition Design method of Alex Osterwalder, among others.

b. Value map

Products & Services

List of Products & Services the Value Proposition of GTO has been built around

1. Detailed, relevant & updated information
2. Planning tools & platform to contact local operators
3. Branded content to easily share & describe the GTO
4. A fleet of high quality cars & motorcycles
5. A very good network of highways and roads with serviced areas: car/ equipment repairing services & basic medical health services
6. A GTO Signaling system along the route
7. Network of professional & trained guides & interpreters onsite
8. Highly qualified instructors for nature & adventure experiences
9. Boutique hotels along the GTO
10. Restaurants providing Omani & international cuisine along the route

Gain creators

Questions	Answers	Priority ⁴
Do the products & services of GTO do something customers are looking for?	<ul style="list-style-type: none"> Yes, the GTO creates & develops a tourism offering along the route that reflects and explains Oman. Yes, the GTO has designed experiences along the route that enhance the story – telling component. 	5
Does the GTO make its customers' life easier?	<ul style="list-style-type: none"> Yes, it ensures a safe & comfortable "drive yourself" experience. 	4

Pain relievers

Questions	Answers	Priority ⁵
Does the product GTO put an end to difficulties and challenges the customer encounters?	<ul style="list-style-type: none"> Yes, the GTO makes tourists' life easier, when it comes to imagining, planning & managing the trip. It solves the problem of understanding the destination, etc. 	5
Does the GTO eliminate risks the tourists fear?	<ul style="list-style-type: none"> Yes, it provides the customer with an offering and planning tool that makes the tourists' life easier because it helps to imagine, plan & manage the trip. Yes, includes a powerful network of professionals to help the tourist make the most of its trip. 	5

⁴ Priority is ranked from 1 to 5, being 1 a low priority issue and 5 a very high priority issue for the customer.

⁵ Priority is ranked from 1 to 5, being 1 a low priority issue and 5 a very high priority issue for the customer.

Oman Tourism Strategy

c. Compliance matrix: Fit “Customer profile” & “Value map”

Customer’s gains: transform attractions into consumer experiences

Gain	Gain creators	The “whats” (products & services) to be included in the prototype
An experiential system to make the tourist feel the destination.	<ul style="list-style-type: none"> Design experiences that enhance story – telling instead of simple tourist attractions and operate them. 	<ul style="list-style-type: none"> An attractive system of tourism experiences to feel during the GTO: <ul style="list-style-type: none"> Camel rides along endless sand dunes, Venture into astonishing off-road wadis, Splendorous forts & castles, Witness turtles hatching, Authentic Omani hospitality
Feel local: go local & blend with them (locals)	<ul style="list-style-type: none"> Design experiences that enhance story – telling instead of simple tourist attractions and operate them. Create & develop a tourism offering (branded) along the GTO that reflects and explains Oman. 	<ul style="list-style-type: none"> An attractive system of tourism experiences to feel during the GTO A planning tool to contact local operators, to book experiences and activities with them. A specific GTO signaling system. Develop and operate boutique accommodation offering with very authentic features reflecting Omani culture & personality. Restaurants providing Omani cuisine, but also international restaurants.
Astonishing natural resources & splendid cultural assets	<ul style="list-style-type: none"> Design experiences that enhance story – telling instead of simple tourist attractions and operate them. 	<ul style="list-style-type: none"> Detailed and updated information to understand and imagine easily the GTO. A network of highly qualified instructors with up to date equipment to feel nature & adventure experiences up to international standards. An attractive system of tourism experiences to feel during the GTO Develop a network of professional and trained onsite guides and interpreters at the tourist attraction sites.
A user – friendly destination	<ul style="list-style-type: none"> Ensure a safe & comfortable “drive yourself” experience along the GTO. 	<ul style="list-style-type: none"> A very good network of highways and roads with serviced areas providing: basic medical services and repairing cars & equipment.

Oman Tourism Strategy

Pain	Pain relievers	The “whats” (products & services) to be included in the prototype
Difficulty to understand the destination	<ul style="list-style-type: none"> Furnish the customer with relevant, detailed and updated information through a tool that helps him to imagine & plan the trip/ GTO. 	<ul style="list-style-type: none"> Detailed and updated information to understand and imagine easily the GTO. <ul style="list-style-type: none"> Planning tools to personalize itineraries online and a platform to put the tourist in contact with local operators to directly book and manage the activities or experiences the GTO offers.
Misleading expectations & difficulty to understand the destination	<ul style="list-style-type: none"> Furnish the customer with relevant, detailed and updated information through a tool that helps him to imagine & plan the trip/ GTO. Develop a powerful network of professionals to help the customer make the most of their trip. 	<ul style="list-style-type: none"> Detailed and updated information to understand and imagine easily the GTO. Planning tools to personalize itineraries online and a platform to put the tourist in contact with local operators to directly book and manage the activities or experiences the GTO offers. Branded content available online to easily share and describe moments & experiences of the GTO. Develop a network of professional and trained onsite guides and interpreters at the tourist attraction sites. A network of highly qualified instructors with up to date equipment to feel nature & adventure experiences up to international standards. A planning tool to contact local operators, to book experiences and activities with them. A very good network of highways and roads with serviced areas providing: basic medical services and repairing cars & equipment. A fleet of high quality cars and motorcycles. All models will be adapted to drive around Oman. A specific GTO route signaling system.

d. 15 “whats” the GTO proposes to inspire & attract experiencers

Dreaming & Planning...

Pain reliever

Make the tourists life easier, GTO is a user – friendly destination and experience all along the travel cycle (customer journey)

1. Detailed & updated information to understand and imagine easily the GTO

- Detailed and updated information with seasonal tips, to inspire ideas on “what to do” along the GTO and envision the Must visits and nice to see spots along the GTO.
- Recommendations by locals (sponsored by MOT) will be included to tailor the trip and make the most of it.
- GTO route will have its own website or micro – site explaining through video, audio and text what is included and why Experiencers should choose it.

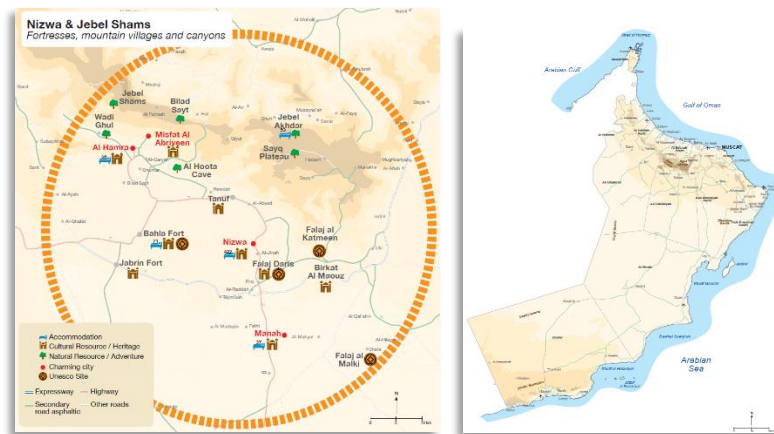


Gain creator

Propose a unique tourism offering along the GTO that reflects and explains Oman all along the route that can be customized thanks to the planning tool.

2.A planning tool to customize the itinerary according to the Experiencer's preferences & get in touch with local operators (or service providers)

- The planning tool will be user – friendly and will provide selected information for the customer, according to his preferences: What are your interests? Forts & castles, adventure and nature experiences. Based on the interests the selected tourist attractions will stand alone in the map.
- The customer will be able to tailor – make its route based on the preferences will be able to be developed.



Pain reliever

Make the tourists life easier and it allows to get in touch with local operators so that the tourists makes the most its trip.

3. The planning tool to act as a platform to put in contact tourists with the specialized local operators and service providers along the GTO

- The tool will also provide the tourists with offerings and contacts of local operators managing tourist attractions sites and experiences.
- The tool will provide direct contact with: car and motorcycle rentals, accommodation services along the GTO, tourist attraction sites, recommended experiences, etc.
- The tourist will be able to obtain further information and even book the desired services and experiences.
- In case the “Experienter” does not want to do the booking in that moment, it can allow him to see the diverse options the GTO presents as offering: where the tourist attractions are located, what accommodation is available close to that location, tourist and leisure offerings around: restaurants, souqs, etc.



In the destination...

Pain reliever

Make the tourists' life easier when it comes to imagining, planning & managing the trip.

4. Arriving in Oman and being prepared for the tourist to make the most of its trip, becoming a consumer – friendly destination at all touch points of the experience

- The GTO will usually start as a “fly & drive”.
- The Experienter will be able to have at the airport or hotel (at his disposal) the vehicle selected to start touring along the GTO.
- In the vehicle the tourists will find an experiential touristic map of Oman that helps Experienter to follow on the trip and plan “as it goes”.



Gain creator

Ensure a safe & comfortable “drive yourself” experience

5. Ensuring a safe & comfortable “drive yourself” experience on the route: a branded signposting for the GTO

- The GTO route includes a high quality system of roads and highways.
- The route provides clear system of indications on the way, which way, what can be found and experienced along the way.
- GPS systems (Tomtom or Garmin) with detailed route information on roads and services available.



Gain creator

Design experiences enhanced with story – telling

6. An experiential route: the GTO. The 1st stop: exploring wadis and the experiencing the risk and adrenaline: a unique base jump

- The first stop, to be selected by the tourist based on in its priorities and on the route it has decided to explore.
- A set of experiences are developed along the GTO to be experienced by the tourists at their own pace, highly focused on cultural and natural assets.
- The GTO provides contacts of highly qualified instructors of nature and adventure experiences, with whom the tourist will feel safe and fully dedicated to enjoy the experience.



Gain creators

- Design experiences enhanced with story – telling
- Create & develop a unique tourism offering along the GTO that reflects and explains Oman all along the route.

7. The experience continues but not adrenaline wise, it is now time to recover, seat aback, refill batteries and blend with locals

- Experiencers seek the authentic and the also want to learn from and about other cultures.
- Pampering moments also to recover and enjoy the treasures of Oman culture wise: blending natural astonishing settings with authentic flavors and cuisine.



Gain creators

Create & develop a unique tourism offering along the GTO that reflects and explains Oman all along the route.

8. Where to stay to continue exploring Oman through the GTO is not a problem, along the GTO accommodation services are provided

- Along the GTO the tourists will find available small and boutique accommodation (some of them branded) with authentic Omani features.
- The Experienter will feel satisfied not to lose its precious time going back to main cities stay overnight.
- The tourist will now there is tourism accommodation on the way through the planning tool available, the GTO map and branded signaling designed for the GTO.



Gain creators

Create & develop a unique tourism offering along the GTO that reflects and explains Oman all along the route.

9. Continue exploring and feeling Oman thanks to the system of experiences built an along the GTO: Get the skills to become a dexterous camel rider & experience the desert as a playground

- Improving skills in extreme conditions, challenging oneself, discovering new places, adventures and stories.
- The GTO proposed the Experienter tourist with a set of 5 to 10 experiences along the route that have been designed to please him.
- The tourist will be informed since it starts dreaming about the trip on how to make the most of it.



Gain creators

Ensure a safe & comfortable “drive yourself” experience

10. Ensuring a safe & comfortable “drive yourself” experience on the route so that nothing can stop the Experienter from exploring & enjoying

- The GTO is prepared for the tourist to feel safe and comfortable thanks to the services provided all along the route.
- Serviced areas along the way are provided to support the tourist any time.
- The main services provided will be: vehicle repairing, professional equipment repairing & medical & health services.



Gain creators

Create & develop a unique tourism offering along the GTO that reflects and explains Oman all along the route.

11. The GTO experience continues with challenges to embrace and to make the Experienter feel satisfied: Feel nature while canyoning & cliff diving in wadis

- The GTO includes risky and offbeat experiences for the target customer: Experienter.
- The tourist has selected which of the experiences fit better with their GTO.
- A team of highly qualified instructors will always be next to the tourist to follow.
- Adrenaline blended with natural settings.



Gain creators

Create & develop a unique tourism offering along the GTO that reflects and explains Oman all along the route.

12. Pampering moments are sometimes very welcome, enjoying Omani (or international) cuisine is possible along the route

- The GTO is planned to explore, look forward and do not look back. Therefore, tourism services needed to fulfil Experiencers' needs are provided.
- The GTO has a combination of elements to allow one to get to know, feel and taste Oman.



Gain creator

Design experiences enhanced with story – telling

13. Discover and learn from the stories told about the forts & castles, the families and

- Along the GTO experiences are also cultural and carried out in forts & castles.
- Forts & Castles are an iconic asset of Oman and therefore each fort or castle along the route provides a different experience.
- Thanks to a network of highly qualified guides and interpreters in tourist attractions the Experiencer will be transported to the splendorous times for forts & castles.
- Story – telling is developed to stimulate the
- Learn from the protagonists of the stories what traditions have endured until nowadays.



Gain creator

Design experiences enhanced with story – telling

14. Go beyond what the stories tell and experience it by staying an overnight in a castle

- Branded accommodation in specific forts & castles along the GTO to get to know the culture and values of Oman.
- Each fort & castle selected to become a tourism accommodation establishment will have its personality and story to be shared with the Experiencers exploring Oman along the GTO.
- In the forts & castles not only the stay will inspire a sense of Oman, but also the supplementary services provided will deploy an impression of Oman.



In the destination and/or back at home

Pain reliever

Make the tourists' life easier when it comes to imagining, planning & managing the trip.

15. Share the story of the GTO experience

- Branded content about the GTO will be available online in diverse forms: video and audio especially, but also written content to be easily shared.
- The experienter will also be able to upload his own content during the trip or from home. The tourist will be able to link the content to specific social communities.
- Experiencers have the opportunity to become evangelists of the destination.



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Enablers

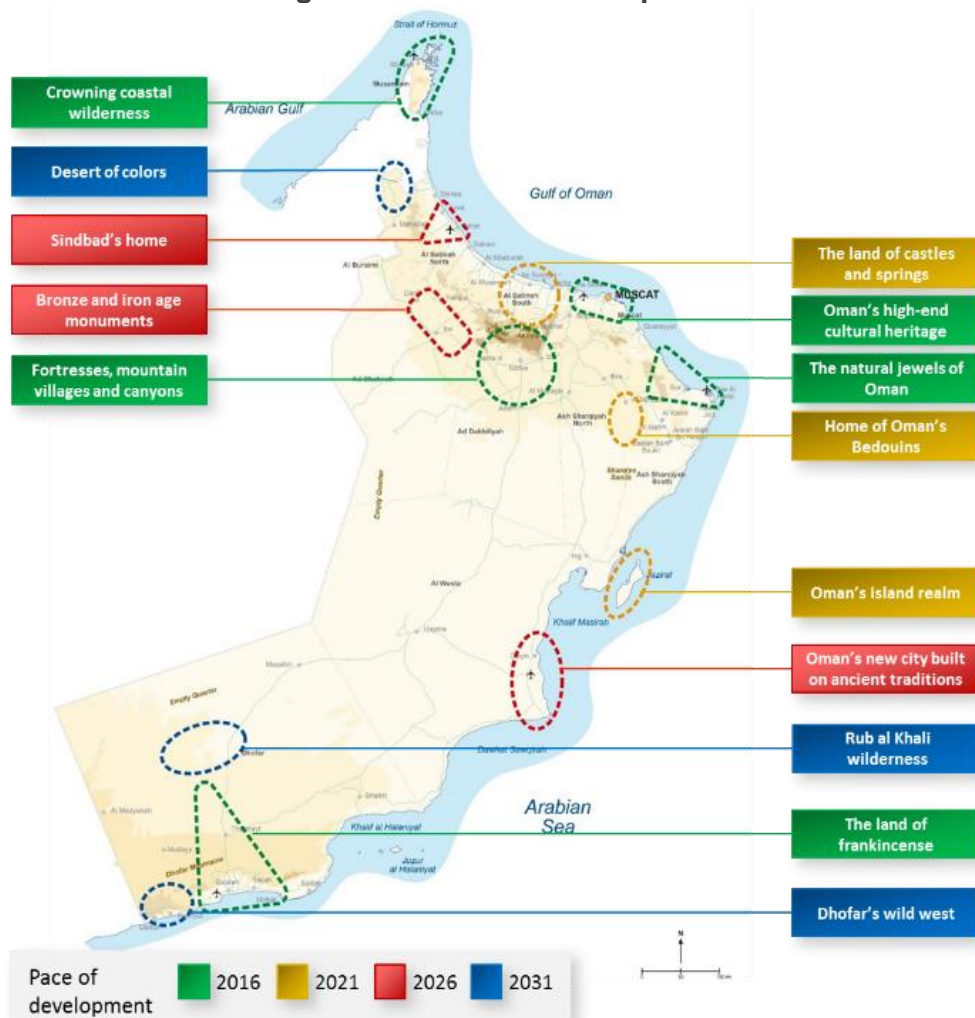
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1. Playgrounds

As explained in the Strategy document (refer to Deliverable 2: Part II: The Territorial Strategy), Oman's Tourism Development is based on a Playground (cluster) model.

During the Strategy formulation phase, the main tourism development areas in the form of playgrounds have been identified and put in the context of the Governorates, with their typology and experience portfolio mapped out. A thorough analysis of Oman's resources and attractions and an assessment of its future tourism potential lead to establishing the following 14 playgrounds.

Figure 2. Territorial Development



Source: THR, Innovative Tourism Advisors

As part of planning, prioritization is an essential tool, as focusing efforts on selected areas with a high chance of success, enables the establishment of a solid foundation upon which future developments will be based and leads the growth by example. Hence, the development of these playgrounds has been phased (on the basis of their attractiveness, structure, functionality, readiness, etc.), resulting in 11 playgrounds to be operating seamlessly before 2040 and an additional 3 to be activated post 2040.

The following roll-out model presents the gradual distribution of the playgrounds in 5-year periods.

Table 1. Roll-out model

		2016-2020	2021-2025	2026-2030	2031-2040
A. Musandam (1)	Crowning coastal wilderness	• ■			
B. Nizwa & Jabal Shams	Fortresses, mountain villages and canyons	• ➔			
C. Muscat	Oman's high-end cultural heritage	• ➔			
D. Salalah, al-Baleed WHS, Sumharam WHS & Wadi Dawkah WHS	The land of frankincense	• ➔			
E. Eastern Coast Wadis & Ras al Jinz	The jewels of Oman	• ➔			
F. Rustaq, Nakhal and al-Hazm	The land of castles and springs	•	■		
G. Sharqiya Sands	Home of Oman's Bedouins	•	■		
H. Masirah Island	Oman's island realm	•	■		
I. Sohar	Sindbad's home	•	•	■	
J. Duqm	Oman's new city built on ancient traditions	•	•	■	
K. Bat, al-Khutrn and al-Ayn Tombs	Bronze and iron age monuments	•	•	■	
L. Buraimi			•	•	■
M. Rub al Khali			•	•	■
N. West of Salalah & Jabal Qamar			•	•	■

• Preliminary Planning • Planning ■ Launching ➔ Re - Launching

⁽¹⁾ It is urgent to address effectively the border issue as it may hinder the success of this playground

Source: THR, Innovative Tourism Advisors

Adopting this playground or cluster-based model entails plenty of benefits, such as a much likely increase in performance, a boost in professionalization and a step-up in innovation techniques. In practice, technical or social yield reasons drive destinations to operate around a reasonable level of dispersion in certain areas. As a golden rule, a ratio of 20/80 in favor of concentration sounds realistic and appropriate.

2. Rooms projections by Governorate

To project the growth development and main indicators of each Governorate and its associated playgrounds, 4 methods have been used:

- Method 1: Linear growth

Considers that all the Governorates will grow at the same pace by the same amount in each time step, as per the current state of each Governorate (in terms of room nights and number of rooms).

- Method 2: Playground's phasing

Considers that the speed and pace of growth is not linear as contemplated in method 1, and hence will vary per Governorate according to the roll-out model established. To calculate this additional growth amount, three variables are reflected and weighted:

- The roll-out effect (10% extra distributed among Governorates).
- The attractiveness of the Governorate as a tourism destination (5% extra distributed among Governorates).

- The territorial effect, that aims to distribute in a more balanced manner Tourism across all parts of the country (5% extra distributed among Governorates).
- Method 4: Business models.
Considers that the speed and pace of growth is not linear as contemplated in method 1, and hence will vary per Governorate according to the business models, in which each playground is due to compete.
 - Attractiveness of the destination for each specific business model (5 points assigned to the highest attractive playground).
 - Tourism quality services: assessed depending on the seasonality, tourism offer and transport infrastructure (each of these variables are granted 0-5 points and then weighted).

The number obtained from adding up both variables (attractiveness and tourism quality) for each Governorate is used to distribute the number of room nights per business model.

- Method 4: The average of the 4 abovementioned methods.
This average number has been used as a base for all the projections in the Governorates and Playgrounds.

The following table shows the estimated projection of the total number of rooms needed by Governorate in the horizon 2030 and 2040:

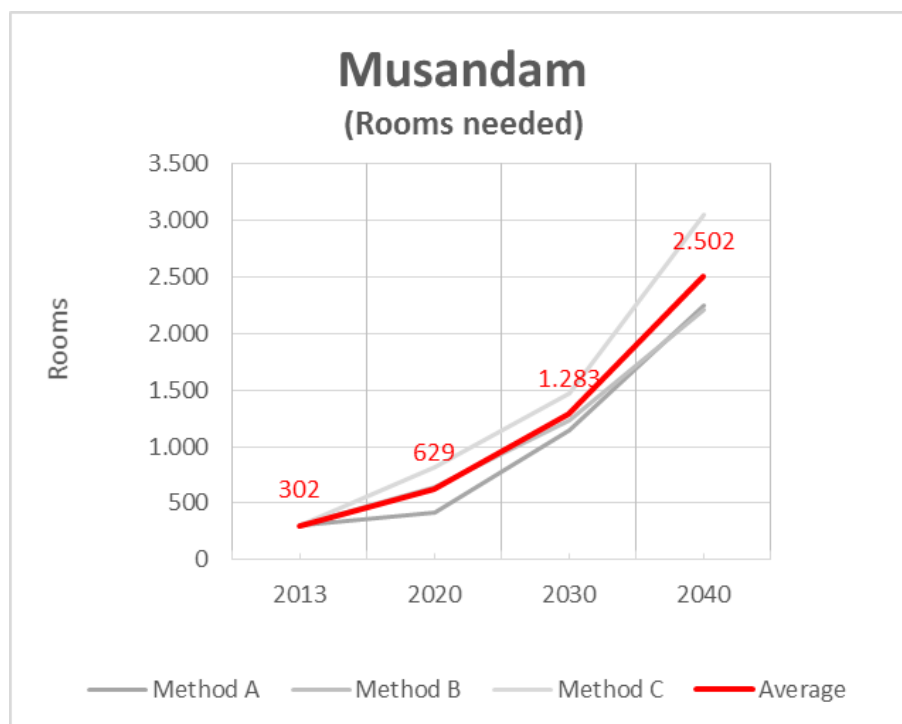
Table 2: Distribution of projected rooms by Governorate (Method 4)

Governorate	Rooms 2013	%	Rooms 2030	%	Rooms 2040	%	Δ 2040 /13
Muscat	7,633	53,1%	16,104	45%	27,628	43%	362%
Dhofar	1,817	12,6%	5,372	15%	9,970	15%	549%
Al Sarqiyah S	728	5,1%	2,274	6%	4,216	6%	579%
Al Dakhiliyah	682	4,7%	2,179	6%	3,959	6%	581%
Al Batinah N	695	4,8%	1,874	5%	3,749	6%	539%
Al Wusta	631	4,4%	1,664	5%	3,326	5%	527%
Al Sharqiyah N	552	3,8%	1,506	4%	3,195	5%	579%
Al Buraimi	672	4,7%	1,398	4%	2,776	4%	413%
Al Batinah S	606	4,2%	1,443	4%	2,902	4%	479%
Musandam	302	2,1%	1,283	4%	2,502	4%	828%
Al Dahirah	51	0,4%	310	1%	782	1%	1533%
Total	14,369	100,0%	35,408	100%	65,004	100%	452%

Source: THR, Innovative Tourism Advisors

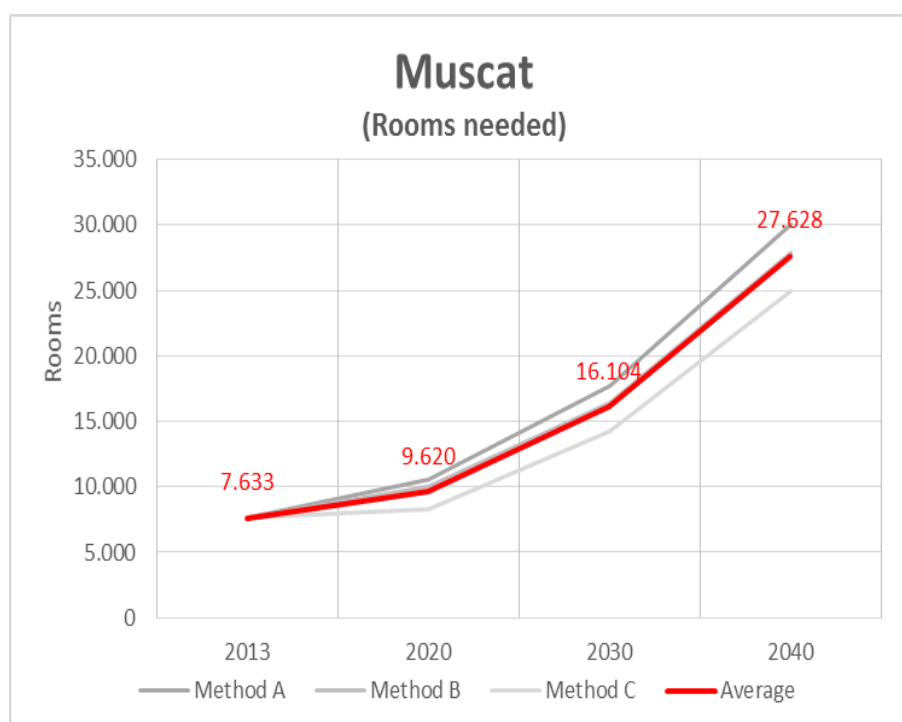
On the basis of these methods, the number of rooms per Governorates has been estimated for the horizon 2020, 2030 and 2040. The following figures show the estimated room growth of the Governorates for these given dates:

Figure 3: Estimation of rooms needed in Musandam



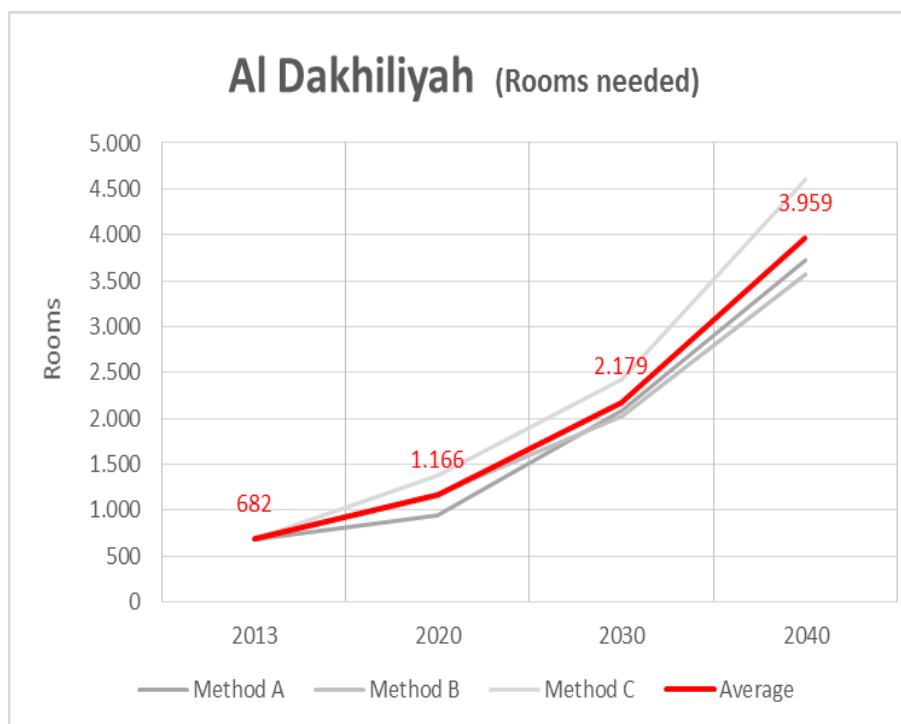
Source: THR, Innovative Tourism Advisors

Figure 4: Estimation of rooms needed in Muscat



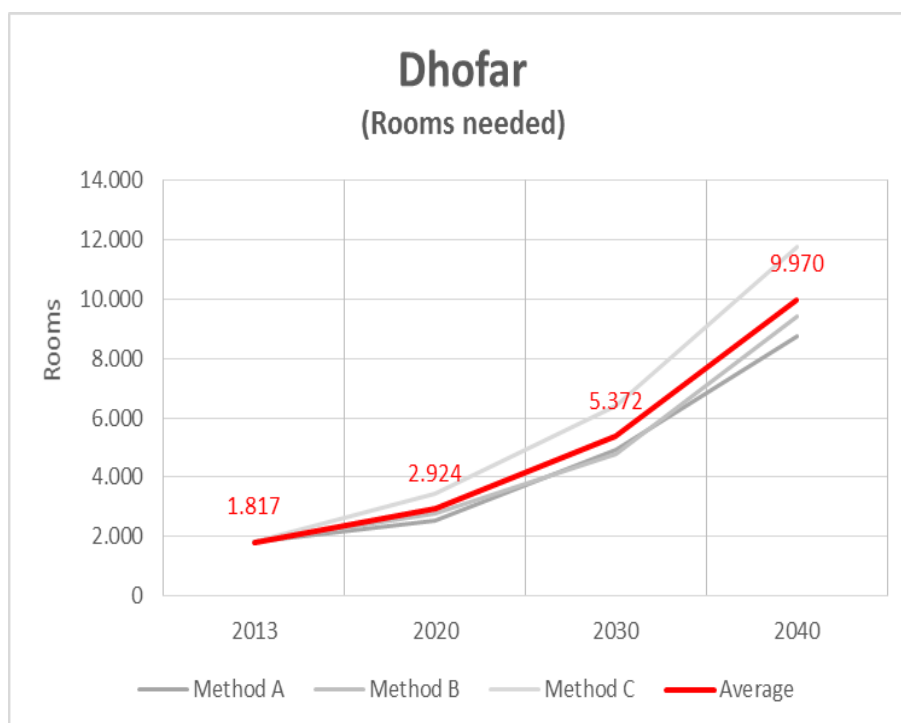
Source: THR, Innovative Tourism Advisors

Figure 5: Estimation of rooms needed in Al Dakhiliyah



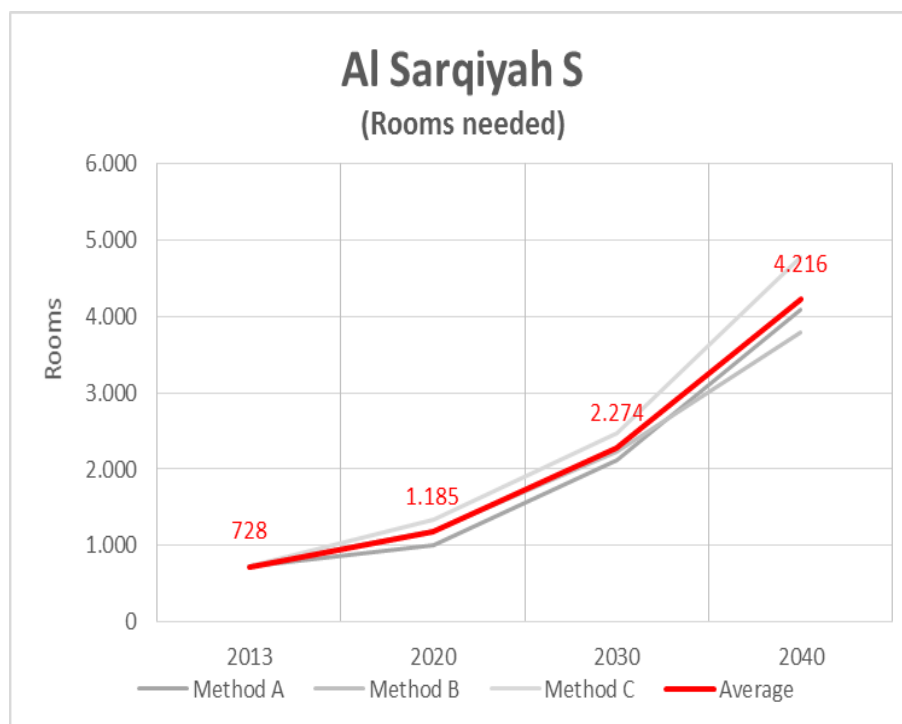
Source: THR, Innovative Tourism Advisors

Figure 6: Estimation of rooms needed in Dhofar



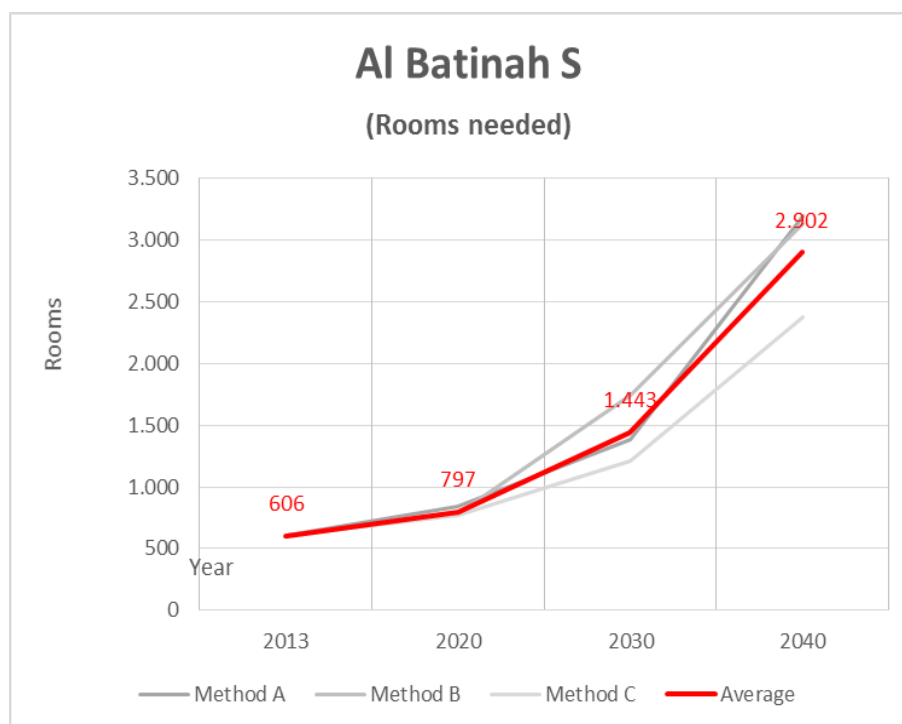
Source: THR, Innovative Tourism Advisors

Figure 7: Estimation of rooms needed in Sharqiya South



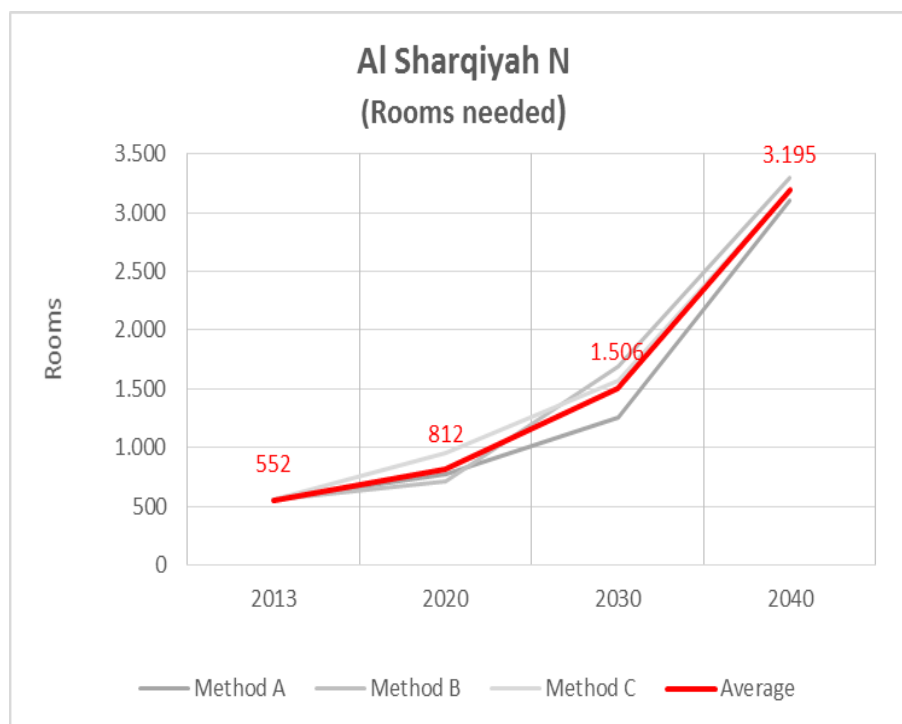
Source: THR, Innovative Tourism Advisors

Figure 8: Estimation of rooms needed in Al Batinah South



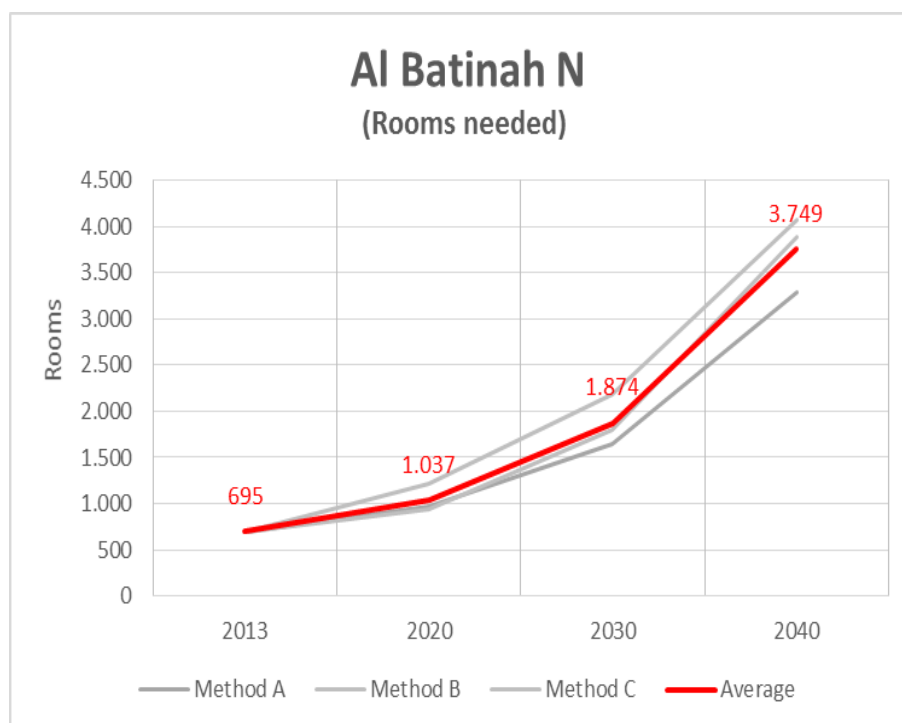
Source: THR, Innovative Tourism Advisors

Figure 9: Estimation of rooms needed in Al Sharqiyah North



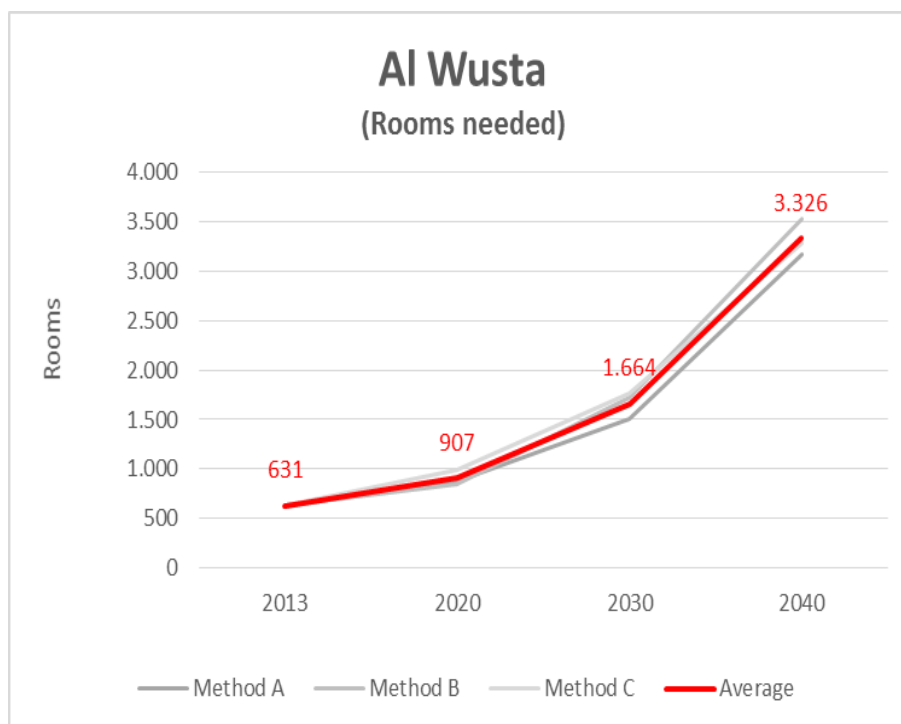
Source: THR, Innovative Tourism Advisors

Figure 10: Estimation of rooms needed in Al Batinah North



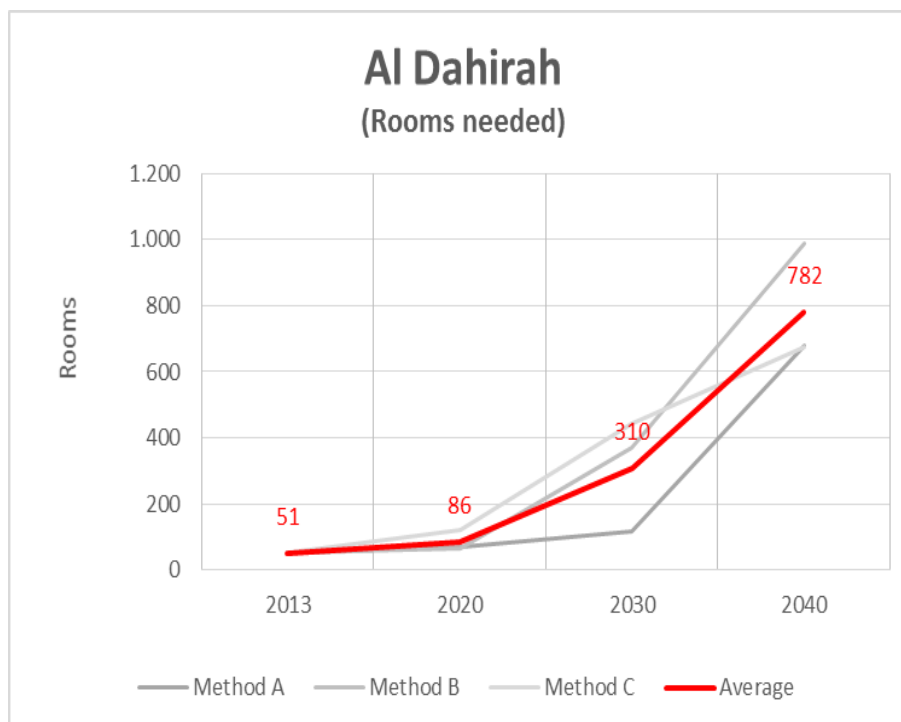
Source: THR, Innovative Tourism Advisors

Figure 11: Estimation of rooms needed in Al Wusta



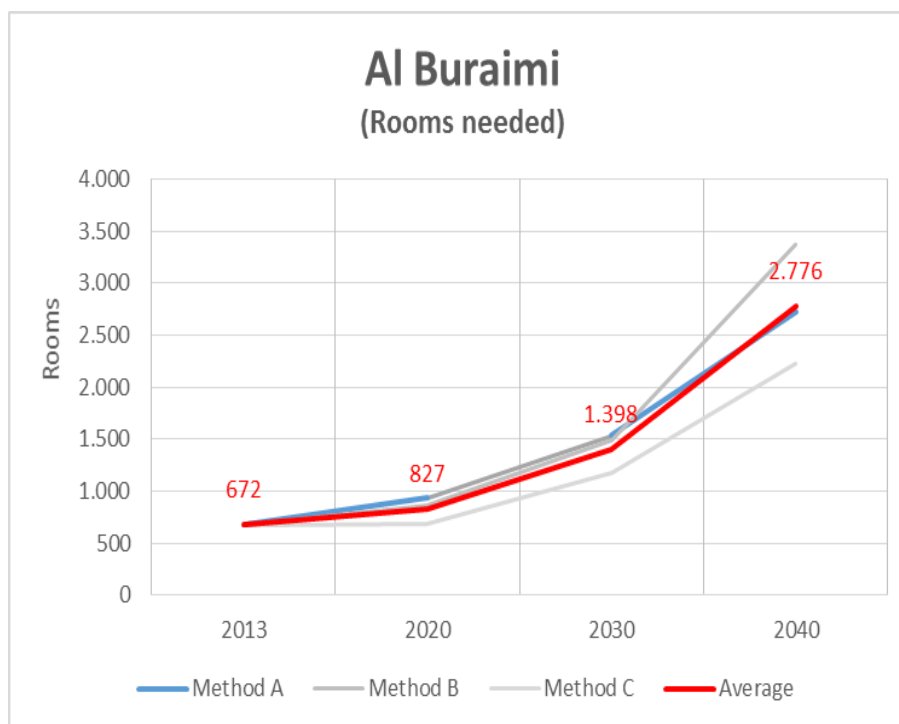
Source: THR, Innovative Tourism Advisors

Figure 12: Estimation of rooms needed in Al Dahirah



Source: THR, Innovative Tourism Advisors

Figure 17: Estimation of rooms needed in Al Buraimi

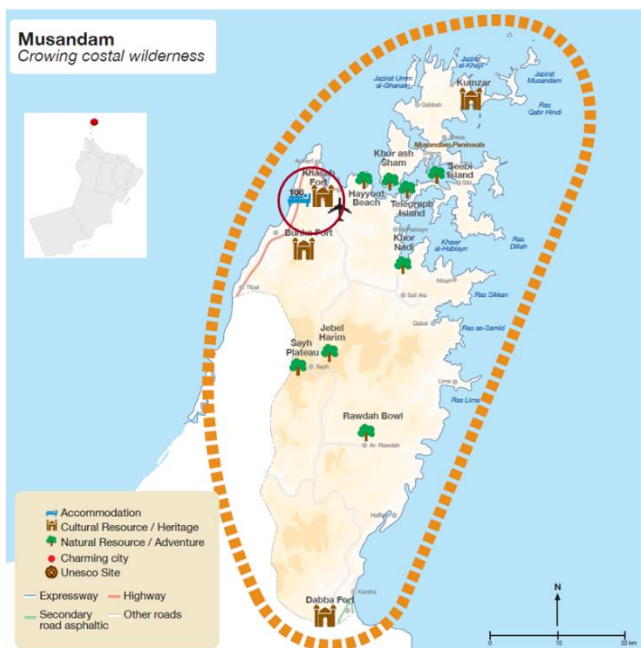


Source: THR, Innovative Tourism Advisors

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A Crowning coastal wilderness – Musandam

(1/4)



○ Playground Service Center

Customer value proposition

A largely untouched natural and marine environment with dramatic steep-sided fjords and scenically landscapes unique in the Gulf. An outstanding combination of breathtaking mountain and cliff scenery towering over sheltered bays and sea treasures beneath



A Crowning coastal wilderness – Musandam

(2/4)

Playground indicators and goals

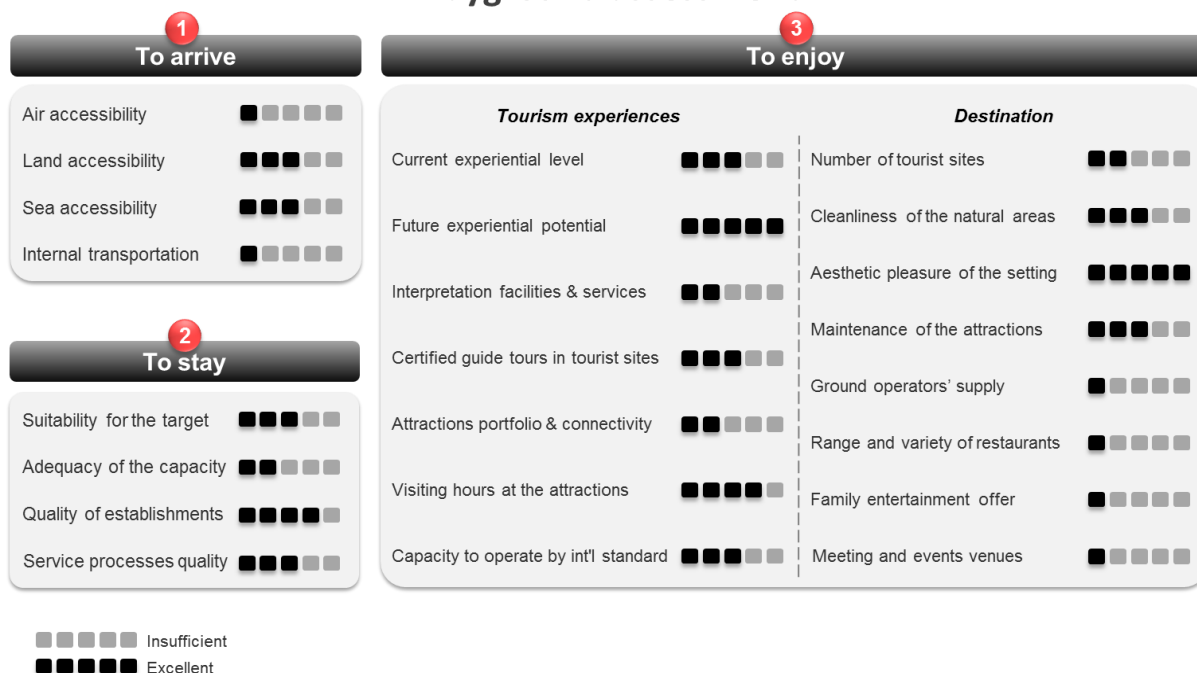
Market opportunities	Target	Roll out
Nature & adventure ★★★★★	Domestic ■ ■ ■	<ul style="list-style-type: none"> 2016-2020: Planning and launching
Short breaks ★★★★★	Regional ■ ■ ■	
Vacations to relax ★★	International ■ ■ ■	
Special interest ★		

Indicators	2020	2030	2040
Tourists* (x000)	97	170	257
Room nights (x000)	110	225	438
Rooms needed	504	1026	2000
Revenues (Mill. US\$)	123	234	405

*Day visitors not included



Playground assessment



Playground competitive improvements by priority

Recommendations and its strategic priority	Ongoing tourism projects
a. Pain relievers	
Support road improvements as outlined in the Musandam Peninsula Master Plan	5
Ease border crossing procedures (road permits, visas, etc...)	5
b. Gain creators	
Invest in additional adventure tourism (guided walks, via ferrata or road cable walkways)	5
Re-develop the Khasab port to ease passenger movements and upgrade its services and tourist oriented facilities	5
Boost high quality cruise and pleasure boat charters, based in Khasab	4
Upgrade Dabba airport to handle commercial aircrafts and float plane services	4
Create a visitors' interpretation center and traditional arts retail center at Khasab Port	4
Develop appropriate infrastructure for road touring	3
Develop scuba diving hot spots (in Khasab and Dabba)	3

*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

a. Under construction:

- Alila Villas Musandam – 75 rooms
- Etc.

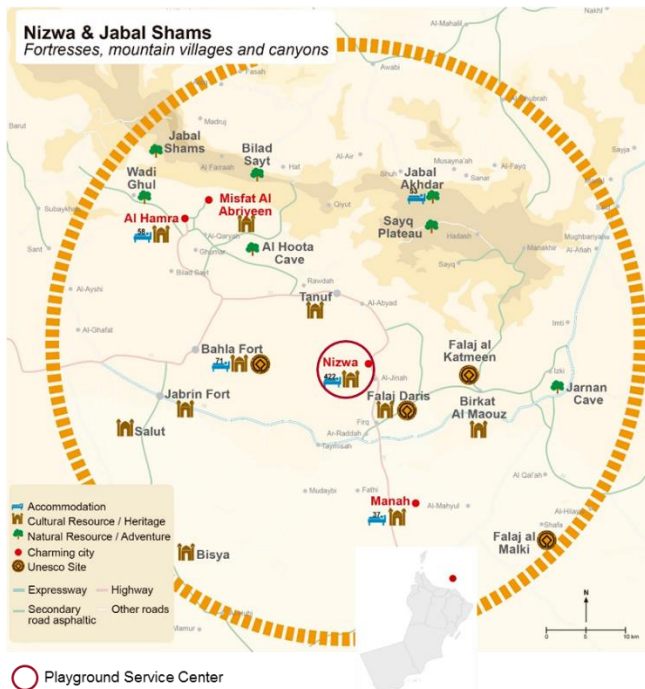
b. In planning stage:

- Fast ferry services in between Khasab-Muscat and Khasab-Iran (late 2015 onwards)
- Expansion of the adventure facilities (Omran)
- Etc.

* Refer to the Musandam 2040 master plan

B Fortresses, mountain villages and canyons – Nizwa, Jabal Shams & Akhdar

(1/4)



Customer value proposition

World class heritage, nature and adventure destination, with outstanding UNESCO listed forts, castles, aflaj systems and traditional charming traditional villages that merge perfectly with incredible mountain scenery



B Fortresses, mountain villages and canyons – Nizwa, Jabal Shams & Akhdar

(2/4)

Playground indicators and goals

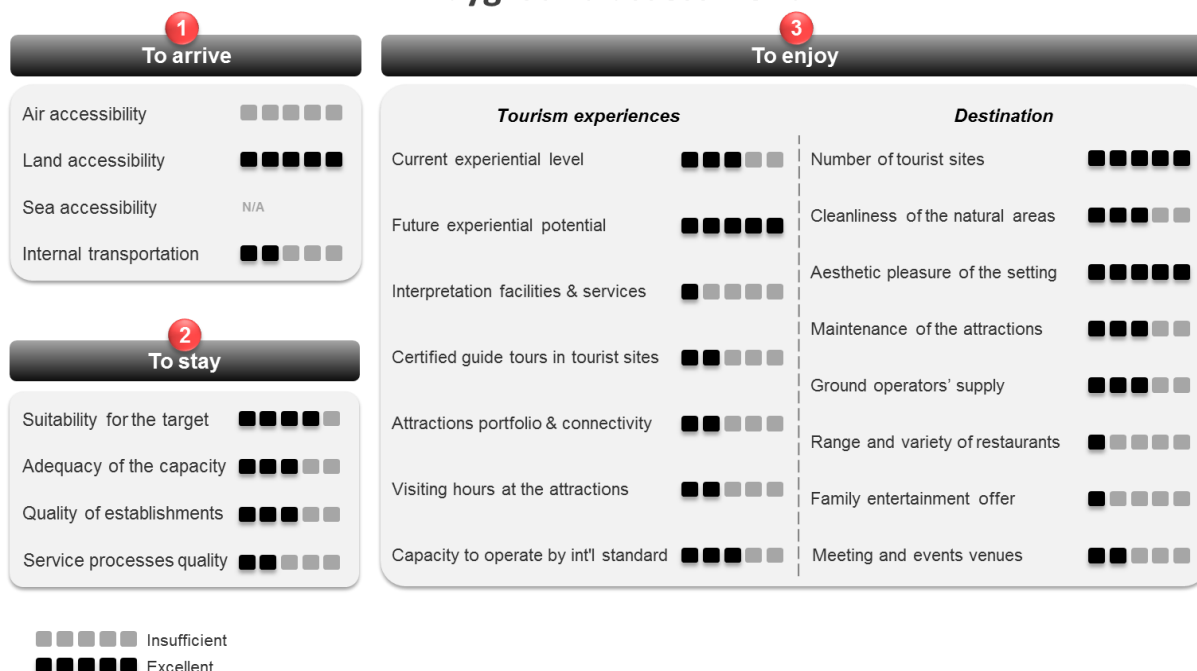
Market opportunities	Target	Roll out
Touring & culture ★★★★★	Domestic ■ ■ ■	<ul style="list-style-type: none"> 2016-2020: Planning and re-launching
Short breaks ★★★★★	Regional ■ ■ ■	
Nature & adventure ★★★★★	International ■ ■ ■	
Day trips ★★★★★		

Indicators	2020	2030	2040
Tourists* (x000)	215	290	461
Room nights (x000)	204	381	694
Rooms needed	933	1743	3167
Revenues (Mill. US\$)	271	463	787

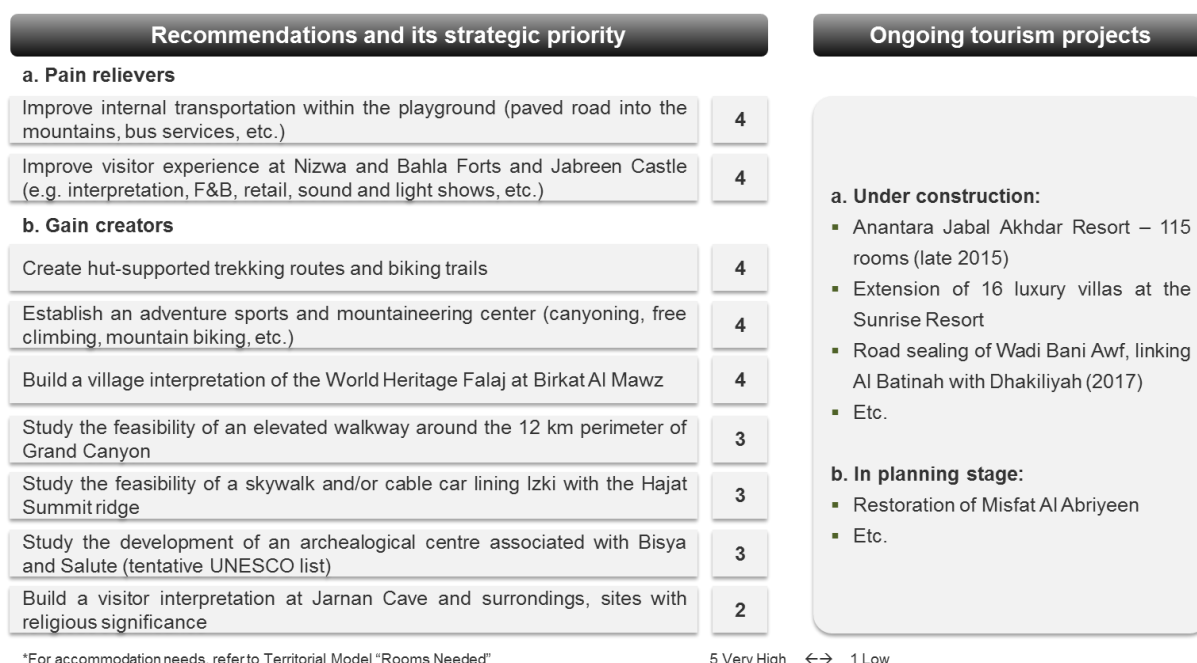
*Day visitors not included



Playground assessment



Playground competitive improvements by priority



C Oman's high-end cultural heritage – Muscat

(1/4)



Customer value proposition

Oman's national gateway, arts, heritage and cultural showcase. A combination of the new grandeur and the old legendary architecture in Omani lifestyle



C Oman's high-end cultural heritage – Muscat

(2/4)

Playground indicators and goals

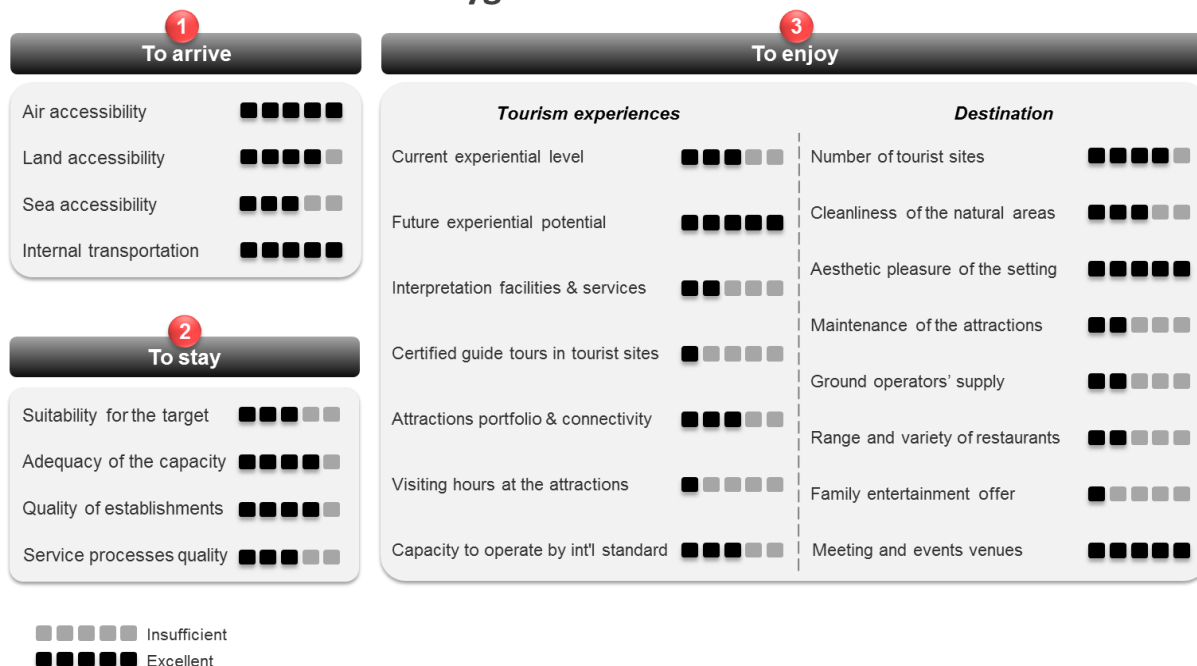
Market opportunities	Target	Roll out
Touring & culture ★★★★★ Meetings & events ★★★★★ Festivals ★★★★★ Day trips ★★★★★	Domestic ■■■ Regional ■■■ International ■■■	• 2016-2020: Planning and re-launching

Indicators	2020	2030	2040
Tourists* (x000)	1660	2427	3529
Room nights (x000)	1685	2821	4841
Rooms needed	7696	12883	22102
Revenues (Mill. US\$)	1883	2881	4661

*Day visitors not included



Playground assessment



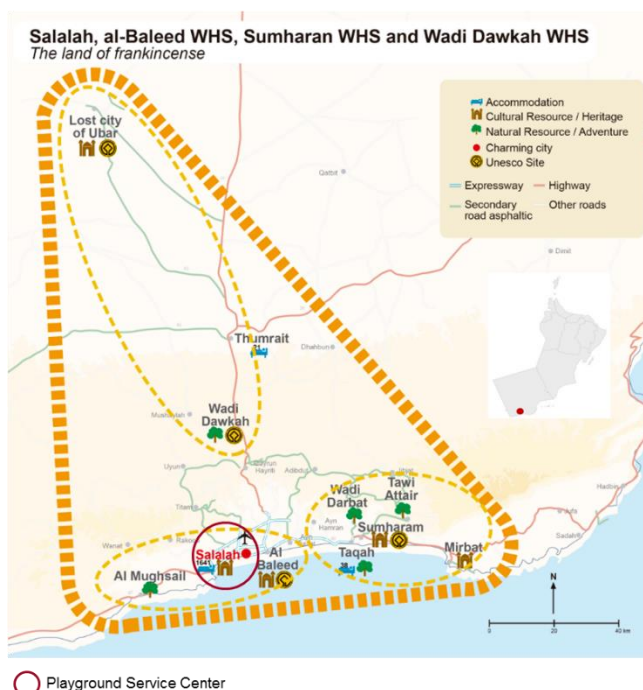
Playground competitive improvements by priority

Recommendations and its strategic priority	Ongoing tourism projects
a. Pain relievers	a. Under construction:
Improve the tourism opening hours to the major tourist attractions	■ Convention Center, with over 22,000 sqm of meeting space (2016)
Improve the fleet of taxis and other types of public transportation (for the tourists' convenience and to avoid heavy traffic congestion)	■ New airport terminal building (2016)
b. Gain creators	■ Fast ferry services in between Muscat – Khasab (late 2015 onwards)
Master Plan for the Corniche to Al Alam Palace precinct, including a visitors interpretation center	■ Oman Marine Aquarium (Seeb, 2016)
Redevelop Sultan Qaboos Port into an iconic family, tourism leisure and cruise ship precinct	■ Oman Botanic Garden (Al Khoud)
Tourism access and interpretation of the Al Alam Royal Palace and the New Parliament House Precinct	■ Shaza Wave Village Plaza Hotel – 190 rooms (2016)
Foster the development of family entertainment centers (water parks, theme parks, zoos, etc.)	■ Etc.
Establish a visitor (Ibardi Islam) interpretation center for the Sultan Qaboos Grand Mosque	b. In planning stage:
	■ Revamp of the National History Museum (2016)
	■ Etc.

*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

D The land of frankincense – Salalah, al-Baleed WHS, Sumharam WHS & Wadi Dawkah WHS (1/4)



Customer value proposition

A unique year-round destination, being the historic world center of the frankincense trade. Spectacular white-sand beaches and lush vegetation during the Khareef complemented by natural and cultural touring



D The land of frankincense – Salalah, al-Baleed WHS, Sumharam WHS & Wadi Dawkah WHS (2/4)

Playground indicators and goals

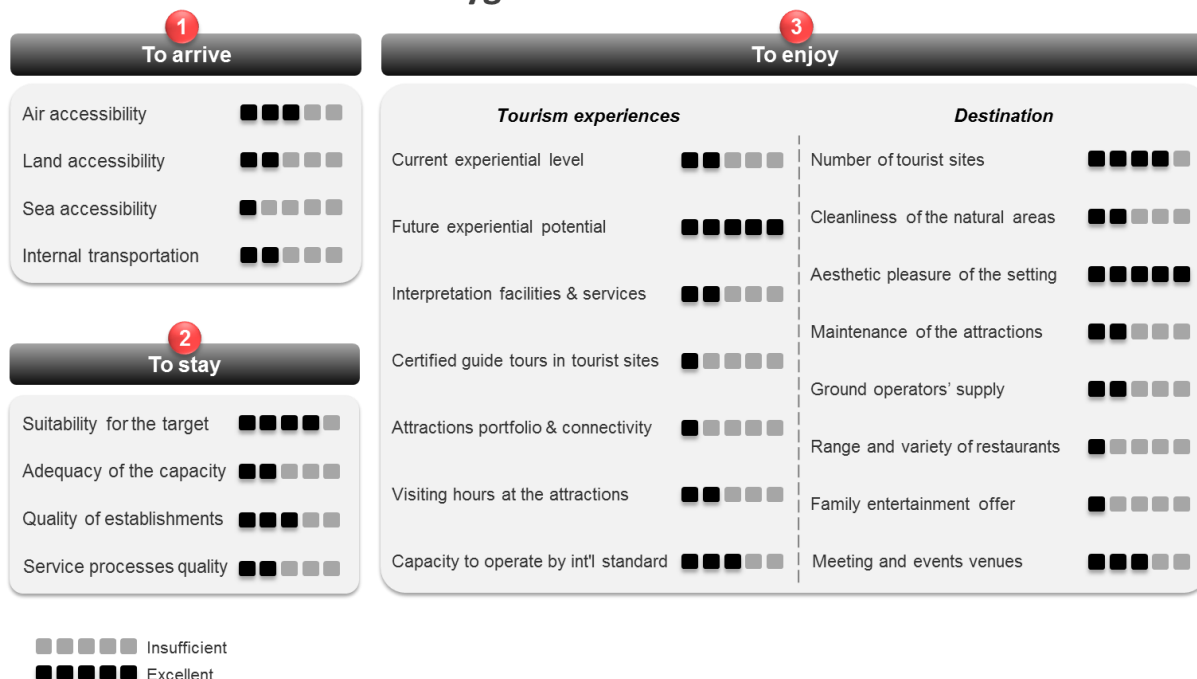
Market opportunities	Target	Roll out
Nature & adventure ★★★★★	Domestic ■■■	<ul style="list-style-type: none"> 2016-2020: Planning and re-launching
Vacations to relax ★★★★★	Regional ■■■	
Touring & culture ★★★★★	International ■■■	
Special interest ★★★★★		

Indicators	2020	2030	2040
Tourists* (x000)	175	649	898
Room nights (x000)	512	941	1484
Rooms needed	2339	4297	6779
Revenues (Mill. US\$)	493	841	1254

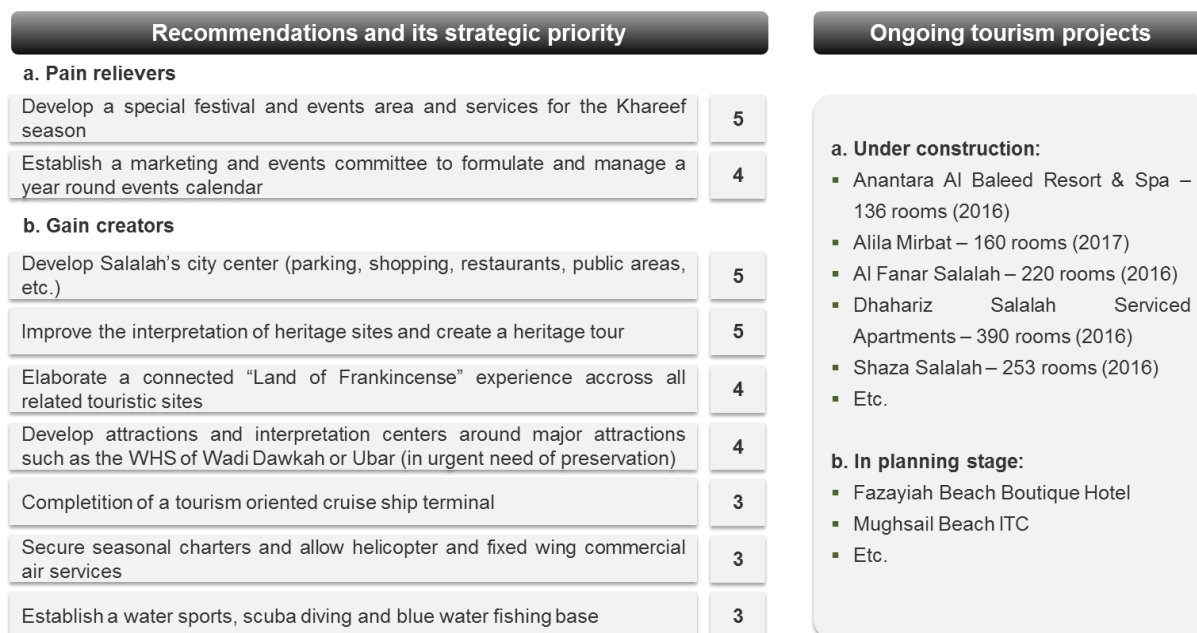
*Day visitors not included



Playground assessment



Playground competitive improvements by priority



*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

E The jewels of Oman – Eastern Coast Wadis & Ras al Jinz

(1/4)



Playground Service Center

Customer value proposition

Wadis that embody the promise of the oasis life; the home historic port of the dhows travelling the silk route; the last traditional dhow builder in Arabia and the preferred place for turtles nesting in the Gulf



E The jewels of Oman – Eastern Coast Wadis & Ras al Jinz

(2/4)

Playground indicators and goals

Market opportunities	Target	Roll out
Nature & adventure ★★★★★	Domestic ■■■	<ul style="list-style-type: none"> 2016-2020: Planning and re-launching
Vacations to relax ★★	Regional ■■■	
Touring & culture ★★	International ■■■	
Short breaks ★		

Indicators	2020	2030	2040
Tourists* (x000)	175	264	358
Room nights (x000)	207	358	591
Rooms needed	948	1637	2698
Revenues (Mill. US\$)	250	359	595

*Day visitors not included



Playground assessment

1 To arrive

Air accessibility: [] [] [] [] [] []

Land accessibility: [] [] [] [] [] []

Sea accessibility: [] [] [] [] [] []

Internal transportation: [] [] [] [] [] []

3 To enjoy

Tourism experiences

Current experiential level: [] [] [] [] [] []

Future experiential potential: [] [] [] [] [] []

Interpretation facilities & services: [] [] [] [] [] []

Certified guide tours in tourist sites: [] [] [] [] [] []

Attractions portfolio & connectivity: [] [] [] [] [] []

Visiting hours at the attractions: [] [] [] [] [] []

Capacity to operate by int'l standard: [] [] [] [] [] []

Destination

Number of tourist sites: [] [] [] [] [] []

Cleanliness of the natural areas: [] [] [] [] [] []

Aesthetic pleasure of the setting: [] [] [] [] [] []

Maintenance of the attractions: [] [] [] [] [] []

Ground operators' supply: [] [] [] [] [] []

Range and variety of restaurants: [] [] [] [] [] []

Family entertainment offer: [] [] [] [] [] []

Meeting and events venues: [] [] [] [] [] []

2 To stay

Suitability for the target: [] [] [] [] [] []

Adequacy of the capacity: [] [] [] [] [] []

Quality of establishments: [] [] [] [] [] []

Service processes quality: [] [] [] [] [] []

[] [] [] [] [] [] Insufficient

[] [] [] [] [] [] Excellent

Playground competitive improvements by priority

Recommendations and its strategic priority

a. Pain relievers

Adaptive touristic re-use of Sur and Ras Al Hadd Forts and Castles (i.e., guest house accommodation): 4

Improve road access to Majlis Al Jinn Cave and create an adventure center: 3

b. Gain creators

Create a dhow building visitors center at the Sur shipyard, the last traditional dhow manufacturer: 5

Create a signposted network of hiking trails, specially in the Wadi Bani Khalid - Wadi Tiwi route (hut and donkey assisted): 5

Enlarge the current marina to boost dhow tours and blue water fishing expeditions: 4

Develop a maritime promenade in Sur, showcasing Oman's maritime history: 4

Create a museum and visitors center in the Ancient City of Qalhat (tentative UNESCO list): 3

Enlarge the existing and/or develop alternate sea turtles sanctuaries to meet the demand: 3

Ongoing tourism projects

a. Under construction:

- Ras al Hadd airport
- Sur City Walk (Al Mamsha) – Investment OMR 120m / 217,000 sqm Multipurpose integrated complex (shopping, restaurants, residential zone, entertainment hub, etc.)
- Sur City Walk Hotel – 162 rooms (2016)
- Etc.

b. In planning stage:

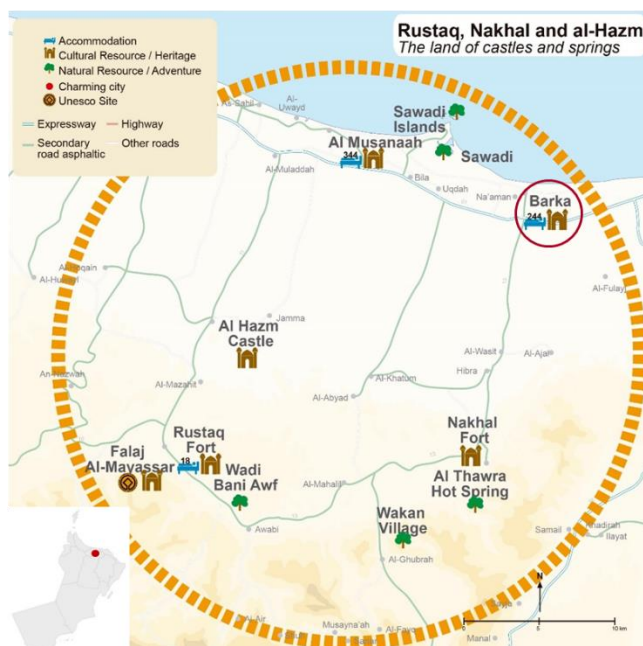
- Ras al Hadd Resort – Investment OMR 250m / 1,848 million sqm Multi-use development of 550 rooms, 296 hotel villas & 500 residential villas in 4 phases. Includes souqs, heritage village, marine life park and wildlife preservation center
- Maritime History Museum in Sur
- Etc.

*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

F The land of castles and springs – Rustaq, Nakhal and al-Hazm

(1/4)



○ Playground Service Center

Customer value proposition

Close to Muscat, yet far away from the city hassle, this is the land of some of Oman's most beautiful castles, surrounded by many hot springs at the foot of an impressive mountain scenery and beautiful stretches of beach



F The land of castles and springs – Rustaq, Nakhal and al-Hazm

(2/4)

Playground indicators and goals

Market opportunities	Target	Roll out
Touring & culture ★★★★★	Domestic ■■■	<ul style="list-style-type: none"> 2016-2020: Planning 2021-2025: Launching
Day trips ★★★★★	Regional ■■■	
Nature & adventure ★★★★★	International ■■■	
Special interest ★★★★★		

Indicators	2020	2030	2040
Tourists* (x000)	--	449	666
Room nights (x000)	-	252	508
Rooms needed	--	1154	2321
Revenues (Mill. US\$)	--	378	694

*Day visitors not included



Playground assessment

1
To arrive

2
To stay

3
To enjoy

Air accessibility

Land accessibility

Sea accessibility N/A

Internal transportation

Tourism experiences

Current experiential level

Future experiential potential

Interpretation facilities & services

Certified guide tours in tourist sites

Attractions portfolio & connectivity

Visiting hours at the attractions

Capacity to operate by int'l standard

Destination

Number of tourist sites

Cleanliness of the natural areas

Aesthetic pleasure of the setting

Maintenance of the attractions

Ground operators' supply

Range and variety of restaurants

Family entertainment offer

Meeting and events venues

Insufficient

Excellent

Playground competitive improvements by priority

Recommendations and its strategic priority

a. Pain relievers

Improve road access to coastal sites and mountain routes

4

b. Gain creators

Develop a route of hot springs, each one with a different theme

4

Adaptive touristic reuse of Ar Rustaq Fort

4

Develop trail head for donkey assisted treks across the Hajar Mountains

4

Adaptive reuse of Nakhal Fort, including an associated spa resort

4

Study the feasibility of a teleferique and visitors center from Wadi Mistal to the summit of the Hajar Mountains

4

Re-assess the "Blue City" project

3

Ongoing tourism projects

a. Under construction:

- None identified

b. In planning stage:

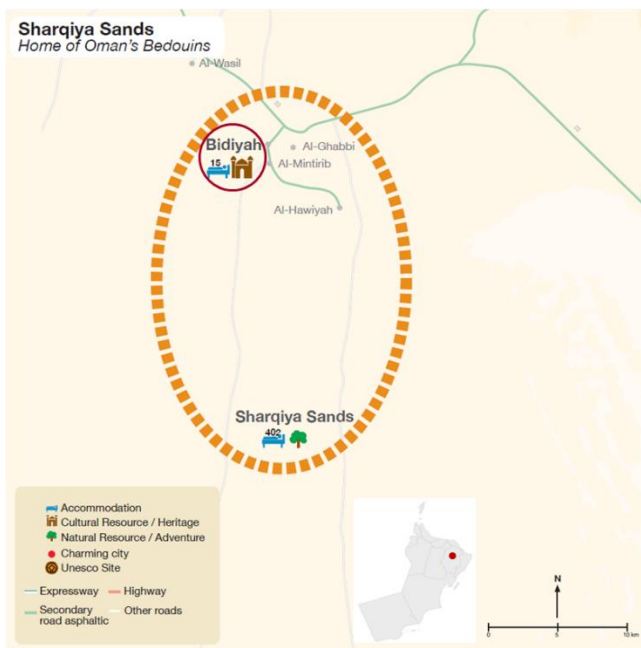
- Majarat Oman water park in Sawadi Beach - OMR 40m - 25,000 sqm
- Expansion of the Millennium Resort Mussanah
- Etc.

*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

G Home of Oman's Bedouins – Sharqiya Sands

(1/4)



○ Playground Service Center

Customer value proposition

The world's largest moving desert with endless sand ridgelines in the Omani land of the Bedouins, showcasing many still living traditions



G Home of Oman's Bedouins – Sharqiya Sands

(2/4)

Playground indicators and goals

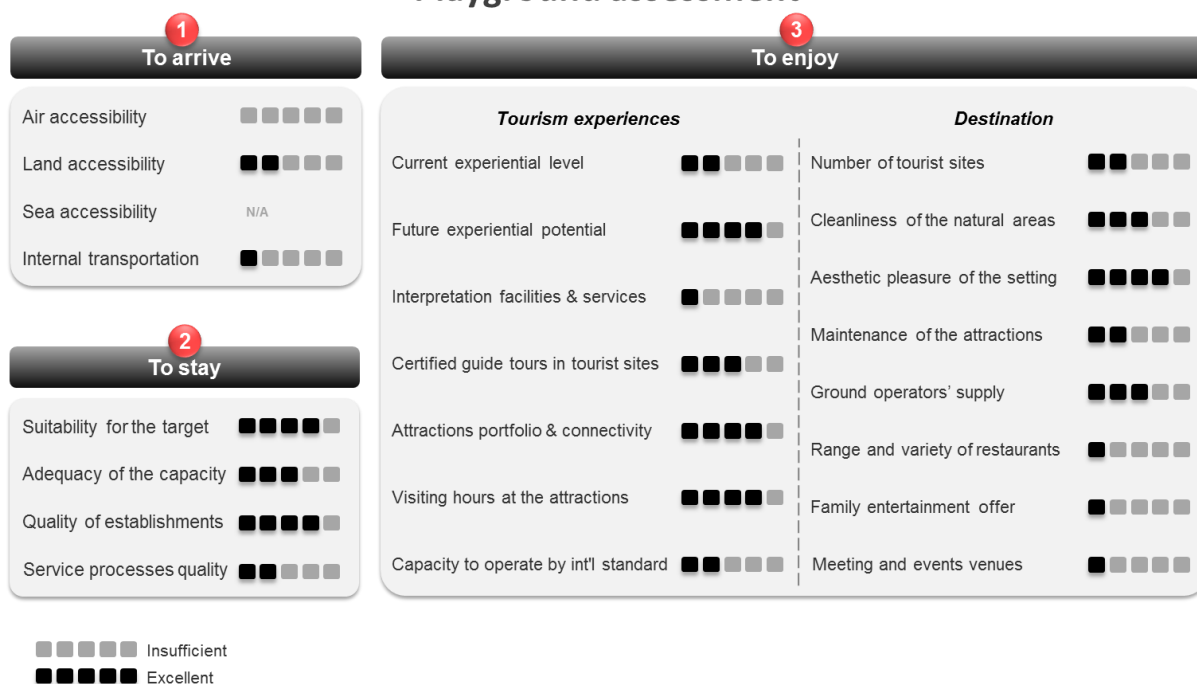
Market opportunities	Target	Roll out
Touring & culture ★★★★★	Domestic ■ ■ ■	<ul style="list-style-type: none"> 2016-2020: Planning 2021-2025: Launching
Nature & adventure ★★★★★	Regional ■ ■ ■	
Special interest ★★★★★	International ■ ■ ■	
Short breaks ★★★★★		

Indicators	2020	2030	2040
Tourists* (x000)	--	193	331
Room nights (x000)	--	264	560
Rooms needed	--	1205	2556
Revenues (Mill. US\$)	--	389	746

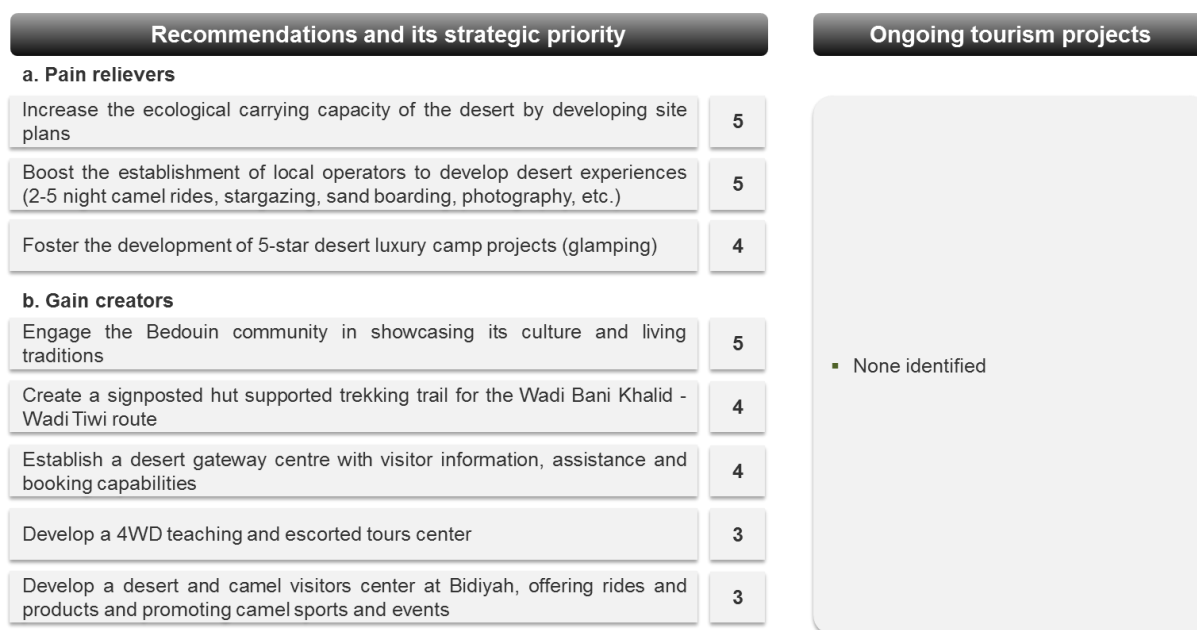
*Day visitors not included



Playground assessment



Playground competitive improvements by priority



*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

H Oman's island realm – Masirah Island

(1/4)



○ Playground Service Center

Customer value proposition

Fantastic getaway destination; a largely untouched island with secluded white beaches and great opportunities for water sports, marine and bird life watching, all in a nature-tourism setting



H Oman's island realm – Masirah Island

(2/4)

Playground indicators and goals

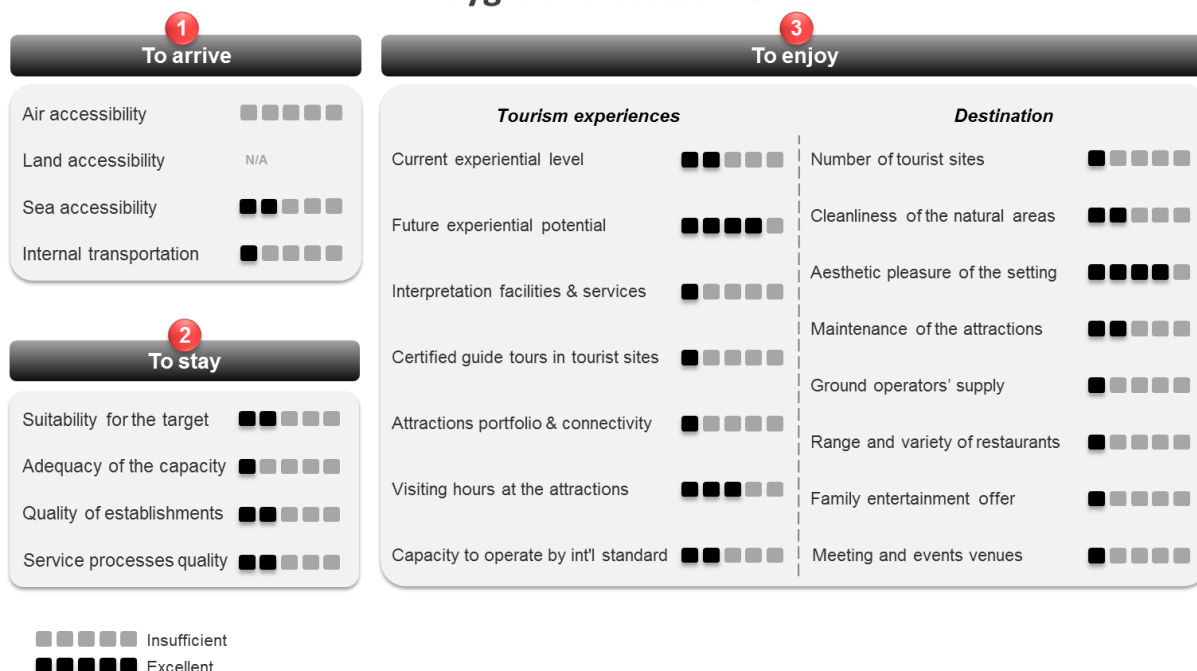
Market opportunities	Target	Roll out
Vacations to relax ★★★★★	Domestic ■■■	<ul style="list-style-type: none"> 2016-2020: Planning 2021-2025: Launching
Short breaks ★★★★★	Regional ■■■	
Nature & adventure ★★★★★	International ■■■	
Special interest ★		

Indicators	2020	2030	2040
Tourists* (x000)	--	29	89
Room nights (x000)	--	40	147
Rooms needed	--	181	674
Revenues (Mill. US\$)	--	47	149

*Day visitors not included



Playground assessment



I Sindbad's home – Sohar

(1/4)



○ Playground Service Center

Customer value proposition

Important national and regional business hub, with complementing recreational, shopping, and touristic seaside relaxation options



I Sindbad's home – Sohar

(2/4)

Playground indicators and goals

Market opportunities	Target	Roll out
Short breaks ★★★★★	Domestic ■■■	• 2016-2020: Pre-Planning
Meetings & events ★★	Regional ■■■	• 2021-2025: Planning
Vacations to relax ★★	International ■■■	• 2026-2030: Launching
Day trips ★★		

Indicators	2020	2030	2040
Tourists* (x000)	--	--	520
Room nights (x000)	--	--	657
Rooms needed	--	--	2999
Revenues (Mill. US\$)	--	--	481

*Day visitors not included



1 To arrive

Factor	Insufficient	1	2	3	4	5
Air accessibility	1	1	1	1	1	1
Land accessibility	1	1	1	1	1	1
Sea accessibility	1	1	1	1	1	1
Internal transportation	1	1	1	1	1	1

2 To stay

Factor	Insufficient	1	2	3	4	5
Suitability for the target	1	1	1	1	1	1
Adequacy of the capacity	1	1	1	1	1	1
Quality of establishments	1	1	1	1	1	1
Service processes quality	1	1	1	1	1	1

3 To enjoy

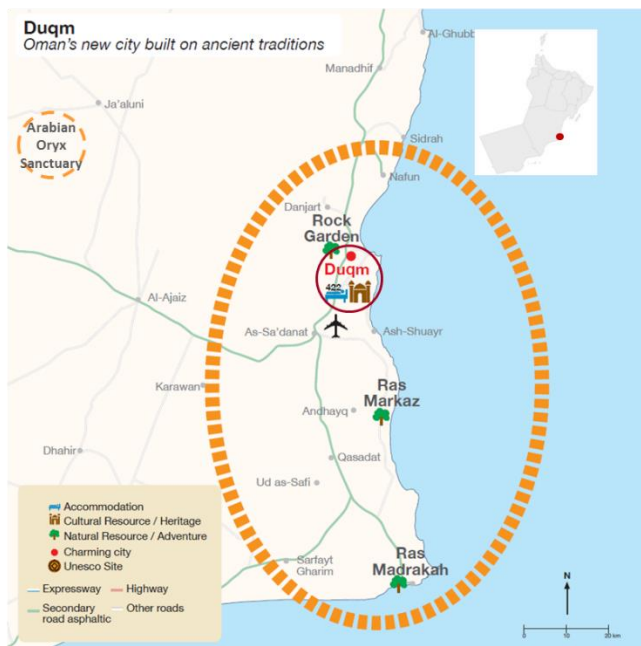
Tourism experiences		Destination	
Current experiential level	1	1	1
Future experiential potential	1	1	1
Interpretation facilities & services	1	1	1
Certified guide tours in tourist sites	1	1	1
Attractions portfolio & connectivity	1	1	1
Visiting hours at the attractions	1	1	1
Capacity to operate by int'l standard	1	1	1
Number of tourist sites	1	1	1
Cleanliness of the natural areas	1	1	1
Aesthetic pleasure of the setting	1	1	1
Maintenance of the attractions	1	1	1
Ground operators' supply	1	1	1
Range and variety of restaurants	1	1	1
Family entertainment offer	1	1	1
Meeting and events venues	1	1	1

Legend: Insufficient (1), Excellent (5)

Recommendations and its strategic priority		Ongoing tourism projects			
a. Pain relievers		<div> <div></div> <div>None identified</div> </div>			
Develop basic facilities in Duqm, as well as along the route to/from Salalah	5				
Improve signage and access on the Duqm - Ras Madrasah - Sur coastal road	4				
Develop an urban entertainment center	4				
b. Gain creators					
Establish turtle and marine life visitor and observation centers	4				
Relaunch the Arabian Oryx Sanctuary	4				
Develop a visitors center to enhance the value of the Rock Garden as a unique special interest site	4				
Develop a plan to preserve the Neolithic Triliths as an archeological site	4				
Build a marina, water sports and blue water fishing center	3				

J Oman's new city built on ancient traditions – Duqm

(1/4)



○ Playground Service Center ○ Playground Extension

Customer value proposition

A new gateway to business and trade and an excellent relaxation retreat with long sandy beaches and clear calm waters on road to Salalah and the Land of Frankincense



J Oman's new city built on ancient traditions – Duqm

(2/4)

Playground indicators and goals

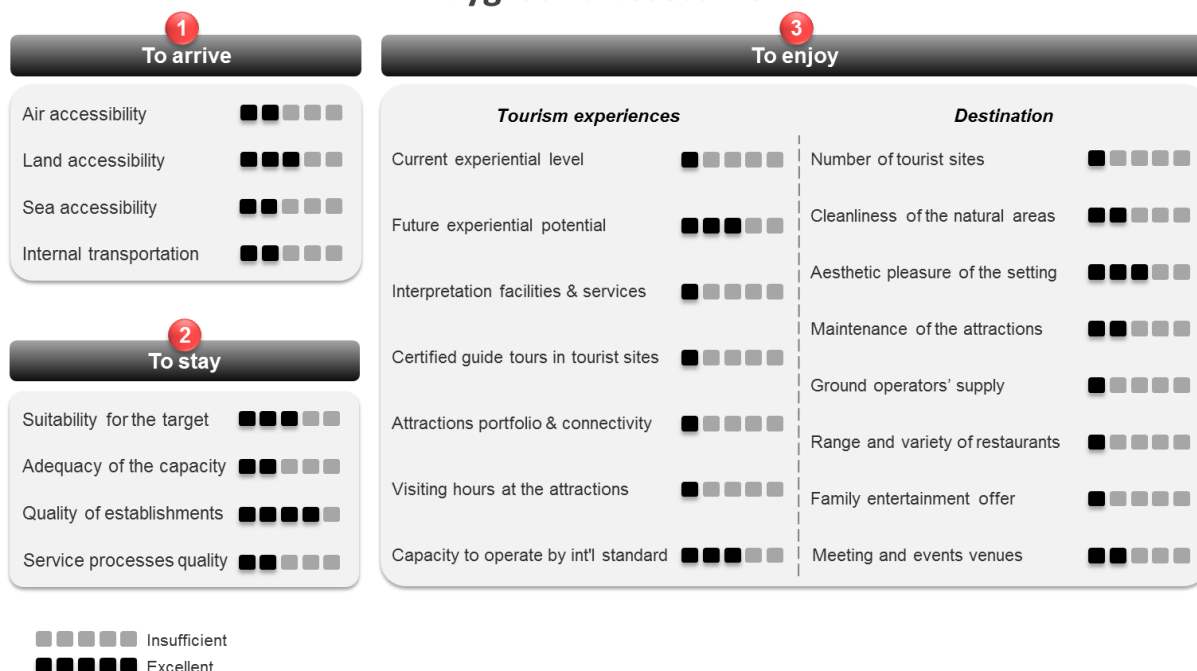
Market opportunities	Target	Roll out
Vacations to relax ★★★★★	Domestic ■■■	• 2016-2020: Pre-Planning
Meetings & events ★★★★★	Regional ■■■	• 2021-2025: Planning
Short breaks ★★★★★	International ■■■	• 2026-2030: Launching
Special interest ★		

Indicators	2020	2030	2040
Tourists* (x000)	--	--	303
Room nights (x000)	--	--	582
Rooms needed	--	--	2660
Revenues (Mill. US\$)	--	--	498

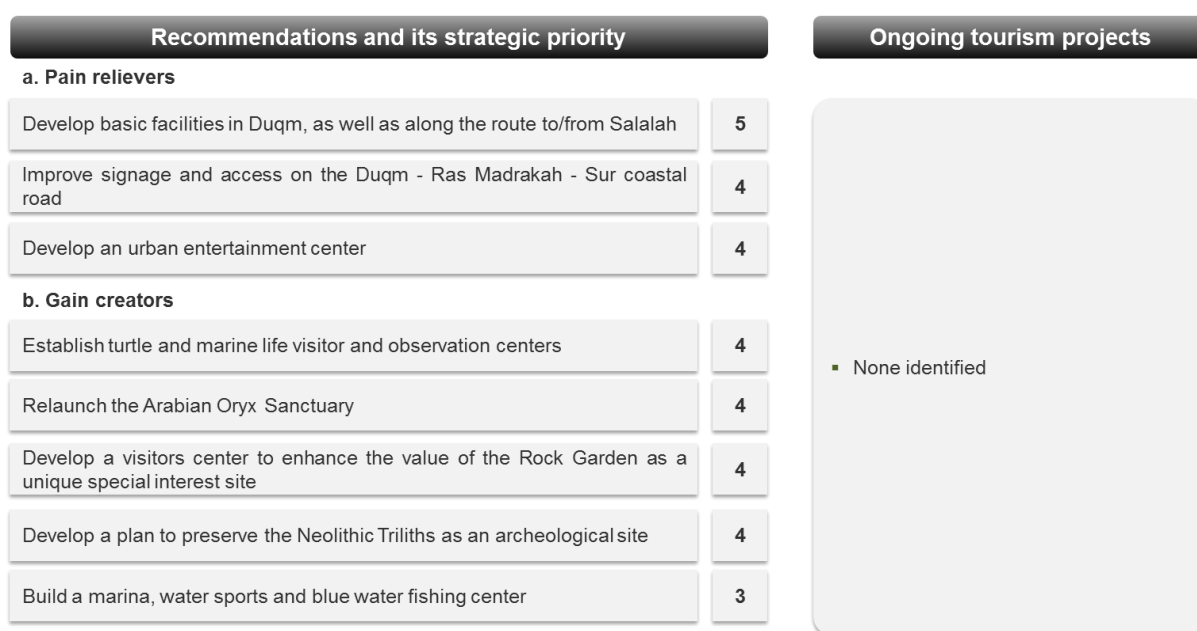
*Day visitors not included



Playground assessment



Playground competitive improvements by priority

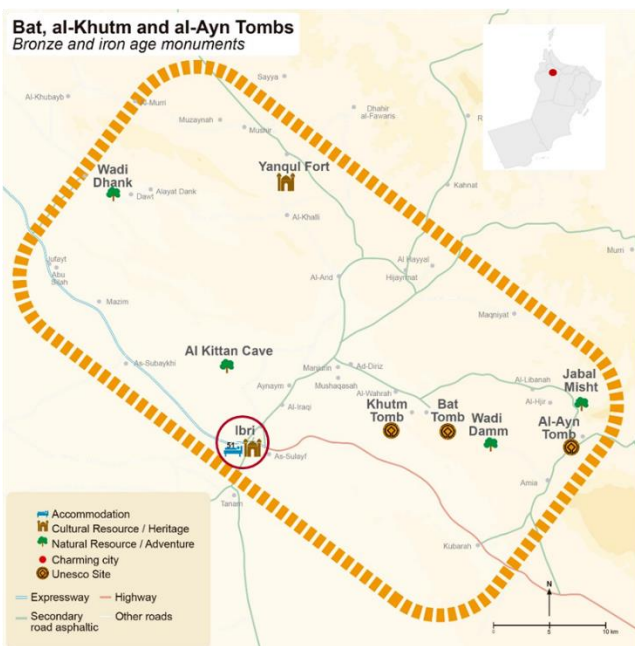


*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

K Bronze and iron age monuments – Bat, al-Khutm and al-Ayn Tombs

(1/4)



Playground Service Center

Customer value proposition

A remarkable collection of UNESCO recognized bronze/iron age monuments known as the beehive tombs and off-the-beaten track jewels, such as wild wadis, a stunning cave, and authentic forts and markets



K Bronze and iron age monuments – Bat, al-Khutm and al-Ayn Tombs

(2/4)

Playground indicators and goals

Market opportunities	Target	Roll out
Touring & culture ★★★★★	Domestic ■ ■ ■	• 2016-2020: Pre-Planning
Special interest ★★	Regional ■ ■ ■	• 2021-2025: Planning
Nature & adventure ★	International ■ ■ ■	• 2026-2030: Launching
Short breaks ★		

Indicators	2020	2030	2040
Tourists* (x000)	--	--	82
Room nights (x000)	--	--	137
Rooms needed	--	--	625
Revenues (Mill. US\$)	--	--	176

*Day visitors not included



Playground assessment

1
To arrive

Air accessibility

Land accessibility

Sea accessibility N/A

Internal transportation

2
To stay

Suitability for the target

Adequacy of the capacity

Quality of establishments

Service processes quality

3
To enjoy

Tourism experiences

Current experiential level

Future experiential potential

Interpretation facilities & services

Certified guide tours in tourist sites

Attractions portfolio & connectivity

Visiting hours at the attractions

Capacity to operate by int'l standard

Destination

Number of tourist sites

Cleanliness of the natural areas

Aesthetic pleasure of the setting

Maintenance of the attractions

Ground operators' supply

Range and variety of restaurants

Family entertainment offer

Meeting and events venues

Insufficient

Excellent

K Bronze and iron age monuments – Bat, al-Khutm and al-Ayn Tombs

(4/4)

Playground competitive improvements by priority

Recommendations and its strategic priority

a. Pain relievers

Protect urgently and develop the World Heritage Site of the beehive tombs at Bat, al-Khutm and Al-Ayn
5

Improve road network to the attractions. Study the opening of Ibri military field to commercial aircrafts
4

b. Gain creators

Develop site management plans to include visitor centers, trails, attraction protection/fencing, signaling, road access, etc.
5

Develop a mountain climbing and adventure sport center at Jabal Mith
4

Renovate the old-city center of Ibri and revive the new downtown
4

Restore and reopen Al Kittan cave, improve its access and create trails and experiences
4

Interpret Wadi Jizzi geo-tourism and copper mining sites as a unique road tour
3

Adaptive reuse of the restored Ibri Castle
3

Ongoing tourism projects

None identified

*For accommodation needs, refer to Territorial Model "Rooms Needed"

5 Very High ↔ 1 Low

THR INNOVATIVE TOURISM ADVISORS

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Part III: Initiatives:

Drivers

A. Plan and develop	80
B. Be socially and environmentally responsible	113
C. Deliver and exceptional tourism experience	151
D. Attract more and higher yielding customers	182

Enablers

E. Develop human capital	229
F. Improve the competitiveness diamond	304
G. Govern and manage the system	347

After the strategy has been formulated, it is time to move down a level of detail.

The first step towards designing the implementation program is to define the Strategic Objectives and draw the Strategy Map. To do so, the 15 key issues identified during the strategic analysis are addressed by one or various tailor made strategic objectives, shaping how the issue should be managed to achieve the desired vision for Oman. This process lead to 21 actionable strategic objectives, which grouped under 7 themes are reflected in the Strategy Map, hence providing the framework for the Tourism Development Plan.

The second step is to describe, for each of the 21 strategic objectives, its corresponding Key Performance Indicators (KPIs) and Targets. These variables establish how to monitor and control the success or failure of the strategic objectives and enable to adjust the implementation of the strategy. Depending on the complexity of each initiative, one or various KPIs and targets have been established for each.

The third step is transforming these KPIs and Targets into Initiatives and its subsequent Work Streams. Initiatives are aimed at achieving the strategic objectives, and hence 27 initiatives and 110 work streams have been created. Each initiative is then broken down into its current and desired situation, an initiative description, the do-wells (critical activities that must be addressed to attain the strategic objectives), its contribution to the Strategy and its implementation benefits.

This process is summarized in the following diagram:

Figure 14: Balanced Scorecard sequence



Source: THR, Innovative Tourism Advisors

1. Strategy Map: themes and objectives

Based on the 4 perspectives of the Balance Scorecard methodology (financial, customer, internal processes and people & growth), the Strategy Map provides a visual and integrated representation of the Strategy. Acting as a valuable communication tool for the processes to be followed, it helps the destination implement the Strategy. It contains a series of cause and effect relationships and illustrates the strategic objectives and their relationship to achieving the overall Tourism vision.

Oman's Strategy Map is composed by 21 strategic objectives, which are grouped into 7 themes. Each Theme conveys several strategic objectives that represent the milestones to be achieved when implementing the Tourism Development Plan.

Below find the description of the 7 themes, distributed by drivers (internal strategic processes that enable the financial and customer objectives to be achieved) and enablers (areas related to human capital, organization capital and technology capital):

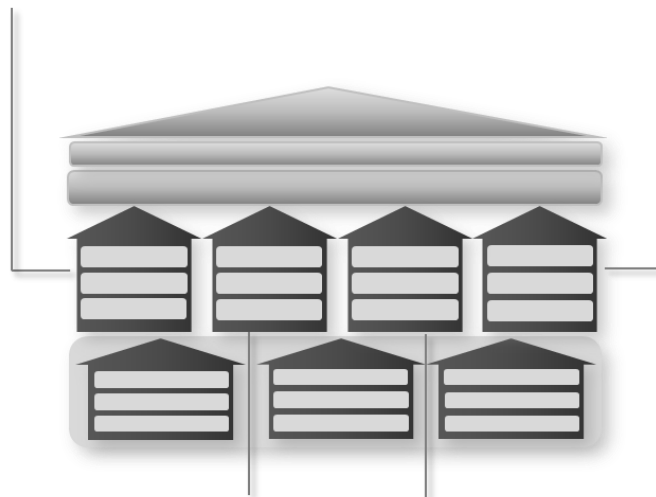
Drivers:

Theme 1: Plan and Develop

Lays the foundation for a comprehensive Tourism development program. The initiatives and their work streams address all key elements of tourism planning and development, including spatial planning. Strengthened mechanisms for increased investment and MSME support are also key. Implementing it, Oman has the opportunity to better plan, develop and achieve a “Sustainable” growth tourism model building real opportunities for the long-term prosperity of the Omani society.

Theme 4: Attract more and higher yielding customers

Focuses on reach the right customers through a 3-year Smart Marketing Plan, the setting up of Visit Oman Marketing Agency and the activation of a “best in class” electronic marketing system using a platform spanning digital branding distribution. As a result, Oman will attract more and higher yielding customers, maximize traditional and digital marketing efforts at lower acquisition costs and attain higher conversion rates per visitor.



Theme 2: Be socially and environmentally responsible

Addresses economic, social, cultural and environmental aspects of sustainability to ensure that the negative impacts of Tourism are minimized, win-win situations are generated and opportunities for the local community created. Taking sustainability as a crosscutting approach and cornerstone of the Plan contributes to the optimization of economic growth. At the same time, it enhances the cultural heritage and the local traditions and integrates them into the new authentic tourism experiences and products.

Theme 3: Deliver an exceptional tourism experience

Focuses on reach the right customers through a 3-year Smart Marketing Plan, the setting up of Visit Oman Marketing Agency and the activation of a “best in class” electronic marketing system using a platform spanning digital branding distribution. As a result, Oman will attract more and higher yielding customers, maximize traditional and digital marketing efforts at lower acquisition costs and attain higher conversion rates per visitor.

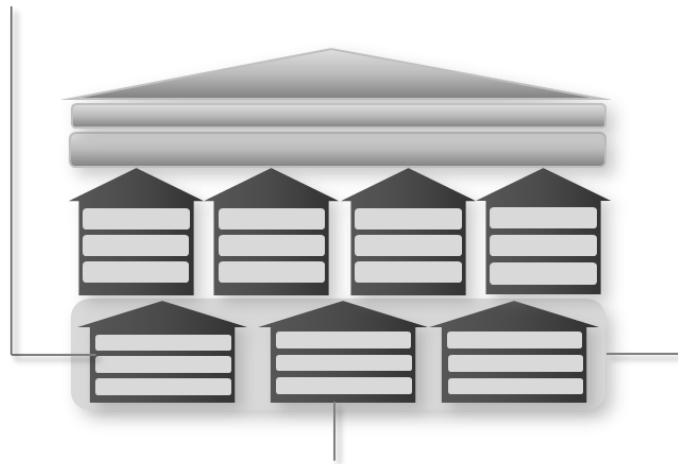
Enablers:

Theme 5: Develop human capital

Focuses on raising public awareness about the tourism sector in general and tourism sector employment in specific. It aims to inform the Omani population about the employment opportunities tourism brings and to connect Omani jobseekers with suitable employment openings in tourism. Crucially, it will also focus on strengthening the tourism education and training system through established traditional methods and innovative approaches that were developed for the specificities of Oman.

Theme 7: Govern and manage

Focuses on creating a comprehensive governance system to manage and execute the Tourism Development Plan Implementation. Crucially, it includes the activation of the Inter-Ministerial Commission of Tourism and the activation of the Office of the Strategy Manager. Includes the development of a state of the art tourism monitoring system. As a result, Oman will have a solid governance model with clear roles and responsibilities and enhanced internal and external stakeholders' engagement.

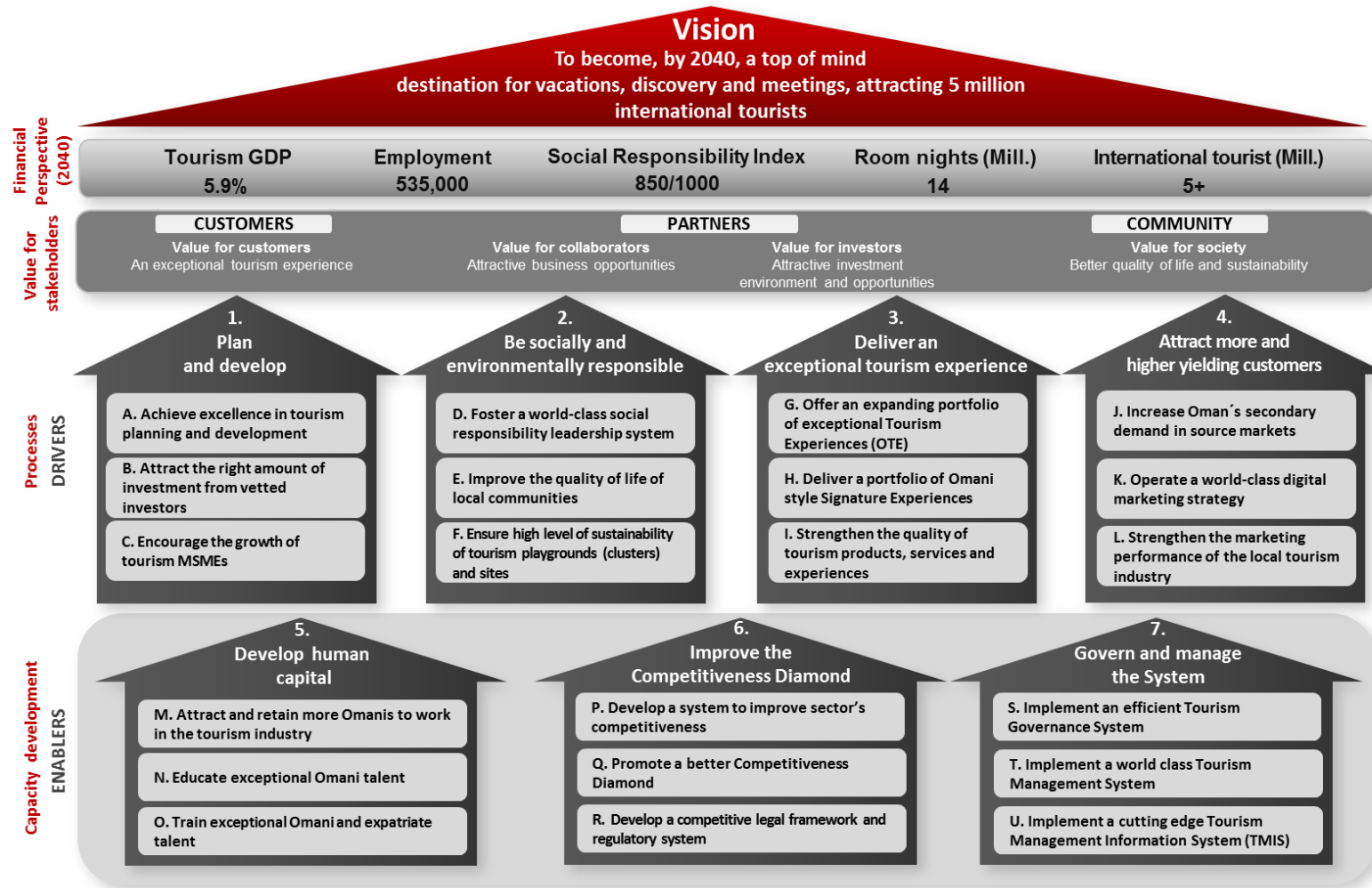


Theme 6: Improve the Competitiveness Diamond

Focuses on creating a government unit responsible for elaborating the National Competitiveness Plan and coordinating and promoting the continuous improvement of the tourism competitiveness conditions of Oman's. Promotes the development of Competitiveness improvement programs by other government bodies in areas such as transport, innovation or technology. It also addresses the critical task of re-engineering the tourism legal and regulatory framework of Oman.

The 7 themes result in 21 strategic objectives (termed A to U) to produce the following Strategy Map:

Figure 15: Oman's Strategy Map



Source: THR based on "The Execution Premium", Kaplan & Norton

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2. KPIs, targets and initiatives

The Balanced Scorecard (BSC) is a framework to describe how value is created through an organization strategy; it helps translate the strategy into operational objectives. To be able to materialize the Balanced Scorecard, it is essential to define the Key Performance Indicators (KPIs) and Targets set for the first 5-year's Implementation Plan.

THR has chosen QuickScore performance information system, powered by Spider Strategies, as the BSC tool to monitor the progress of Oman's KPIs and targets set.

- KPIs represent the measurement tool, as they define how success in achieving the strategy will be measured. KPIs mainly answer to:
 - Control performance: financial compliance, regulatory requirements, partner service level agreements, internal service standards, etc.
 - Check health and progress: customer satisfaction, key development initiatives, operational improvement initiatives, etc.
 - Challenge assumptions: market growth rates, consumer sentiment information, internal performance assumptions and relationships, etc.
- Targets set the measurable objective (level of performance or improvement) of the respective KPI needed to achieve the strategic objective within a timeframe. Methods for setting targets include:
 - An overall business goal (e.g. revenue).
 - Benchmark industry leaders (e.g. call center response time).
 - Improvement based on historical performance (e.g. employee retention).
 - Baseline and define targets overtime (e.g. satisfaction rating).
 - Etc.

Finally, to achieve the strategic objective (measured by the KPIs and targets), initiatives have been designed and elaborated. The Oman Tourism Strategy is formulated by 27 Initiatives, which result in 110 Work Streams.

An Initiative is defined as a group of projects that close the gap between the current and the desired situation. An initiative is not business as usual, a valuable initiative should:

- Be accountable at management level.
- Have clearly defined start and finish dates and progress milestones.
- Have well-defined deliverables.
- Be budgeted.

Over the following pages, a summary of the KPIs, targets and initiatives set for each strategic objective is included, organized by the abovementioned 7 themes:

Theme 1 Plan and develop			
Strategic objective	KPIs	Target	Initiative
A Achieve excellence in tourism planning and development	% of phase 1 and 2 tourism playgrounds and sites planned	2016: 50% 2017: 70% 2018: 100%	1 Implement the National Tourism Planning Initiative (NTPI)
B Attract the right amount of investment from vetted investors	% of total next 2 year investment requirements achieved	2016: 70% 2017: 75% 2018: 80% 2019: 85% 2020: 90%	2 Activate a Tourism Investment Special Unit (TISU)
C Encourage the growth of tourism MSMEs	Number of new tourism MSMEs per year	70 MSMEs created or supported annually	3 Launch a Special Tourism Entrepreneurship Program (TEP)
Theme 2 Be socially and environmentally responsible			
Strategic objective	KPIs	Target	Initiative
D Foster a world-class social responsibility leadership system	Stakeholder Satisfaction Index	Above 80/100	4 Activate the National Council of Social Responsibility for Tourism (NCSRT)
E Improve the quality of life of local communities	Social Sustainability Index (SSI)	Above 80/100	5 Create the Local Community Participation and Benefits Program
F Ensure high level of sustainability of tourism playgrounds (clusters) and sites	Environmental Sustainability Index (ESI)	Above 80/100	6 Create the Environmental & Cultural Sustainability Program
Theme 3 Deliver an exceptional tourism experience			
Strategic objective	KPIs	Target	Initiative
G Offer an expanding portfolio of exceptional Oman Top tourism Experiences (OTE)	Number of Oman Top Experiences (OTE) launched per year	2016: +1 2018: +1 2020: +1 2022: +1 2024: +1	7 Activate the Oman Experience Agency (OEA)
H Develop a portfolio of Omani style Signature Experiences	Number of Signature Experiences launched per year	2016: +2 2017: +5 2018: +10 2019: +10 2020: +10	8 Create the Signature Experiences Program (SEP)
I Strengthen the quality of tourism products, services and experiences	% of tourism companies with a "Q" label	2016: 10% 2017: 20% 2018: 30% 2019: 40% 2020: 50%	9 Implement the National Tourism Quality System (NTQS)

Theme 4		Attract more and higher yielding customers			
Strategic objective		KPIs	Target		Initiative
J Increase Oman's secondary demand in source markets	Cumulative growth of secondary demand in 7 top source markets		2016: +10%		10 Activate the Visit Oman Marketing Agency (VO)
			2018: +30%		11 Implement a 3 year Smart Marketing Plan
			2020: +60%		
		2022: +100%		12 Execute a Media Relations Special Program	
	2024: +150%				
K Operate a world class digital marketing strategy	% of satisfied users (consumers, trade and local industry)		2016: 75%		13 Operate a world class e-Marketing Unit (eMU) inside Visit Oman
			2017: 80%		
			2018: 85%		
L Strengthen the marketing performance of the local tourism industry	Industry use and satisfaction about the marketing support received		%use %satisfaction		
		2016: 10%	75%		
		2017: 20%	80%	14	Create an Industry Marketing Support Program
		2018: 25%	85%		
		2019: 35%	85%		
		2020: 40%	85%		
Theme 5		Develop Human Capital			
Strategic objective		KPIs	Target		Initiative
M Attract and retain more Omanis to work in the tourism industry	% of new tourism jobs filled by Omanis	At least 60% of new tourism jobs are filled by Omanis			15 Create a 5 year “Tourism is our Job” Program
	Performance of international standard tourism education programs in Oman	% of stakeholders satisfied	2016: 75%		16 Strengthen Tourism Education System
			2017: 80%		
			2018: 85%		
			2019: 85%		
			2020: 85%		
N Educate exceptional Omani talent	Number of Omanis receiving tourism education abroad	Number of Omanis enrolled in tourism education abroad			17 Create an Overseas Tourism Study Program – Strategically educate Omani talent abroad
		2016: 50			
		2017: 50			
		2018: 50			
		2019: 50			
		2020: 50			
	Number of culinary centers	1 culinary center in 2018 & 1 in 2020			18 Launch the Culinary Centers Special Program
O Train exceptional Omani and expatriate talent	Number of people who receive tourism training	% of stakeholders satisfied			19 Strengthen the Formal Tourism Training System
		2016: 75%	2019: 85%		20 Stimulate continuous professional development and on-the-job Training
		2017: 80%	2020: 85%		
		2018: 85%			
		2019: 85%			

Theme 6		Improve the Competitiveness Diamond		
Strategic objective		KPIs	Target	Initiative
P Develop a system to improve sector's competitiveness	Number of competitiveness plans performed, for playgrounds (PG) and business models (BM)	2016: National Plan 2017: 5 PGs & 4BM 2018: 5 PGs & 4 BM 2019: 5 PGs	21	Create the National Tourism Competitiveness Management Unit (TCMU)
Q Promote a better Competitiveness Diamond	Number of improvements successfully promoted	2016: 3 2017: 5 2018: 5 2019: 5 2020: 5	22	Improve the Competitiveness Diamond
R Develop a competitive legal framework and regulatory system	Number of regulations reduced, simplified and/or consolidated	2016: 30% 2017: 50% 2018: 80%	23	Update the Tourism Legal Framework
	Reduction in time for licensing tourism projects and business	2016: 30% 2017: 50% 2018: 80%		

Theme 7		Govern and Manage		
Strategic objective	KPIs	Target	Initiative	
S Implement an efficient Tourism Governance System	% of the system implemented	2016: 70% 2017: 90% 2018: 100%	25	Set up a Tourism Governance System
T Implement a world-class Tourism Management System	% of the system implemented	2016: 70% 2017: 90% 2018: 100%	26	Implement an improved National Tourism Management System
U Implement a cutting edge Tourism Management Information System (TMIS)	% of the system implemented	2016: 30% 2017: 50% 2018: 70% 2019: 90% 2020: 100%	27	Reengineer the Tourism Management Information System (TMIS)

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Enablers

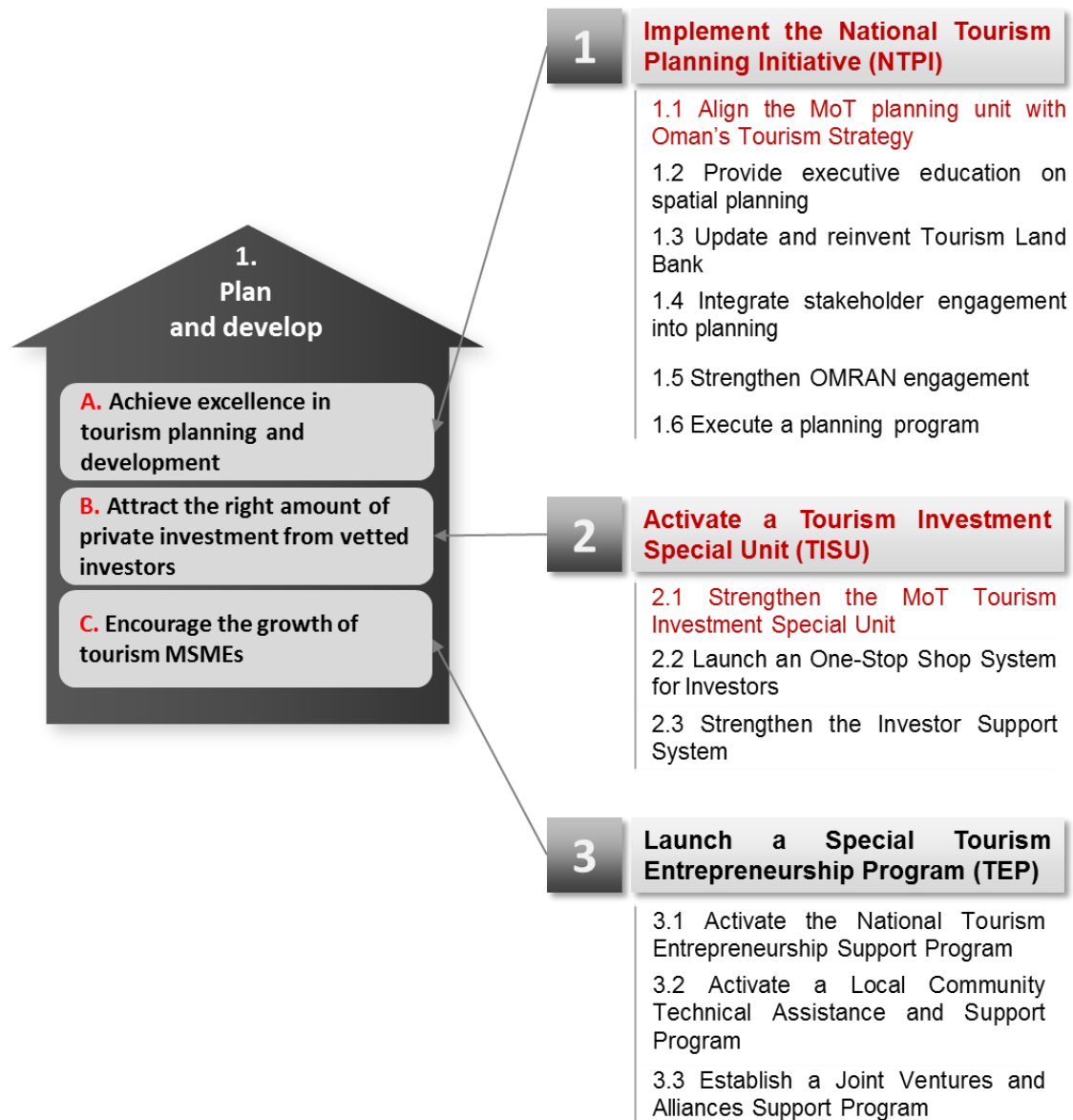
E. Develop human capital	229
F. Improve the competitiveness diamond	304
G. Govern and manage the system	347

3. The system of initiatives and work streams

Over the next few pages, the content in detail of the 7 themes, including their strategic objectives, initiatives and work streams is provided.

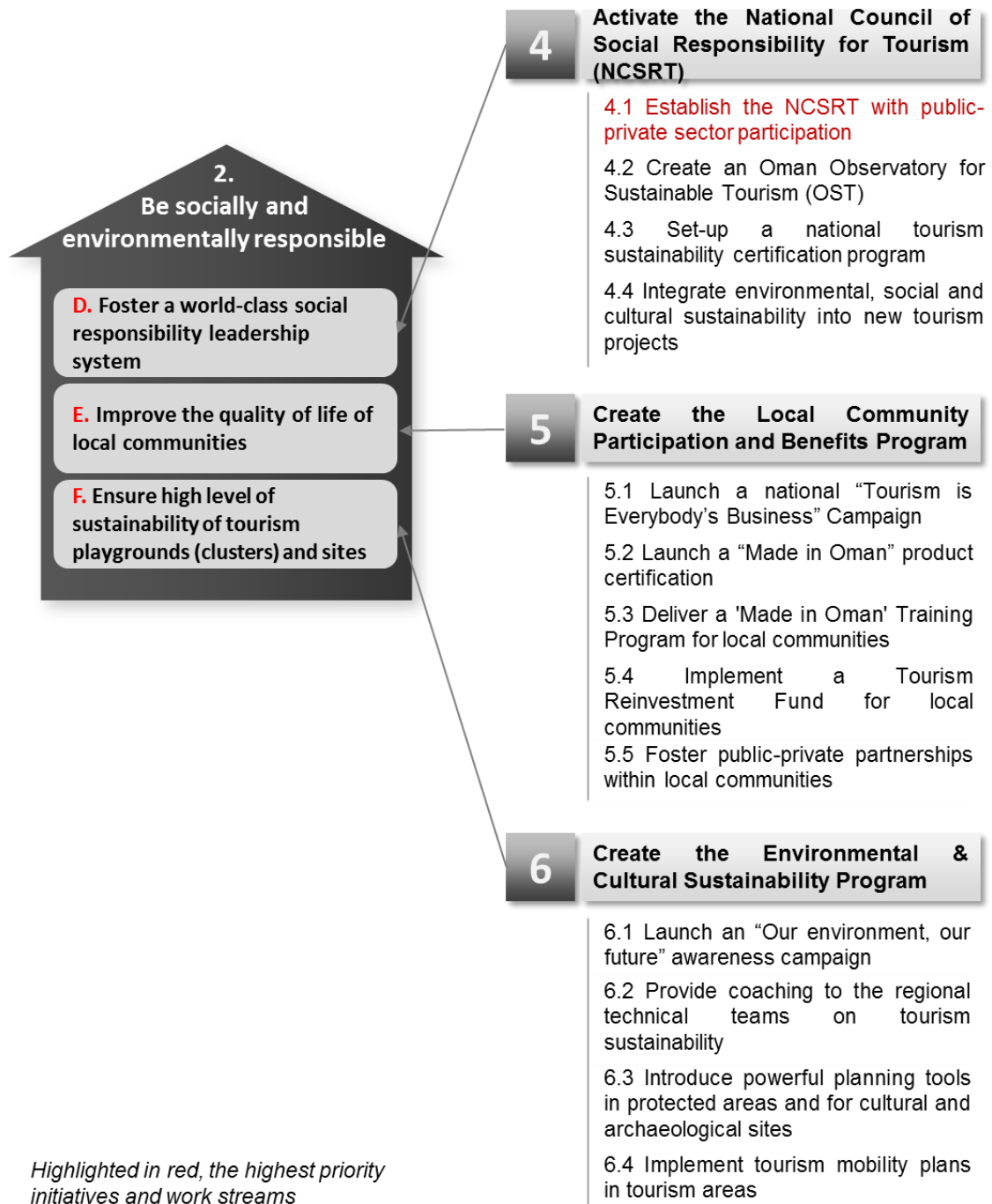
Highlighted in red are the initiatives and work streams with the highest ranked priority.

Theme 1: Plan and Develop

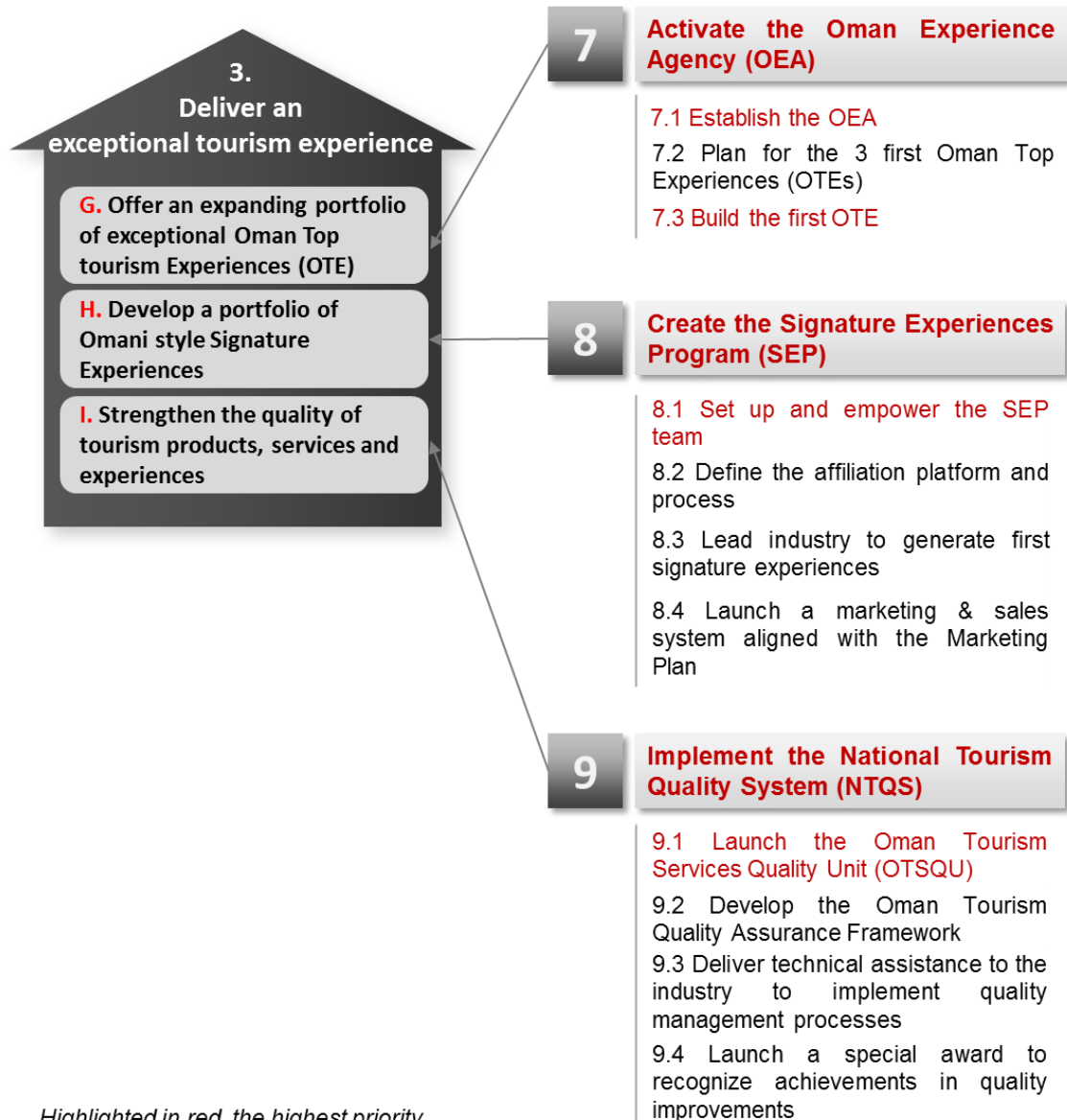


Highlighted in red, the highest priority initiatives and work streams

Theme 2: Be socially and environmentally responsible

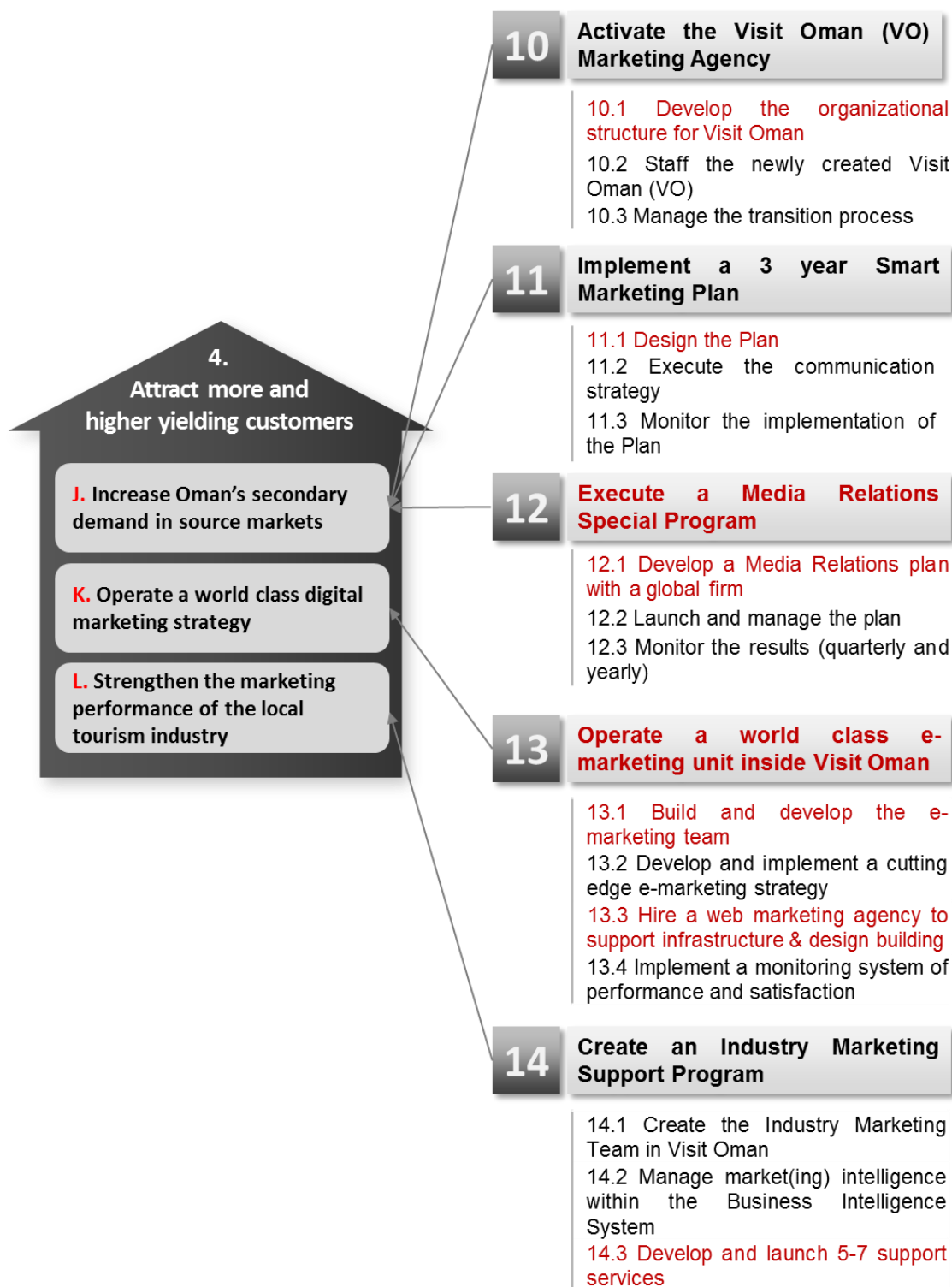


Theme 3: Deliver an exceptional tourism experience



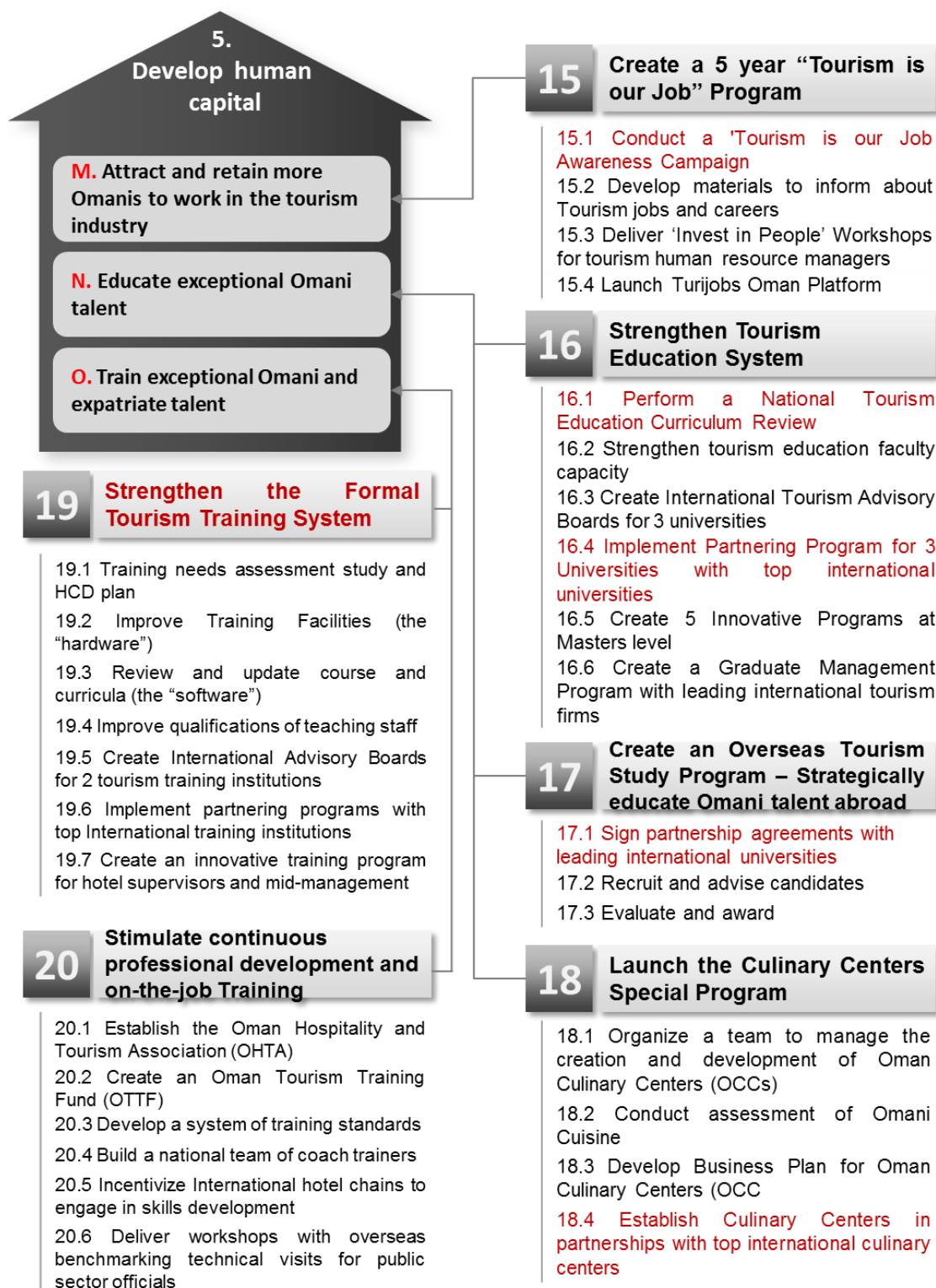
Highlighted in red, the highest priority initiatives and work streams

Theme 4: Attract more and higher yielding customers



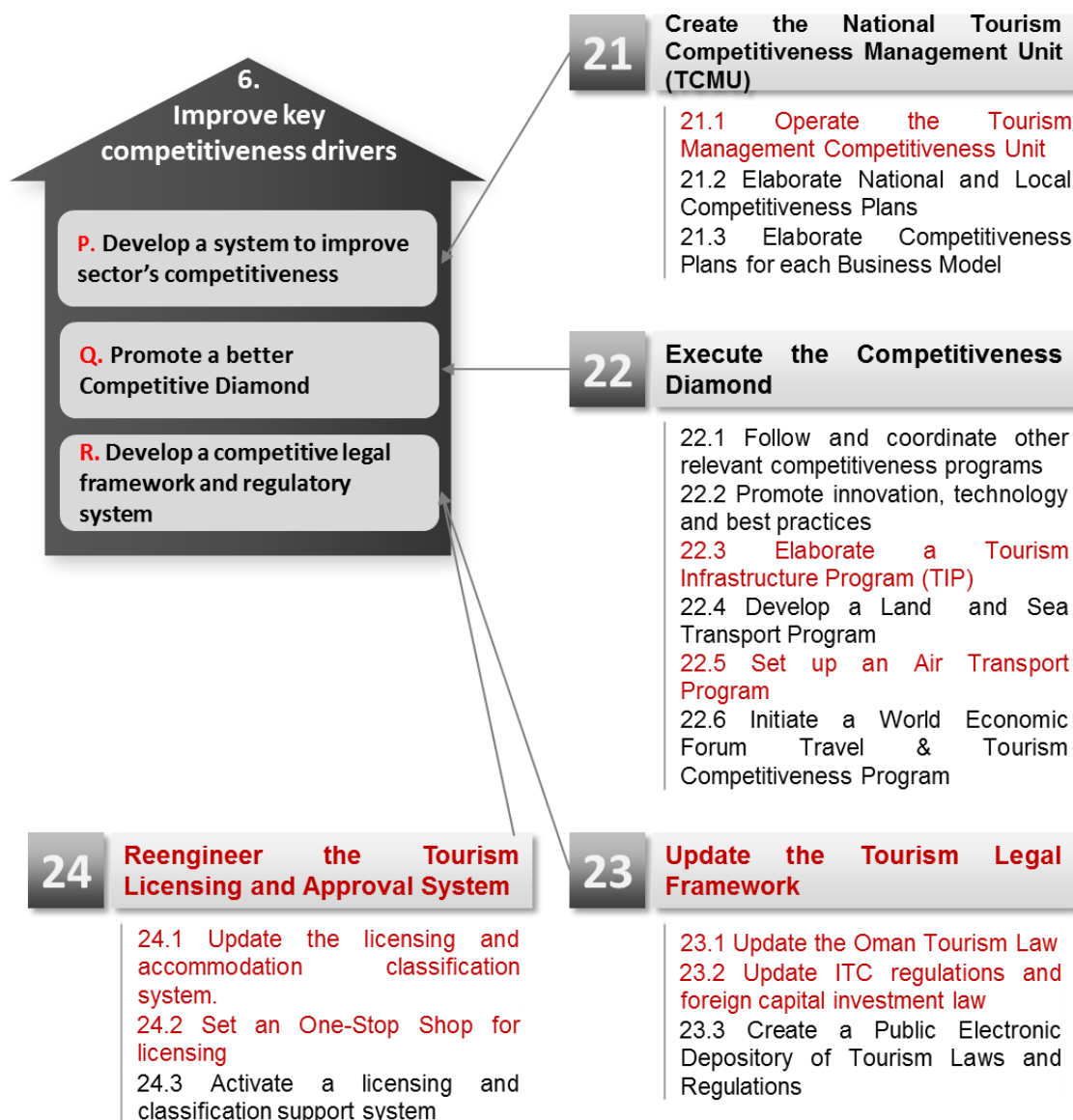
Highlighted in red, the highest priority initiatives and work streams

Theme 5: Develop human capital



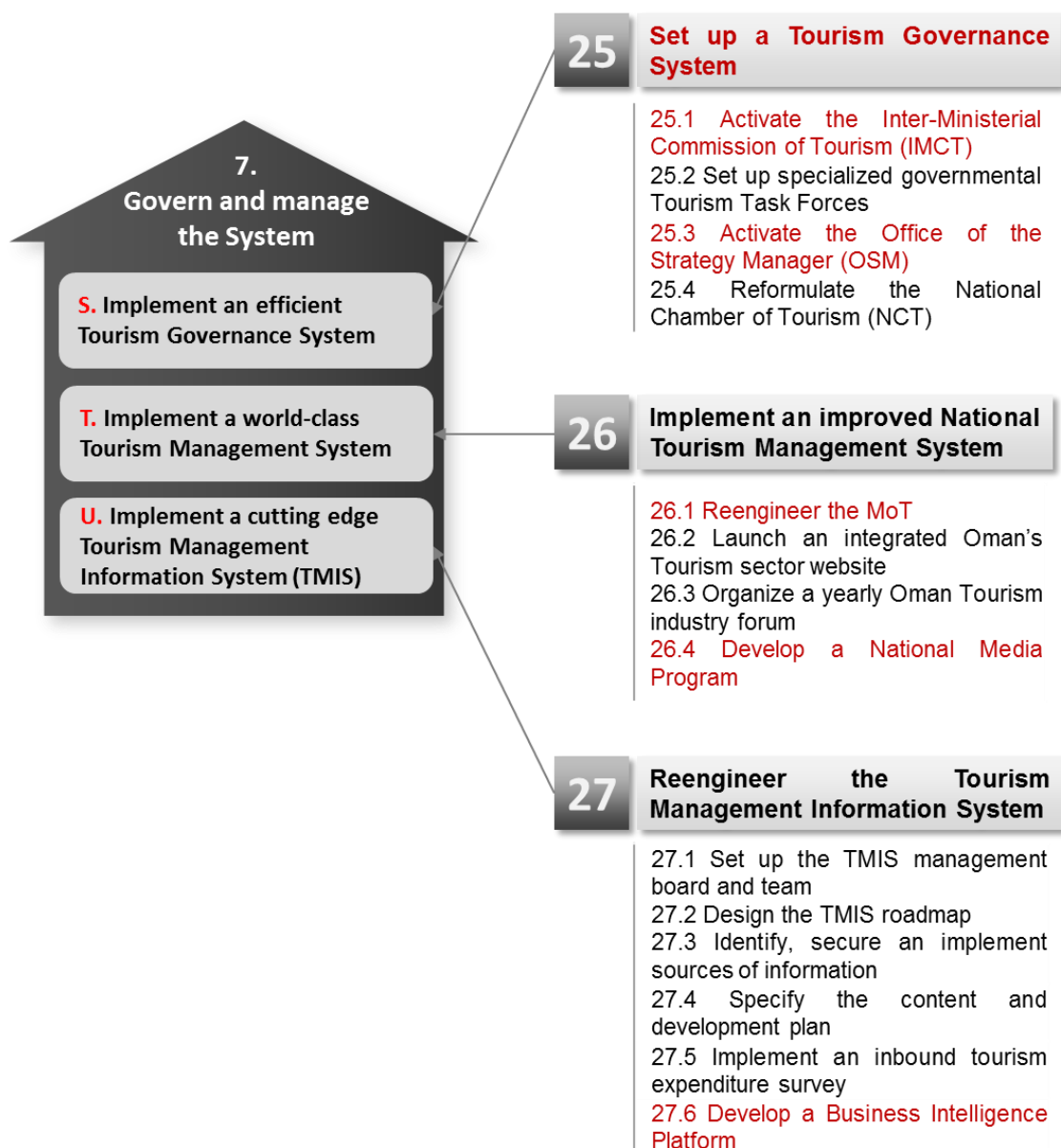
Highlighted in red, the highest priority initiatives and work streams

Theme 6: Improve the Competitiveness Diamond



Highlighted in red, the highest priority initiatives and work streams

Theme 7: Govern and manage



Highlighted in red, the highest priority initiatives and work streams

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Theme 1: Plan and develop

Strategic objective	KPIs	Target	Initiative
A Achieve excellence in tourism planning and development	% of phase 1 and 2 tourism playgrounds (clusters) and sites planned	<ul style="list-style-type: none"> 2016: 50% 2017: 70% 2018: 100% 	1 Implement the National Tourism Planning Initiative (NTPI)
B Attract the right amount of investment from vetted investors	% of total investment requirements achieved	<ul style="list-style-type: none"> 2016: 70% 2017: 75% 2018: 80% 2019: 85% 2020: 90% 	2 Activate a Tourism Investment Special Unit (TISU)
C Encourage the growth of tourism MSMEs	Number of new tourism MSMEs per year	70 MSMEs created or supported annually	3 Launch a Special Tourism Entrepreneurship Program (TEP)

THEME 1: PLAN AND DEVELOP

Summary of initiatives and work streams:

1 Implement the National Tourism Planning Initiative (NTPI)

- Align the MoT planning unit with Oman's Tourism Strategy
- Provide executive education on spatial planning
- Update and reinvent the Tourism Land Bank
- Integrate stakeholder engagement into planning
- Strengthen OMRAN engagement
- Execute a planning program

2 Activate a Tourism Investment Special Unit (TISU)

- Strengthen the MoT Tourism Investment Special Unit
- Launch a One-Stop Shop System for Investors
- Strengthen the Investor Support System

3 Launch a special Tourism Entrepreneurship Program (TEP)

- Activate the National Tourism Entrepreneurship Support Program
- Activate a Local Community Technical Assistance and Support Program
- Establish a Joint Ventures and Alliances Support Program

Initiative 1 Implement the National Tourism Planning Initiative (NTPI)

1. Current situation

Oman's tourism is at an early stage of development and thus presents both opportunities and challenges. The country offers diverse cultural and natural attractions and activities that could be developed into internationally competitive, sustainable and economically productive assets. On the other hand, without a comprehensive framework for development and planning, specific management plans are either disconnected or lacking. Consequently, tourism development has proceeded haphazardly and thus the opportunities and potential benefits have not been well understood and appreciated by local communities and stakeholders.

2. Desired situation

Oman will have an explicit National Tourism Development Plan (NTDP) and process in place, which is agreed upon, owned and integrated across the Government, other ministries and among industry stakeholders. Within the Plan, there will be integrated policies and procedures for Organization, Competitiveness and Marketing at the national, regional and local levels, including national guidelines for master planning. The Plan will also include monitoring and evaluation processes for tracking performance and adjusting activities based on industry trends and destination needs.

3. Initiative description

Under the management of a highly skilled territory Planning Unit in the Ministry of Tourism, a special economic zones program would be established and supported by clear development plans, facilities and incentives to attract strategic developers and investors to these zones and tourism clusters. These zones would be the basis of the Playgrounds and other resort development sites, and thus provide zones of touristic interest with special benefits and local consensus.

This Unit would also be responsible for establishing and maintaining a "land bank" of master planned sites secured for the next 10 years. The land bank would provide fast and efficient access to land plots for tourism development.

Lastly, the Unit will also be responsible for coordinating the planning within the Oman Strategy with Omran and help align this organization's objectives with the Strategy. Omran's strategy and planning will then be developed using the Ministry of Tourism assistance. They will report progress to a committee to ensure this alignment.

4. Do Wells

- Provide professional training for the development of a Planning Unit within the MoT.
- The Unit must include well-trained staff who understand the requirements for establishing and maintaining a national planning process.
- Establish an efficient internal management process for interaction between the Unit, MoT and the industry.
- A process needs to be established by the Unit to coordinate its work with the MoT and to work closely with the tourism industry, including investors. Community relations should be managed by the MoT.
- Establish an easily accessible and well-maintained "Land Bank".

- The Unit will establish the Land Bank as part of its usual work and include a regularly updated inventory of available land for tourism development. A streamlined process will be in place to provide land on a lease or purchase basis to investors and developers.
- Investment incentives program.
- The Unit shall define possible development incentives that could be offered through the Land Bank and other planning programs of the MoT.
- Close coordination with Omran and Oman's National Development Strategy. The Unit shall pursue all planning activities, including the Land Bank, in close coordination with Omran and the authorities responsible for the country's national development strategy.

5. Key work streams to implement this initiative

1.1	Align the MoT Planning Unit with Oman's Tourism Strategy.
1.2	Provide executive education on spatial planning.
1.3	Update and reinvent the Tourism Land Bank.
1.4	Integrate stakeholder engagement into planning.
1.5	Strengthen Omran's engagement.
1.6	Execute a planning program.

6. Contribution of the initiative to achieving the objective

This initiative will contribute to achieving the above-mentioned targets by focusing on the establishment of a well-qualified territory planning unit in the Ministry of Tourism. A dedicated Unit is essential to implementing the planning components of the Oman Tourism Strategy. With the Unit's emphasis on establishing a special economic zones program, clear development plans, facilities and incentives can be put in place, which in turn will raise more confidence among investors and developers in the zones and tourism clusters and thus the Playgrounds and other resort development sites.

The "land bank" of master planned sites will also help achieve the targets. Without fast and efficient access to land plots for tourism development, opportunities will be lost.

Lastly, coordinating the planning efforts with Omran will help maximize efficiencies in the strategy and coordination between the Ministry of Tourism and Omran.

7. Benefits resulting from a successful initiative implementation

With a highly skilled Planning Unit in place, processes for obtaining and developing land for tourism development will be clearer and more efficient. Overall sustainability, especially in regards to socio-economic, cultural and environmental benefits will result in better planning, which leads to sustainability and higher quality, higher value, hence a more competitive tourism sector.

8. Accountability

- Owner: Under review by the MoT
- Sponsor: Under review by the MoT

Work stream 1.1

Align the MoT Planning Unit with Oman's Tourism Strategy

1. Work stream description

Establish the Planning Unit within the MoT based on the strategy and any possible examples that could be adapted from other government agencies, especially Omran.

2. Expected results and benefits

Expected results

- A highly professional tourism Planning Unit is ready to implement nationwide tourism planning and operationalize the Land Bank.
- The Unit is ready to coordinate closely with other government agencies.

Expected benefits

- The tourism strategy and proposed projects can be implemented more sustainably and easier attract investments.

3. Main tasks to perform the work stream

- Determine the reporting relationship of the Unit within the MoT. This determination should specify a reporting and meeting schedule for the Unit Manager with his/her MoT Supervisor.
- Create a work plan for the unit, specifying the necessary roles with position descriptions and budget to accomplish the tasks in the work plan.
- Recruit for the roles internally and/or externally through the MoT's human resource office.
- After a Unit Manager is recruited, he/she can adjust the specifics of the work plan as necessary according to available staff and budget.

4. Deliverables

Work plan for the Unit that specifies functions, operations, roles, budget and reporting relationships.

5. Critical success factors

- A clear reporting relationship between the Unit and the MoT.
- An initial work plan that provides a structure for establishing the Unit.
- A highly professional unit manager prepared to operationalize the Unit.
- An adequate budget as determined by the Unit Manager and his/her MoT Manager.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Finance, Investor Services and Quality Management, Governorates' authorities, Wilayat's authorities.

Interactions with stakeholders

- Omran, Investors, Entrepreneurs.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	700,000	200,000	200,000	150,000	100,000	50,000

Funding sources	Source	Public	Private
	%	MoT 80%	20%

8. Associated risks

Main risks	Mitigation measures
1. The Planning Unit is not established.	MoT leadership intervenes and assigns an interim manager.

**Work
stream
1.2**

Provide executive education on spatial planning

1. Work stream description

Provide spatial planning training to the Unit Manager, as necessary, and his/her staff – the training will include the identification of available land for development either directly and/or through a Land Bank.

2. Expected results and benefits

Expected results

- The Planning Unit is ready to work with investors, developers and other public/private sector stakeholders in operationalizing the unit.
- The Land Bank is set up and operational providing guidance to investors and developers.

Expected benefits

- A well-trained Planning Unit that has the capacity to provide investors and developers with excellent service and access to land.

3. Main tasks to perform the work stream

- Training program identified and implemented – a training program, matched with the qualifications of the Unit staff, is provided to enable them to conduct spatial planning, establish economic zones and operate a Land Bank.
- Trainers are recruited to conduct the training.
- An inventory of available land for the Land Bank is developed in consultation with Omran and Governorate administrations in tourism zones and Playground sites.

4. Deliverables

An ongoing training program that can be adapted and expanded as spatial planning needs to evolve.

5. Critical success factors

- The training program is well-received and helpful to the staff.
- Well-qualified trainers conduct the training.
- The training program results enable the staff to implement spatial planning according to international standards.
- Land available for tourism development is appropriately zoned and incorporated in the ONSS and Regional Spatial Strategies. This includes the provision of buffer zones and lines of visual scenery.
- GIS support systems and site-specific land details for development consideration.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Omran.

Other departments involved with planning and development issues

- Interactions with stakeholders, Investors and developers.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	350,000	100,000	100,000	100,000	25,000	25,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. The training program is inadequate or inappropriate for the Planning Unit team.	Interview participants as to why it is inadequate and then take actions accordingly.
2. Nobody in the Unit is interested in the program.	Make the program a requirement for employment.

Work stream 1.3

Update and reinvent the Tourism Land Bank

1. Work stream description

Establish and maintain the Land Bank and Special Tourism Zones. The latter could be based on land provided through the “Bank.” The Playgrounds would be included with the zones.

2. Expected results and benefits

Expected results

- Well-managed Land Bank is established and provides easily accessible information on available land and processes for owning or leasing the land.
- Investors and developers are using the Land Bank to obtain sites for development and/or expansion.
- Stimulate the pace of services and infrastructure development to reach the Vision as foreseen.
- Raise the investors’ interest in tourism projects.

Expected benefits

- Tourism development runs smooth and efficiently.
- The objectives and initiatives of the Oman Tourism Strategy are implemented promptly and efficiently.
- The time and process for maximizing the socio-economic benefits, especially job creation, of sustainable tourism development is shortened and streamlined.

3. Main tasks to perform the work stream

- Identify the appropriate public authorities who can provide information on the available development sites in the country.
- The planning unit will obtain an inventory of the available land for the Land Bank, including land title documentation to ensure that title and ownership transfers are not issues. There are also leasehold approvals that have not progressed and which can be reassigned.
- The MoT may consider divesting from assets (e.g. the Al Batinah Hotel Company (Sohar Beach Hotel), Al Jabal Akhdar Hotel, Sur Beach Hotel) to focus more on new projects and creating opportunities for small to medium-size Omani investors.
- The Planning Unit will launch the process of clearly delineating the zones and Playgrounds for development.
- The site descriptions will be posted online with requests for Expressions of Interest. Deadlines should be set for receiving the EOIs. The site should be promoted via the MoT and the Public Authority for Investment Promotion & Export Development.
- The Planning Unit will evaluate those responses and decide on those prospects that are most in line with the Oman Tourism Strategy.

4. Deliverables

- Land Bank manual for procedures and operations.
- A website with full descriptions of the land available in the Land Bank for investment and development.

5. Critical success factors

- Well-trained staff available to collect and post the necessary land information.
- Inventory of available land that is attractive to investors and developers, which includes Government incentives for projects of high strategic value.
- The website is promoted internationally.
- The Planning Unit is prepared to field requests for information answered promptly and efficiently.
- Clear procedures for investors and developers to obtain land.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Regional Municipalities and Water Resources, Heritage and Culture, Omran, Supreme Council for Planning.

Interactions with stakeholders

- Private sector investors and developers, Municipal authorities.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	300,000	60,000	80,000	80,000	80,000	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. The Unit has trouble to create the Land Bank.	MoT intervention and leadership needed.
2. The Unit is unable to obtain clear information and title on targeted land for development.	Inter-Ministerial coordination needed.
3. Governorates want control over land and planning processes.	Seek the intervention of the Supreme Council for Planning.
4. Key sites are jeopardized by inappropriate development near or adjoining the site.	Ensure sites are included in the ONSS.

Work stream 1.4

Integrate stakeholder engagement into planning

1. Work stream description

Stakeholder engagement should be a priority of the Unit and the MoT, especially in regards to ensuring local community involvement and working closely with the private sector. Related to this could be exploring the option of a Destination Management Organization in and around certain destinations to be developed.

2. Expected results and benefits

Expected results

- Increased local community involvement with tourism development and planning.
- Planning process is smoother leading to improved sustainable projects.

Expected benefits

- Investment opportunities are clearer and easier to access.
- More business and employment opportunities become available at local level.

3. Main tasks to perform the work stream

- Stakeholders in tourism development are identified among public and private sectors, including civil society and local communities.
- Quarterly forums are organized in the Governorates where development sites are proposed and/or under development. The forums are for the purpose of informing stakeholders, receiving input from them and hearing their concerns about the proposed developments.
- MoT identifies and presents opportunities on how stakeholders could benefit from the developments. Opportunities could be identified through the forums with stakeholders.
- An entrepreneurs' contest could be included within the Forums in order to stimulate stakeholder engagement.

4. Deliverables

- Quarterly forums and/or other events in Governorates where tourism development is occurring and/or proposed.
- Guidelines for the MoT on organizing stakeholder engagement, particularly at local level. The Visit England Destination Management Organization provides useful guidelines for this engagement, including the establishment of a local organization – a destination management organization.

5. Critical success factors

- Ongoing stakeholder engagement in the planning and development process.
- Forums that include good representation from public and private sector stakeholders.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Stakeholders representing all other departments with an interest in tourism development.

Interactions with stakeholders

- Governorate and local level stakeholders among public and private sectors.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	670,000	70,000	150,000	150,000	150,000	150,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Stakeholders do not participate in engagement activities.	Provide specific documents for decisions with strict deadlines. Ensure receipt by stakeholders so it is confirmed that they have been offered the opportunity to provide input.
2. Stakeholder engagement provides input counter to the objectives of the strategy.	To avoid this, MoT and Unit need to anticipate potential objections and seek to negotiate with stakeholders for mutually beneficial resolutions.

**Work
stream
1.5**

Strengthen Omran's engagement

1. Work stream description

Cascade the planning effort to Omran, thus ensuring coordination with Omran planning to maximize benefits.

2. Expected results and benefits

Expected results

- Omran is fully engaged and involved with the planning and development process -- as directed by the MoT.
- Omran expertise applied to the planning and development process with the MoT.

Expected benefits

- Fully sustainable planning and development process is implemented.
- Omran expertise accelerates and streamlines the process.

3. Main tasks to perform the work stream

- Omran representatives are designated as ongoing liaisons with MoT for implementation of the strategy and development plan.
- Omran and planning unit coordinate efforts to minimize overlap and maximize development synergies.

4. Deliverables

- Omran inputs to the MoT plans are specified in an ongoing report that includes indications of how Omran projects and planning can support MoT efforts.

5. Critical success factors

- Omran representatives continually and systematically are involved with the MoT planning unit and planning program.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Office of the Strategy Manager.

Interactions with stakeholders

- Omran.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	50,000	2,000	12,000	12,000	12,000	12,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Omran and MoT do not agree on overall objectives and proposed development sites.	Forestall the potential for disagreements before implementation of the strategy and plan begin. Continue to involve Omran representatives closely in the development of the strategy.

**Work
stream
1.6**

Execute a Planning Program

1. Work stream description

With the processes in place and the Land Bank established, the unit can implement the planning program across the country. Planning priorities will flow from implementation of the strategy.

2. Expected results and benefits

Expected results

- The planning program is being implemented and well-managed.
- Investor and developer participation increases.
- Stakeholder engagement increases.

Expected benefits

- Implementation of the strategy and planning program advance in a coordinated, streamlined way.
- Sustainable tourism based on high yield/low volume increases.
- Socio-economic and cultural benefits of implementing the strategy are quickly apparent.

3. Main tasks to perform the work stream

- Ensure the efficient implementation of the planning program through implementation of work streams 1-5. With these work streams progressing, the planning program will become a sustainable reality.

4. Deliverables

The Planning Unit is implementing the program based on Oman's Tourism Strategy.

5. Critical success factors

This work stream is the culmination of a successful implementation of previous work streams. Successful implementation depends on a well-trained planning unit that coordinates closely with stakeholders, especially Omran, in developing and operating a Land Bank and designating land for development in Playgrounds and other special zones.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Inter-Ministerial Commission of Tourism.

Interactions with stakeholders

- Stakeholder Engagement.

7. Financial resources needed

Estimated cost (mill. USD)	Total	2016	2017	2018	2019	2020
	N/A *	--	--	--	--	--

* No additional budget beyond what is needed for Work Stream 1.1, which focused on establishing and maintaining the Planning Unit

Funding sources	Source	Public	Private
	%	0%	0%

8. Associated risks

Main risks	Mitigation measures
1. The Planning Unit is not prepared to duly implement their tasks as described in the strategy.	Focus first on what they are capable of implementing and follow a phased-in approach towards full implementation. Additional and/or new human resources may be required plus additional budget.

Initiative 2

Activate a Tourism Investment Special Unit (TISU)

1. Current situation

Within the Government, tourism investment attraction responsibilities are shared among:

- The MoT who plays a central role in assisting and managing proposals.
- The Public Authority for Investment Promotion and Export (Ithraa)
- Omran through its subsidiary, Bunyan.

Local and regional financial markets are buoyant and interest in tourism opportunities is rising.

2. Desired situation

More investment is needed to attain Oman's Vision.

The best way to stimulate and capture investment is by a dedicated investment department in the MoT, working collaboratively with Omran. The department would support existing and new investors, prepare investor-ready projects, advise the Government on strategic projects and ensure approved proposals are delivered on time.

Small and mid-size investor ready projects would be attractive for MSMEs. Omani retail investment in the sector would also be welcomed by the Muscat Securities Market (MSM).

3. Initiative description

Successful investment attraction strategies work proactively. They require well trained professionals advocating investment based on a sound knowledge of the client's investment interests. They are commercial-minded and understand the tourism vision.

Higher levels of private sector investment will lead to a diverse and competitive tourism product across Oman and reduce dependence on Government funding. Forecast investment to 2040 is provided in the Strategy.

Widening the number of investors requires MoT and Omran's alignment and collaboration, streamlining project approvals and increasing the sector's attractiveness to Omani 'retail' investors for small projects as well as for tourism trusts listed in the Muscat Stock Exchange.

4. Do Wells

- Inter-Governmental alignment and coordination.
Oman's tourism investment attraction agencies must work as a coordinated team with a shared understanding of investment needs, gaps and priorities. Oman's diplomatic missions and sponsored international missions are also important to identify potential investors.
- Building trust with local and international investors.
Building trust with investors will give Oman greater access to key decision-makers and put Oman ahead of other destinations/projects seeking funding. This requires a proactive 'can-do' approach and the ability to provide informed data, host investor briefings and maintaining an updated portfolio of investor-ready projects.
- Identifying, confirming and facilitating projects that make a difference, and determining investment needs.

Focusing on projects that would not advance solely by the private sector and which have significant potential benefits is highly desirable. This ensures a greater number and range of projects will be facilitated, and allows investment goals to be set.

- Industry intelligence and support systems.

Detailed knowledge of the investment strategies of existing and potential major investor groups together with support systems that identify emerging trends and synergies provide added insight to the Oman market and build confidence in the destination. Industry intelligence is always welcomed by investors and enhances access.

- Local government partnerships.

Local government backing and partnerships, especially on large scale projects is essential for timely approvals and provision of utilities. Investors will also be looking to engage with local government and communities to ensure proposals are welcomed and not jeopardized by local opposition.

- Cultural heritage and sustainability.

The importance of cultural heritage, innovation, sustainability and quality outcomes should be core messages in all stages of investment attraction and project execution.

5. Key work streams to implement this initiative

2.1	Strengthen the MoT Tourism Investment Special Unit.
2.2	Set up a One-Stop Shop system for investors.
2.3	Strengthen the investor support system.

6. Contribution of the initiative to achieving the objective

Achieving the Vision to 2040 requires a total investment of USD\$34 billion with the majority expended in the next decade.

Most funds must be sourced from the private sector to ensure that the tourism sector's contribution to GDP exceeds 5%.

Establishing the Tourism Investment Department is the best use of resources, provides investors with a clear pathway and increases the level of investment in the shortest time.

7. Benefits resulting from a successful initiative implementation

The sooner funding is secured, the sooner product delivery time and economic multipliers will come into play.

New investors and funding will reduce the dependence of Government funding, allow market gaps to be filled and lead to a more balanced portfolio of attractions and services.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work streams 2.1

Strengthen the MoT Tourism Investment Special Unit.

1. Work stream description

Appoint the Director General (Investment Attraction) and appropriately qualified professional staff to take management responsibility for investment attraction. The Director General would lead discussions with Omran and Ithraa on policy and program priorities and ensure support is provided for international missions and embassies.

2. Expected results and benefits

The Directorate's work program would be based on achieving the total funding requirement to 2040 and quickening the rate of development so that the sector's contribution to GDP exceeds 5%.

3. Main tasks to perform the work stream

- Ministry approvals, staffing and resources.
Staff appointments would be given priority in the Strategy implementation phase. The Director General and two Directors (investment & projects) with economic/commercial professional qualifications are needed to ensure effective interaction with the senior levels of investment offices, development companies, etc.
- Engagement.
The Director General's engagement with local, regional and international investor groups will lead to better market intelligence and improve access to decision-makers. This can lead to projects being matched to specific investor groups, and a timetable for working discussions. Engagement with local Government is also critical.
- Omran and Ithraa alignment to the tourism Vision.
Omran must be aligned to and complement the MoT's investment attraction program. As well, Ithraa must fully understand the investment program and goals so it can also become complementary.

4. Deliverables

- Investment attraction group formed.
- Investment attraction program for investment targets to 2040 endorsed by Omran and Ithraa.
- Management of the Land Bank and investor support systems in place.

5. Critical success factors

- Effective engagement with the investor community.
- Omran alignment to the investment attraction plan and development priorities.
- Well considered investor guidelines and development approval process.
- Investor-ready projects.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Omran, Ithraa, Ministry of Commerce and Industry (Trade Expos and Investment delegations).

Interactions with stakeholders

- Oman Chamber of Commerce, industry exhibitions and events (e.g., MIPIN-International Real Estate Show for Professionals).

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,770,000	220,000	350,000	400,000	400,000	40,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Delay or failure to implement.	Consultant support.
2. Investment lost or leakage to other GCC states.	Presentations and guidelines that are well considered and highlight the comparative advantage of investing in Oman.
3. Regional turbulence diverts investors.	Brand awareness campaigns and increased presence at investment-related exhibitions.
4. High value strategic projects not taken up by private sector.	Government incentive packages.

Work streams 2.2

Set up a One-Stop Shop system for investors

1. Work stream description

Within the Investment Attraction Department, establish a One-Stop shop (OSS) for people and groups seeking to invest in the tourism sector. The OSS would provide generic information on how to enter the sector, an outline of the development application and approvals processes, company structured and foreign ownership, facilitate access to the Land Bank (established by the Planning Unit and other matters such as labor requirements. High value strategic projects would be tracked during the process stages.

2. Expected results and benefits

Expected results

- Advice to key decision-makers.

Expected benefits

- Far higher certainty in projects going forward.
- A reduction in leaked investment to other opportunities outside Oman.

3. Main tasks to perform the work stream

- Staffing, systems and resources in place. The OSS's success will rely on the quality of the appointed staff to build positive client relationships, and their ability to manage the range and quality of print and web content (Arabic and English language).
- Accessibility and linkages. Access to the shop would be via a dedicated 'landing page' on the MoT's website. Linking the landing page to relevant government websites is vital. The website would have the ability to download relevant law, regulations and application forms.
- Investor inquiries and feedback. The OSS's website functionality must include the ability to respond to investor inquiries as well as to receive feedback on the efficacy of the system.
- Process in place to access government-owned land (Highest Authorities' Land) that is suitable for tourism development by the Government and/or by joint venture (JV) arrangements.

4. Deliverables

- User activated web-based information to make setting-up in tourism simpler, clearer and faster for the public and stakeholders.
- Directory of MoT roles, functions and services.
- Industry description, careers and openings, planning and investment guidelines, concepts for tourism development, downloadable application forms, 'make an appointment' functionality and newsletter option.
- Over time, the shop would be linked to the geographic information data base on the ONSS.
- The geographic information database would include Land Bank information.

5. Critical success factors

- Design of landing page, the range and quality of content.
- Regular updating.
- Effective B2C operational performance.
- Coordination with the MoT Planning and their Land Bank to ensure smooth access to available land.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Linkages to Omran and Governorates.

Interactions with stakeholders

- Oman Chamber of Commerce.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	650,000	100,000	250,000	150,000	75,000	75,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Delay in securing staff.	Consultants to cover set-up phase.
2. Technical issues with MoT server.	Outsource URL/server.
3. Content supply.	Outsource.

Work streams 2.3

Strengthen the Investor Support System

1. Work stream description

The investor support system provides expert advice and in-house guidance for major proposals through the planning and approvals stages, and to ensure that project delivery targets are met. The support system is a management system that operates with the Investment Attraction Department.

2. Expected results and benefits

Expected results

- Better scoped and planned proposals that are attuned to the tourism Vision.
- A higher rate of project approvals success.
- Real-time tracking of development applications.

Expected benefits

- Far higher certainty in projects going forward.
- Recognition of MoT's stewardship of complex proposals.

3. Main tasks to perform the work stream

- Investment attraction team and One-Stop-Shop established (refer to work stream 2.2).
The investment attraction team and OSS will likely be an investor's first contact with the Oman Government. The team/OSS's ability to assist and facilitate a key project is highly valued, especially for international investors with no background in Oman.
- Government and private sector acumen.
Stewardship of development proposals through the planning and approvals stages, including the ability to see gaps that need addressing in the planning phase. The advisor will also have proven communications networks and be able to guide the investor objectively while maintaining neutrality.
- Support systems operating.
Drawing on the resources of the One-Stop-Shop the support system would be able to provide accurate information on how applications can be better managed through the approvals process e.g., contact lists in Ministries. For each project deemed appropriate, a project liaison /contact officer will be identified.

4. Deliverables

- Improved stewardship and pro-active advice of the project contact.

5. Critical success factors

- Human capital skills and understanding of the complexities of project certification.
- Government and commercial skills acumen.
- Effective B2C operational performance.
- Smooth access to Land Bank and incentives.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Linkages to Omran and Governorates.

Interactions with stakeholders

- Oman Chamber of Commerce.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	600,000	60,000	135,000	135,000	135,000	135,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Delay in securing staff.	Consultants to cover set-up phase.

Initiative 3

Launch a Special Tourism Entrepreneurship Program (TEP)

1. Current situation

Oman's long-term political and financial stability is a stable basis for dynamic large and small scale investment in tourism. Nevertheless, Oman's tourism sector is relatively young and comprises a relatively small portfolio of large investors and relatively low MSME activity in the regions.

Currently, the complex legal and regulatory framework, time-consuming, unclear licensing procedures and the absence of clear bylaws and regulations are perceived as major investment obstacles by both national and international investors and MSMEs.

2. Desired situation

An enabling, reliable and transparent legal framework that helps rather than hinders MSMEs, supported by efficient, ideally One-Stop-Shop based licensing and MSME support services. Oman adopts a policy that provides grants and technical assistance programs to stimulate startups and MSMEs in the hospitality and tourism sector, especially for local-based enterprises and women interested in participating in the sector.

3. Initiative description

A national tourism entrepreneurship support initiative is launched that provides training in communities for tourism-related business startups, operations and management. The initiative will also seek to connect local community entrepreneurs with national and international businesses. The initiative will seek to capitalize on the global trend towards booking experiences and activities online directly with the providers. An Oman-based startup called UB-Cool.com seeks to facilitate this process, especially with adventure travel suppliers.

The training will include general business tools and tips, but also seek to stimulate innovation in tourism entrepreneurialism, especially in providing local culture and nature-based experiences. The initiative will demonstrate that activities such as daily farming could be shared with visitors as authentic experiences.

4. Do Wells

- Training program for entrepreneurship is introduced, which is fully compatible with local needs and interests.
- Potential local entrepreneurs are identified and their interest in participating in the initiative is confirmed.
- International and national businesses are confirmed as supporters of the initiative. Ideally, their support could include offering mentoring and internships to prospective and/or existing entrepreneurs.

5. Key Work Streams to implement this initiative

3.1	Activate the National Tourism Entrepreneurship Support Program.
3.2	Activate a Local Community Technical Assistance and Support Program.
3.3	Establish a Joint Ventures and Alliances Support Program.

6. Contribution of the initiative to achieving the objective

Through the launch of the initiative on a pilot basis in a select number of communities, the initiative could provide a potentially replicable model for other communities. The initiative would especially focus on youths and women.

7. Benefits resulting from a successful initiative implementation

With the successful implementation of the National Tourism Entrepreneurship Program, Oman's tourism offers will be further strengthened through increased localization of authentic, high value experiences. The tourism developments proposed in the Strategy would benefit local communities more by increasing business and employment opportunities throughout the country.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 3.1

Activate the National Tourism Entrepreneurship Support Program

1. Work stream description

By encouraging and stimulating entrepreneurship throughout the country, the Tourism Entrepreneurship Support program will enable businesses of all sizes to launch and prosper. And in doing so, the Initiative will also enhance the value and quality of the country's authentic experiences, thus further strengthening Oman's tourism value proposition.

2. Expected results and benefits

Expected results

- Increased interest in community tourism ventures.
- Increased support from Government and larger businesses for the ventures.
- Expanded offers of authentic experiences.

Expected benefits

- More local tourism experiences become available.
- More business and employment are generated at the local level.
- Livelihoods improve as result of the increased business.

3. Main tasks to perform the work stream

- MoT and stakeholders agree on the specific activities of the Initiative.
- MoT determines available budget to support local entrepreneurship via grants, training programs and subsidized loans.
- International and national businesses are invited to offer mentorship and internships as part of the program.
- The Initiative is promoted nationally and within each Governorate.

4. Deliverables

A manual local entrepreneurship is produced and distributed along with presentation materials to Governorates, municipalities and high schools.

5. Critical success factors

- The program is clearly understood and requested at the local level.
- Private sector support is essential to the success of the program.
- A pilot group of prospective entrepreneurs begins launching new businesses as a result of the program. Without this, there is really no program.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Social Affairs, Labor & Vocational Training, Ministry of Regional Municipalities & Environment, Omran.

Interactions with stakeholders

- Private investors and entrepreneurs.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	675,000	150,000	200,000	150,000	100,000	75,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lack of enthusiasm at local level for the initiative.	Local focus groups to better understand their concerns and resistance to participating.
2. Training programs require more time than anticipated.	Work closely with local authorities to ensure that the programs meet local needs.

Work stream 3.2

Activate a Local Community Technical Assistance and Support Program

1. Work stream description

Launch technical assistance and support activities of the initiative, including a special emphasis on assisting rural women and youth. In order to realize the initiative, a number of technical assistance activities, especially training in business, is needed.

2. Expected results and benefits

Expected results

- Groups of prospective entrepreneurs are trained on how to launch and maintain businesses.
- Local women and youth comprise at least 25% of the participants in the entrepreneurial training.

Expected benefits

- Local capacity increases to grow tourism experiences.
- Local businesses and jobs are created.

3. Main tasks to perform the work stream

- Identify a national institution that could serve as a hub for providing trainers, technical assistance and training programs to the regions.
- MoT works with the national institution to develop a pilot program that could be tested in a tourist region. The pilot could be based on existing programs that have been tested in other countries. These programs usually include the following components:
 - Drafting a simple business plan
 - Legal registration of the business
 - Required licenses and permits
 - Introduction to marketing
 - Pricing of services, particularly experiences
 - Planning staffing needs
 - Financial planning
- Test the program in communities in and around a tourist destination.
- Adjust the program for replicability around the country.

4. Deliverables

A replicable entrepreneurial training kit based on materials and methodologies that have been tested and proven in other countries.

5. Critical success factors

- Sufficient number of local participants, especially women and youth, are eligible for the pilot program.
- Communities want the program.
- Micro-enterprises related to tourism services and experiences are created through the program.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Social Affairs, Labor & Vocational Training, Ministry of Regional Municipalities & Environment, Omran.

Interactions with stakeholders

- Private sector investors and developers.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,200,000	--	300,000	300,000	300,000	300,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lack of local interest.	Survey local communities to assess why the lack of interest and propose incentives.
2. Lack of local candidates for the program.	Determine what is lacking in the local communities by way of Focus groups survey. And from there on, attract people from other areas.
3. Very few new business result from the program.	Determine the causes. After analyzing, incentivize and coach potential entrepreneurs.

**Work
stream
3.3**

Establish a Joint Ventures and Alliances Support Program

1. Work stream description

Establish a program for facilitating joint ventures and alliances with national and international businesses. This program could include opportunities for mentoring and helping to develop local entrepreneurial ideas and businesses.

2. Expected results and benefits

Expected results

- Existing businesses, ideally in travel and tourism, are matched with local entrepreneurs through a mentoring program.
- Larger businesses offer internships to local entrepreneurs.
- Joint ventures begin to form between larger businesses and local entrepreneurs.

Expected benefits

- Local entrepreneurs learn from experienced businesses on how best to grow their ideas.
- More business, more employment opportunities.
- Expanded access to markets through the relationships with larger businesses.

3. Main tasks to perform the work stream

- Travel and tourism businesses in Oman are introduced to the Initiative through presentations and workshops.
- Businesses are invited to propose ways to work with local entrepreneurs. Some businesses are already doing so through their corporate social responsibility programs.
- Businesses are solicited for availability to provide mentoring and internships to local entrepreneurs.

4. Deliverables

- Presentation of the initiative for businesses.
- A Mini-Guide for businesses to work with local entrepreneurs that assists them in making the most of the relationship.

5. Critical success factors

- Businesses interested in participating in the initiative.
- Sufficient number of local entrepreneurs able to participate in the initiative.
- Local entrepreneurs who participate in the initiative are able to benefit from the interaction with businesses and then apply the lessons to their own ventures.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Social Affairs, Labor & Vocational Training, Ministry of Regional Municipalities & Environment, Omran.

Interactions with stakeholders

- Businesses involved with travel and tourism.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	250000	150,000	--	--	--

Funding sources	Source	Public	Private
	%	0%	100%

8. Associated risks

Main risks	Mitigation measures
1. Lack of local interest.	Survey local communities to assess why the lack of interest and propose incentives.
2. Lack of local candidates for the program.	Determine what is lacking in the local communities by way of Focus groups survey. And from there on, attract people from other areas.
3. Very few new business result from the program.	Determine the causes. After analyzing, incentivize and coach potential entrepreneurs.

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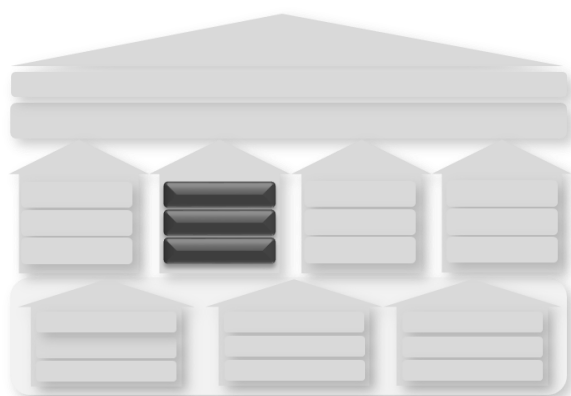
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Theme 2:

Be socially and environmentally responsible

Strategic objective	KPIs	Target	Initiative
D Foster a world-class social responsibility leadership system	Stakeholder Satisfaction Index	Above 80/100	4 Activate the National Council of Social Responsibility for Tourism (NCSRT)
E Improve the quality of life of local communities	Social Sustainability Index (SSI)	Above 80/100	5 Create the Local Community Participation and Benefits Program
F Ensure high level of sustainability of tourism playgrounds (clusters) and sites	Environmental Sustainability Index (ESI)	Above 80/100	6 Create the Environmental & Cultural Sustainability Program

THEME 2: BE SOCIALLY AND ENVIRONMENTALLY RESPONSIBLE

Summary of initiatives and work streams:

4 Activate the National Council of Social Responsibility for Tourism (NCSRT)

- Establish the NCSRT with public-private sector participation
- Create an Oman Observatory for Sustainable Tourism (OST)
- Set-up a national tourism sustainability certification program
- Integrate environmental, social and cultural sustainability into new tourism projects

5 Create the Local Community Participation and Benefits Program

- Launch a national “Tourism is Everybody’s Business” Campaign
- Launch a “Made in Oman” product certification
- Deliver a “Made in Oman” Training Program for local communities
- Implement a Tourism Reinvestment Fund for local communities
- Foster public-private partnerships within local communities

6 Create the Environmental & Cultural Sustainability Program

- Launch an “Our environment, our future” awareness campaign
- Provide coaching to the regional technical teams on tourism sustainability
- Introduce powerful planning tools in protected areas and for cultural and archaeological sites
- Implement tourism mobility plans in tourism areas

Initiative 4

Activate the National Council of Social Responsibility for Tourism (NCSRT)

1. Current situation

The Government is firmly determined to convert Oman into a destination based on principles of environmental, social and cultural sustainability that are efficiently integrated with tourism development, planning and management.

2. Desired situation

Establish a National Council of Social Responsibility for Tourism to ensure environmental, social and cultural sustainability as defined in the Oman Tourism Strategy at all levels and among both public and private sector actors.

3. Initiative description

Create and launch the new multi-sector National Council of Social Responsibility for Tourism (NCSRT) whose members should include public and private tourism-related actors, local communities, as well as environmental and cultural actors. Its major role is to support regional Governorates and tourism companies in implementing the principles of sustainable tourism.

4. Do Wells

- A multi-sector Council with broad representation from the public and private tourism sectors, local communities, as well as from environmental and cultural organizations. Through multi-sector involvement and representation from all stakeholders, the NCSRT gains legitimacy to perform its duties.
- To have appropriate economic and human resources. The NCSRT should have adequate staff (minimum 15-20 employees) and funds to perform all the tasks assigned.
- Regulatory and controlling capacity. The NCSRT should be empowered to write regulations that can later become laws, it should also have capabilities to assess tourism projects, approve best practices codes and certify systems that other stakeholders will adopt.
- Use of internationally endorsed methodologies and indicators. For proper tracking and certification of tourism sustainability in destinations and companies, the NCSRT will need to use methodologies of international prestige and recognition, such as those proposed by the Global Sustainable Tourism Council (GSTC).
- Territorial offices. To ensure that all tourism areas are directly informed and engaged in the activities performed by the NCSRT, it needs to have territorial local offices in every Governorate.

5. Key work streams to implement this initiative

4.1	Establish the NCSRT with public-private sector participation.
4.2	Create an Oman Observatory for Sustainable Tourism (OST).
4.3	Set up a National Tourism Sustainability Certification Program.

- 4.4 Integrate environmental, social and cultural sustainability into new tourism projects.

6. Contribution of the initiative to achieving the objective

This initiative will create the key mechanism (a powerful entity with executive responsibility) entailing leadership, as required to implement the Sustainable Tourism Model in Oman. Follow-up will include securing a year-to-year measurement guide to know the degree of satisfaction of Oman's resident population and local communities in relation to the country's tourism development.

7. Benefits resulting from successful initiative implementation

If the NCSRT develops a satisfactory activity and has sufficient resources, Oman will be perceived as a tourism destination that commits to sustainable and responsible tourism. This will grant the country a differentiating value in the marketplace. As well, the local communities will perceive tourism as a great economic and social opportunity that will bring benefits.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 4.1

Establish the NCSRT with public-private sector participation

1. Work stream description

To carry out the required political, legal and administrative steps to create an organ led by the MoT with the participation of selected public and private representatives of various sectors and whose main goal is to coordinate the policies and programs related to environmental, social and cultural sustainability for Oman's tourism development.

2. Expected results and benefits

Expected results

- Create a council that will have the recognition and support of the tourism, environmental and social sectors and that of local communities as well.
- An effective coordination and implementation of policies and programs related to environmental, social and cultural sustainability for Oman's tourism development.

Expected benefits

- A powerful council with executive capacity to lead and manage the Sustainable and Responsible Tourism model in Oman.

3. Main tasks to perform the work stream

- Create a task force with experts to design the composition of the NCSRT. This group needs 4-5 independent experts (a couple of them being from abroad) and 2-3 members from the MoT. Their mission will be to design the project scope of the new council, its functions, the legal framework, structure and financial and human resources.
- To discuss within a Governmental framework the proposal of the NCSRT, prepared by the task force. As of the initial proposal designed by the group of experts, Oman's Government will have to discuss and agree upon the changes they consider appropriate. It will also have to be presented to the major tourism, environmental and social actors of the country (both public and private) and try to reach consensus on the proposed NCSRT.
- To do the legal and administrative procedures required to officially create this body, the MoT and the Government's legal advisors will prepare the documents as required and will do all the formalities to create the NCSRT.
- Provide the staff and funds for the NCSRT. As per the final organizational chart decided for the NCSRT, the members of the top management, territorial offices and technical staff will be selected. The locations of the NCSRT headquarters and territorial offices for the NCSRT will have to be determined. An annual or multi-year budget must also be defined.
- Prepare a 5-year Strategic Plan for the NCSRT as well as annual work programs.

As per the objectives and initiatives foreseen in the Oman Tourism Strategy, there will be a strategic plan for the NCSRT that will be specified every year by way of task force meetings.

4. Deliverables

- Initial proposal of the group of experts with the Project to create the NCSRT
- Final proposal to create the NCSRT agreed upon with the Government
- Strategic Plan of the NCSRT 2016-2020 and annual work plans

5. Critical success factors

- Form a national council (with good representation of public and private actors belonging to the tourism sector but also from sectors such as environment and local development) to gain the legitimacy and recognition required to perform the tasks assigned.
- Provide the NCSRT the sufficient human and economic resources.
- The NCSRT will assume a variety of functions: leadership, coordination, regulation, control, performance, etc.
- With territorial offices, the NCSRT will ensure its activities reach all of the country's tourist areas.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Environment and Climate Affairs, Ministry of Tourism, Ministry of Heritage and Cultural Affairs, Supreme Court, Municipalities and Governorates.

Interactions with stakeholders

- Omran, The Diwan/Oman Botanic Gardens, Tourism businesses, Cultural institutions, Environmental organizations.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	500,000	200,000	75,000	75,000	75,000	75,000

Funding sources	Source	Public	Private
	%	MoT 75%	25%

8. Associated risks

Main risks	Mitigation measures
1. Complex process to create it going beyond deadline expected.	Arrange for an execution timetable and guarantee achievement commitment.
2. A council lacking sufficient recognition from the sectors involved.	Devote resources and time to explain and discuss the NCSRT project to the actors.
3. Scarce economic and human resources.	Make an annual grant to the NCSRT a political priority for the council's necessary operational and programmatic budget.

Work stream 4.2

Create an Oman Observatory for Sustainable Tourism (OST)

1. Work stream description

The monitoring is NCSRT's responsibility and it will provide assessment on a yearly basis using indicators, previously defined, to ensure the goals are accomplished concerning environmental, social and cultural sustainability as foreseen in Oman Tourism Strategy.

2. Expected results and benefits

Expected results

- A yearly basis or a 2-Year monitoring of the environmental, social and cultural impact from tourism, based on international standards, distributed by way of public reports.
- Gather information that will perceive aspects to be improved and make the pertinent decisions.

Expected benefits

- A certain degree of satisfaction among Omani people regarding the country's tourism progress which will gradually increase.

3. Main tasks to perform the work stream

- Design the monitoring methodology and include key indicators.
Based on consolidated monitoring systems which are recognized worldwide, the NCSRT will determine the methodology to be used for the "National System to Monitor Sustainable Tourism". This methodology will use key or major indicators, which at least should have the Tourist Satisfaction Index (TSI) from key stakeholders, the Social Sustainability Index (SSI) and the Environmental Sustainability Index (ESI). Each indicator will need to be defined in relation to the scope (initially Oman as a tourism destination in whole), the method used for calculating, the periodicity, the system used to collect data and the agent responsible to calculate it.
To design this methodology it would be interesting to engage international institutions of renowned prestige who are assessing destinations, such as the Global Sustainable Tourism Council (GSTC), The International Ecotourism Society (TIES), or even UNWTO.
- Launch a pilot test to calculate the indicators proposed and validate them.
During a six-month period, the indicators used in the methodology will be calculated and thus validated to know if they are appropriate as they were proposed, or instead if they need to be modified to guarantee that they are useful. After the pilot test, the required adjustments will be made to determine the final methodology.
- Apply the final methodology and prepare the first report on sustainable tourism in Oman.
Based on the final validated methodology, the indicators will be recalculated and from there on the report will be prepared (an extended and rigorous version, and also an informative version) which will be published and available to all Omani citizens. The recommendation is to apply the methodology and publish the report on an annual basis, or at the most every two years. In every period, new indicators may be added if necessary.

4. Deliverables

- Initial proposal of the follow-up methodology and indicators.
- Final proposal of follow-up methodology and indicators.
- Annual reports on Sustainable Tourism in Oman (extended version and informative version).

5. Critical success factors

- Design an applicable methodology.
- Base the methodology on international endorsed systems.
- Guarantee the methodology on a yearly basis to be able to analyze its evolution and be aware of the trends.
- Publish annual or bi-annual report as an exercise of transparency.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Tourism, Ministry of Environment & Climate Affairs, Ministry of Heritage & Cultural Affairs, Municipalities & Governorates.

Interactions with stakeholders

- GSTC, TIES, UN WTO.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	180,000	--	45,000	45,000	45,000	45,000

Funding sources	Source	Public	Private
	%	MoT 25% Other Public Entities 75%	0%

8. Associated risks

Main risks	Mitigation measures
1. The lack of enough data to calculate the indicators.	Propose indicators with feasible calculations.
2. To stop calculating indicators on a regular cycle.	Guarantee that there is a team capable of providing a consistent monitoring system.
3. To not publish the annual reports.	Guarantee funding for creation and distribution of reports.

Work stream 4.3

Set-up a national tourism sustainability certification program

1. Work stream description

This program, whose implementation relies on the NCSRT, will begin with designing the method to certify and recognize/ promote sustainability specific to tourism businesses in the country who have demonstrated their commitment to sustainable tourism.

2. Expected results and benefits

Expected results

- An internationally renowned endorsement for sustainability.
- A gradual number of certified companies. (20 in 2017 to 200 in 2020).

Expected benefits

- The positioning of Oman as a sustainable and responsible tourism destination.
- An added value offered by tourism operators/companies who will attract international tourists who demand or appreciate this kind of endorsements.

3. Main tasks to perform the work stream

- Design the endorsement methodology.
Rather than starting from scratch, the recommendation is to choose and adapt renowned international methodologies such as the Global Sustainable Tourism Council (GSTC) criteria for hotels and tour operators, Rainforest Alliance, Green Globe, etc. It will be necessary to contact these institutions who manage the respective endorsement programs.
- Launch a pilot test of endorsements to a list of businesses already committed to sustainable, responsible tourism.
During a six-month period, the NCSTC will identify a list of tourism companies of varied typologies (hotels, tour operators and travel agencies, restaurants, transportation services, etc.), with a proven commitment to sustainable tourism. This group of companies will be invited to participate in pilot test program for sustainable tourism certification. After the pilot test, adjustments will be made to create a manual with the final endorsement methodology.
- To create awareness of the endorsement system and promote it to build business membership.
The NCSRT's territorial offices will disclose the new endorsement system and will incentivize tourism companies in order to gain membership, yet it will be an optional decision. The benefits and advantages provided by the NCSRT (and other public bodies) will have to be clearly defined for a company to get certified. The ideal would be that all companies benefit from the Training Program, as foreseen in Work Stream 6.2, and adopt the endorsement criteria.
- Create a differentiated promotion for endorsed companies.
One of the advantages that endorsed businesses should get is that public councils, responsible for the country's tourism promotion, grant them a differentiated promotion through the variety of media (website, promotional catalogs, etc.).

4. Deliverables

- Manual with specifications of the system to endorse sustainable tourism businesses.
- Detailed promotional content items for endorsed businesses.

5. Critical success factors

- Choose an internationally renowned endorsement system that adapts to the particularities of Oman.
- Capacity of the NCSRT to incentivize the companies who engage in the endorsement system.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Tourism.

Interactions with stakeholders

- Omani tourism businesses engaged in sustainable tourism, GCTA, Rainforest Alliance, Green Globe.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	360,000	--	90,000	90,000	90,000	90,000

Funding sources	Source	Public	Private
	%	MoT 25% Other Public Entities 75%	0%

8. Associated risks

Main risks	Mitigation measures
1. Engage a small number of endorsed companies.	Incentivize very actively to become endorsed with attractive promotional benefits.
2. Complex endorsement methodology with added bureaucracy.	Prepare a simple methodology avoiding superfluous bureaucracy.

Work stream 4.4

Integrate environmental, social and cultural sustainability into new tourism projects

1. Work stream description

The Ministry of Environment and Climate Affairs supported by the NCSRT will have to review the current legislation to guarantee that the new tourism projects to be developed in the coming years will be duly evaluated from the environmental, social and cultural standpoint and will include regulations accordingly. Similarly, to grant licenses for tourism related businesses will also need this kind of evaluation and regulatory requisites.

2. Expected results and benefits

Expected results

- Forceful and demanding regulations for tourism development from the environmental, social and cultural point of view.
- Tourism projects and businesses are inclined to be more respectful with the environment and local culture.

Expected benefits

- The positioning of Oman as a sustainable and responsible tourism destination.

3. Main tasks to perform the work stream

- Create an experts committee to analyze the current regulations and propose improvements.
The team, coordinated by the Ministry of Environment and Climate Affairs supported by the NCSRT, will have 4-5 experts from several areas: tourism, environment, local culture, and local communities' development. Its main task will be to prepare a report analyzing the current regulation about environmental and social impact and license granting for tourism-related activities, and to propose improvement for forceful and demanding regulations, to guarantee the rightful integration of measures that will help preserve and protect the environment and local culture.
- To move forward with the legislative and administrative procedures in order to integrate the proposed improvements in the regulations.
The Ministry of Environment and Climate Affairs and other institutions involved will develop the legislative documents and procedures to approve the change in regulations bearing all formalities as required.
- Accomplish a good tracking system to guarantee that the new regulations are duly applied.
The NCSRT together with other councils they consider should cooperate, will monitor the implementation of the new regulations approved, hence making sure that the environmental, social and cultural requirements are fulfilled properly in all new projects and activities related to tourism. This follow-up can materialize in an annual report.

4. Deliverables

- Analysis and improvement report of the current regulations status.
- Annual report stating the degree of accomplishment for each regulation.

5. Critical success factors

- Strong political commitment and leadership of the public institutions involved.
- To demand and also have the capacity to negotiate and reach agreements with the companies promoting new projects.
- Continuous follow-up (which needs to have resources) to ensure the regulations are accomplished and to what extent.
- Continuous follow-up (provided allocation of resources) of the legislation's degree of compliance.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Environment & Climate Affairs, Ministry of Heritage & Cultural Affairs.

Interactions with stakeholders

- Omani tourism businesses, new tourism product developers.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	700,000	--	90,000	250,000	180,000	180,000

Funding sources	Source	Public	Private
	%	MoT 25% Other Public Entities 45%	30%

8. Associated risks

Main risks	Mitigation measures
1. Good regulations but limited accomplishment.	Stable resources and political willingness to guarantee an efficient accomplishment.

Initiative **5** Create the Local Community Participation and Benefits Program

1. Current situation

The Government is solidly committed to creating jobs and favor local community development in Oman.

However, tourist destinations across the country usually do not provide enough local benefits. MSME activity and related job creation are low. The natural and cultural heritage are not well developed for tourism despite their huge attractiveness and potential. Currently, foreigners work in many tourism-related jobs, thus leading to economic leakage. In addition, many of Oman's outstanding cultural heritage and beautiful nature lack development, management and preservation.

2. Desired situation

Quality of life for Omani citizens improves as a result of tourism development, especially in rural and remote areas. The Ministry of Tourism is promoting opportunities for Omanis to engage in quality jobs. Direct tourism job creation would account for nearly 300,000 jobs by 2040.

The natural and cultural heritage will be valued by the tourism industry, and properly integrated into sustainable and authentic Omani style experiences and products. Tourists will be guided to follow responsible practices while basic tourism services will include the most genuine local products possible (food, beverages, crafts, etc.). Effective legislation and management systems will be in place to protect the country's natural and cultural heritage.

3. Initiative description

This initiative will prove to the Omani society, and especially in rural and remote areas, that there are job opportunities within the tourism sector and that the MoT will implement training programs in the local communities for those who wish to work in the sector. There will also be specific organs to engage local communities in the tourism planning process and to benefit from income that tourists generate. The Government and private sector both singly and through partnerships can help the communities implement and sustain these benefits.

4. Do Wells

- Provide realistic and accessible opportunities for local communities.
To guarantee that employment created as a result of tourism is accessible to local communities and is offered in fair conditions.
- Guarantee the adequate tourism training for local communities.
It is critical that Omani people who are not used to dealing with tourists are properly trained to offer genuine hospitality and a quality experience to the tourist.
- Continued support to local entrepreneurs.
Besides training, it is essential to offer support and assessment on a continuous basis to rural communities and remote areas, in order to guarantee that the new tourism businesses will succeed.
- Effective public participation.

The various destinations in the country have a system that encourages public participation in planning the destination and making decisions on a continuous basis, in such a way that local communities are involved in tourism development and management.

- Invest in appropriate development of rural areas.

To prove the beneficial effects of tourism, together with the training and support programs, there has to be investment (coming from revenues of other tourism areas) to contribute in improving the local communities' quality of life and preservation of cultural and natural heritage.

5. Key work streams to implement this initiative

5.1	Launch a national "Tourism is Everybody's Business" Campaign.
5.2	Launch a "Made in Oman" product certification.
5.3	Deliver a "Made in Oman" Training Program for local communities.
5.4	Implement a Tourism Reinvestment Fund for local communities.
5.5	Foster public-private partnerships within local communities.

6. Contribution of the initiative to achieving the objective

By raising awareness in local communities of the opportunities and benefits that tourism can provide, this initiative hopes to stimulate the local innovation and development of experiences and services for tourists. With greater awareness, local community demand for assistance in assessing existing opportunities and assets could be stimulated and encouraged. This assistance could be provided by locally trained providers, the Government, the private sector and/or a combination. By involving a representative cross-section of stakeholders, the benefits of tourism could become more readily apparent and acceptable to the local community.

7. Benefits resulting from a successful initiative implementation

Local communities will have the opportunity to engage and work within the tourism industry through meaningful job prospects, particularly in rural and remote areas. This will contribute to the quality of life for individuals and families through diversified and increased income generation. Local businesses will be able to increase and diversify their income and ability to employ more local people that can improve development in rural and remote areas while also preserving cultural and natural heritage.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 5.1

Launch a national “Tourism is Everybody’s Business” Campaign

1. Work stream description

The Government develops and launches a national “Tourism is Everybody’s Business” campaign. The campaign features advertising (print, radio, television or billboards), public relations and community events. Online media should be considered if effective with local communities. The campaign should involve well-known personalities in Oman, perhaps from television, cinema and/or sports. The private sector should be encouraged to help promote the campaign throughout the country.

2. Expected results and benefits

Expected results:

- Tourism becomes a central focus in the media throughout the country.
- Increased interest in developing tourism in the communities.
- Increased demand for education and training in tourism at the community level.
- Fosters willingness of Omani people to work for the tourism sector.

Expected benefits:

- A progressive joining of Omani people in a variety of positions within the tourism industry.
- More local acceptance and interest in tourism as a means to generate business and employment.
- Increased understanding of tourism as a key way to help preserve and protect local and national cultural and natural heritage.

3. Main tasks to perform the work stream

- Design the objectives, addressees, messages and actions of the campaign.
An agency should be hired to design and launch the campaign. To begin, there has to be a briefing prepared by the Ministry of Tourism stating the objectives and the messages to be communicated which must outline the benefits and opportunities that responsible and sustainable tourism brings to the future of Oman’s society. It will be critical to fully explain the starting point (attitudes to be changed) and target groups (Omani people, especially those living in consolidated tourism areas or with high tourism potential).
- Create a national media contact list that includes print, radio, television and social media.
Prepare and launch the campaign. The first phase is to prepare the activities to be delivered (define the logo and claim, media schedule, design the items and website, etc.) and the second phase is to launch the campaign, together with all the actions foreseen during the duration of the campaign (events in rural areas, press conferences, appearing in mass media, social media, viral videos, ads, etc.). It’s recommended to recruit national celebrities to be spokespeople for the campaign.
- Evaluate the results after the campaign. Once the campaign is finished, results should be evaluated. An impact report (with proposed improvements for future campaigns) should be prepared and shared with the MoT and NCSRT.
- Repeat the campaign periodically. During the first years of the Oman Tourism Strategy implementation the recommendation is to repeat the campaign (with adjustments as needed over time). This will consolidate the message among the Omani society.

4. Deliverables

National campaign plan with communications materials, including advertising copy, website content, press releases, etc.

5. Critical success factors

- Provide the campaign with sufficient resources to make sure the impact is noteworthy.
- Secure advice from an experienced and prestigious communication agency.
- Prepare the list of actions for completion to communicate the message across rural areas, traditionally distant from the tourism business.
- Host / coordinate local community events to invite local input to the campaign.
- Evaluate the results being obtained.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Education, Ministry of Transport and Communication.

Interactions with stakeholders

- Local community representatives, Universities and Institutions, Advertising and Media Agencies.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	2,000,000	250,000	500,000	500,000	500,000	250,000

Funding sources	Source	Public	Private
	%	MoT 75%	25%

8. Associated risks

Main risks	Mitigation measures
1. A campaign wrongly designed.	Hire an experienced agency and analyze the situation in depth from square one.
2. Wrong prioritization of the target groups.	Identify the potential areas for tourism development and focus on them for the campaign.
3. Campaign message is not well received.	Test the campaign at the local level before a nationwide launch.
4. Actions do not follow the campaign.	Ensure that action plans – the additional work streams – are in place from the start, so that follow-up to the campaign is immediate.
5. Finalize the campaign and skip evaluating results.	Conduct research days after the campaign is finished to evaluate the change in attitude.

Work stream 5.2

Launch a “Made in Oman” product certification

1. Work stream description

Develop and implement a system to endorse food products and handicrafts for tourists. A “Made in Oman” product certification process is developed and introduced to local communities to use especially with products that are offered for sale to visitors. The brand would be introduced through community training sessions; these sessions would provide assistance to local residents, artists and businesses on how to comply with the requirements of the process and then package and offer their products to visitors.

2. Expected results and benefits

Expected results

- The “Made in Oman” product certification is adopted and promoted throughout the country.
- “Made in Oman” branded products are recognized as high quality and authentic.
- 50 endorsed products by the end of 2017 and around 200 by year 2020.
- Sales of products made in Oman increase due to interest from tourists.
- “Made in Oman” products exported overseas help promote Oman as a quality destination.

Expected benefits

- Guarantee of origin for the experiential tourist that seeks authenticity and native products.
- An opportunity to commercialize, but not commodify, products that are currently not very valued.
- Increased interest in visiting Oman due to cultural assets and products.

3. Main tasks to perform the work stream

- Establish the criteria that endorsed products must comply.
The authorized institutions must create a team who define a list of general and specific criteria (per product typology) that all the products will need to comply if they want to obtain the “Made in Oman” endorsement. The criteria will have to make sure that the specialty food or handicraft has been produced in Oman, in fair conditions for the workforce and that it meets minimum quality standards. The authorities explore whether the program can be based on ISO standards (e.g. ISO 9001 Quality Management).
- Design the system to endorse products, including a specific logo.
Once the criteria are set, a step-by-step process will have to be described for the producer (artist, organization, business) to endorse its products (and renew the certificate over time) as well as to write out the conditions in which the logo and brand “Made in Oman” are used.
- Incentivize the first set of chosen producers to use the new brand.
To test the endorsement system and at the same time begin to have certified products, a few representative producers will be chosen among a selection of products and Governorates across the country and will be encouraged and supported to obtain the endorsement.
- Execute a communication and distribution plan for the brand “Made in Oman”.
Once there are the first endorsed products, a communication plan will need to be prepared and launched to raise visibility of the brand for international and domestic tourists, and attract other Omani producers potentially interested in using the brand. It would be worthwhile to make sure that these products become part of the new tourism experiences. To this purpose, a specific commercial plan will need to be designed for integration and distribution of branded products.

4. Deliverables

- Methodology of the endorsement system for products “Made in Oman”.
- Communication Plan of the brand “Made in Oman”.
- Distribution Plan of the products “Made in Oman”.
- Initial group of “Made in Oman” certified products.

5. Critical success factors

- Formulate a trustworthy product endorsement system to guarantee its origin.
- “Made in Oman” certification process that results in at least a select group of valued, handmade products being certified.
- Secure that the certified products have the quality standard as required, yet not meaning it has to be highly demanding for the Omani producers.
- To obtain a high number of certified products in a short period of time to trigger a strong impulse gaining awareness and increasing value for the new brand.
- Visitors recognize the “Made in Oman” certification as a quality label and representation of authenticity and increase their purchases.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Heritage & Culture community relations officials, Ministry of Regional Municipalities and Water Resources community relations officials, Ministry of Manpower, Directorate General of Vocational Training.

Interactions with stakeholders

- ISO Oman, Crafts producers and other product producers, perhaps through existing organizations.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	950,000	150,000	200,000	200,000	200,000	200,000

Funding sources	Source	Public	Private
	%	MoT 60%	40%

8. Associated risks

Main risks	Mitigation measures
1. Certification standards are too high for existing products.	Pilot testing of the process can be a check on the system. Training to improve quality, design or production of new or existing products.
2. Limited awareness of the products by the tourists.	Powerful communication campaign.
3. Visitors are not interested in the products.	Pilot testing of products that are already popular can help ensure future demand. Identify areas for improvement in quality, design or distribution.
4. Producers do not want their products certified.	Include the "Made in Oman" public relations campaign as part of the "Tourism is Everybody's Business" campaign. Introduce the "Made in Oman" process to local producers, with an emphasis on how it can help their sales.
5. Low penetration of the products in the chain of tourism products and services.	Distribution Plan for products being well designed and built, integrated into tourism supply chain.

Work stream 5.3

Deliver a “Made in Oman” Training Program for local communities

1. Work stream description

The Government develops and implements programs that help communities assess, innovate, develop and sustain local tourism-related products and services. Based on the needs that various local communities require and that are located in areas with tourism potential, there will be specific professional programs designed and implemented in order to enable product development and services for tourism based on its culture and nature. With Government and private sector assistance, community tourism “incubators” – venues that provide training and encouragement to residents, especially women and youths – can launch tourism-related ventures. This effort must be coordinated with implementation of Initiative 3 – Tourism Entrepreneurship.

2. Expected results and benefits

Expected results

- Community programs are in place to help local residents assess, innovate, develop and sustain their own local tourism-related products and services.
- Community residents interested in tourism will be provided the tools and resources to develop local tourism offers that are in line with the Oman Tourism Strategy and market demand.
- Local women and youth become more involved in developing and providing tourism services and activities.
- Local communities create and directly manage new tourism companies and products/experiences in rural and remote areas.
- Each local area creates singular experiences based on their cultural identity.

Expected benefits

- Local communities realize the income-producing and employment-generating benefits of tourism and request ongoing assistance in developing tourism.
- Women and youth are able to benefit directly from local tourism development through ongoing employment and income-generating opportunities.

3. Main tasks to perform the work stream

- Identify the rural and remote areas that have natural and cultural resources with tourism potential and identify their needs to develop and enhance the professionalism of tourism.
Every regional destination, with the assessment from MoT and NCSRT, will identify and prioritize the areas which are not too developed and have natural and cultural resources with tourism potential. The MoT and NCSRT will analyze its specific needs and main difficulties to develop tourism products and experiences with the proper quality to become competitive. MoT officer selects two communities to serve as pilots for developing the training program.
- Create and launch a pilot “incubator” training program to benefit specifically women and youth interested in tourism-related ventures.
- Design an annual program for professional training in each area.
Based on the analysis performed, every regional destination, assessed by the MoT and the NCSRT, will design an annual professional training program addressed to the local communities and specifically women and youth willing to work in tourism (this may require previous field trips to local communities). This program can include continuous training, personalized counselling, training site trips to other destinations in the country (or even abroad), financial funding, etc. The

themes of the programs can range from business creation, design and produce tourism products, languages, customer service, distribution and promotion, etc.

- Perform annual professional training programs.

Once the programs are designed and scheduled, there should be an invitation for potential candidates – particularly women and youth – to apply. Once enrolled, the training programs will be held in local communities.

- Follow-up and assessment of the annual training programs.

After the program is finished, there will be a monitoring done to check on the results obtained and determine aspects for improvement. This assessment will be conducted from the beginning to design the programs for the following years.

4. Deliverables

- Analysis of the needs in rural areas with tourism potential for the pilot program.
- Pilot program for local product development and management.
- Pilot program component especially for involving more women and youth in tourism development

5. Critical success factors

- Training programs adapted to real needs.
- MoT officials with the necessary capabilities and financial resources to develop and implement the programs.
- MoT officials knowledgeable in community assessments and able to transfer this knowledge at local level, specifically for women and youth.
- Governorate and local community authorities interested in implementing the programs.
- Local communities are engaged to participate in the programs.
- The quality of the products and services developed for training the local communities must be guaranteed.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Heritage & Culture community relations officials, Ministry of Regional Municipalities and Water Resources community relations officials, Ministry of Manpower, Directorate General of Vocational Training.

Interactions with stakeholders

- Governorate and local authorities, Local schools, Local non-governmental organizations involved with vocational training.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	850,000	200,000	350,000	300,000	--	--

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lack of capabilities and resources to develop and launch the training programs.	Ensure before launching the development of the training program that, assuming success, the necessary human and financial resources are in place.
2. Lack of community interest in the programs.	Conduct a local workshop to understand the reasons for lack of interest and then identify ways to generate the interest.
3. Products and experiences with poor quality and competitiveness.	Intensive and constant follow-up for at least 2-3 years with attendees to the programs.
4. Program results are not attractive to visitors and/or operators.	Involve visitors and operators in the development and launch of the pilot training programs. Make visitor feedback part of the tourist experience.

Work stream 5.4

Implement a Tourism Reinvestment Fund for local communities

1. Work stream description

This Fund must be structured with specific laws, and subsidized by a portion of the revenues that tourism overnights will generate and, also, from new tourism projects. It will help financing local community development projects and preserve the natural and cultural heritage.

2. Expected results and benefits

Expected results

- A stable financial mechanism to develop and protect social, cultural and environmental projects.
- Develop 20-30 projects yearly subsidized with the Fund's resources.

Expected benefits

- A favorable social attitude towards tourism because this sector is bringing job opportunities and, at the same time, it generates revenues that will be reinvested in projects to support local communities and preserve natural and cultural heritage.

3. Main tasks to perform the work stream

- Create a taskforce of Experts to design the Fund.
This team will have 4-5 experts (maybe 2 coming from countries that have similar funding institutions) and 2-3 members from the Government (especially from the Ministries of Tourism and Finance). The mission will be to design the new Fund that will place a tax on two kinds of tourism businesses (using different procedures): 1) existing tourism lodging establishments (hotels, apartments, etc.); 2) companies that invest in new tourism projects (resorts hotels, marinas, theme parks, etc.) In the case of establishments, tourists will have to pay an overnight tax. In the case of the promoters, it will be their duty to pay a tax proportional to the project investment.
- Discuss, within the Government, the Fund creation project prepared by the group of experts.
The Government of Oman will have to review the initial proposal designed by the experts and agree upon the pertinent changes. It will also need to present it to the main tourism actors in the country (both public and private) and reach consensus of the approved proposal.
- Proceed with the legislative and administrative procedures to become an official Fund.
Use the Governmental law cabinet to complete necessary legal paperwork and formalities that will lead to creation of the Fund.
- Create the Fund's managing committee to decide and assign resources.
This committee will need to be integrated by members of the Ministries with competencies in tourism, environment, culture and local community development, representatives of the Governorates, and representatives of the private tourism sector. The committee will meet to discuss their duties and responsibilities, and the process for how and when Fund allocations will be awarded.
- Launch a communication plan to provide awareness of the Fund.
A plan will be needed to launch and explain to all the tourism industry which are the mechanisms to collect funds, and the projects that will be subsidized with the Fund's resources. An annual report will be prepared to show the amount collected and the projects that have received such funds.

4. Deliverables

- Create the Fund Project (prepared by a group of experts).
- Establish the law to create and manage the Fund.
- Form the interdepartmental committee to administer the Fund.
- Produce a communication plan on the Fund and process for annual allocations.
- Annual reports of the Fund.

5. Critical success factors

- Ability of the Government to create consensus.
- Set a range of taxes which are affordable and shared by the tourism sector.
- Absolute transparency from the Fund on how the money is used.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Managing committee comprised of intergovernmental agency representatives: Ministry of Tourism, Ministry of Heritage & Cultural Affairs, and Ministry of Environment & Climate Affairs.
- Law Cabinet.

Interactions with stakeholders

- Tourism Lodging Establishments.
- New Tourism Product Developers.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	900,000	--	--	350,000	300,000	250,000

Funding sources	Source	Public	Private
	%	MoT 30%	70%

8. Associated risks

Main risks	Mitigation measures
1. Rejection by the tourism sector.	Dialogue and consensus on benefits for the sector.
2. Arbitrary assignment of the Fund's resources.	A management committee using clear procedures to select the projects (e.g. open call).
3. Little transparency about the use of the Fund's resources.	Annual report detailing the money collected and the projects that have been financed, status update on previously funded projects.

Work stream 5.5

Foster public-private partnerships within local communities

1. Work stream description

Government and Industry develop public-private partnerships to help nurture and expand business and employment opportunities. The partnerships could be based on stimulating opportunities that leverage natural and cultural heritage, as well as local economic activities such as agriculture and fishing. Activities could be shared with visitors and thus be experiences that generate income for local inhabitants. Create regional partnerships, including both public and private stakeholders involved in the planning and management of tourism for each of the Governorates' destinations. Its main role will be to discuss business opportunities and to reach consensus on key actions for tourism development.

2. Expected results and benefits

Expected results

- National companies develop mentoring initiatives with local organizations and businesses.
- National companies partner with Governorate and community level organizations on tourism-related ventures.
- Partnerships in each Governorate gather together at least 6 times a year.
- Annual work programs agreed by each Governorate's partnerships.

Expected benefits

- Visitors benefit from increased access to locally generated authentic experiences, activities and products.
- Local businesses, organizations and schools benefit from the experience and expertise of a larger number of established national firms.
- Active engagement of the private stakeholders in planning tourism for the regional destination, which will trigger developing specific actions assuming the sector's demand accordingly.

3. Main tasks to perform the work stream

- Define the Governorates' partnerships and their role
The MoT will prepare a project stating how these regional partnerships should be formed: number of members (ideally not more than 20), typology of the members (public and private sectors), roles (discuss and agree upon the annual program of activities for the destination and other relevant items), the periodicity of meetings, internal functioning, etc. This project will have to be agreed upon by the Governorates' governments. MoT officials survey tourism companies in Oman to take stock of existing public-private partnerships.
- Designate the members of each regional partnership and its official constitution.
The management organs of each regional destination will have to designate the members of the partnership and once agreed upon this first step, proceed to establish its official constitution by means of a public event. Activities such as fishing and agriculture should be explored as opportunities for locally produced experiences.
- Periodic meetings of the regional partnerships.
The management organs of each regional destination will act as a permanent secretariat of the partnership and will call for meetings of its members every 2 months. In the first meeting, the annual work program will be agreed upon, defining the activities to perform and the person

responsible for each. In each meeting, the needs of the tourism actors will be considered, what actions can achieve them and consider other opportunities that may arise.

- Every meeting will require recording of minutes to be made public.
Once or twice a year, representatives of each regional partnership will gather to share experiences and best practices.

4. Deliverables

- Expanded Public-Private Partnership programs with local level organizations and businesses.
- Annual program for each partnership.

5. Critical success factors

- Ability to build on existing partnerships.
- National level companies interested in expanding their existing partnerships at the regional/ local level.
- Local level organizations and businesses interested in partnering.
- Guarantee of actions and decisions made by the partnerships are duly implemented.
- Permanent partnerships sustained over time.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Heritage & Culture community relations officials, Ministry of Regional Municipalities and Water Resources community relations officials, Ministry of Manpower - Directorate General of Vocational Training, Ministry of Agriculture and Fisheries.

Interactions with stakeholders

- Local fishing and farming community organizations, national level companies interested in local level partnerships, corporate social responsibility officials at Omani companies.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	740,000	90,000	200,000	200,000	150,000	100,000

Funding sources	Source	Public	Private
	%	MoT 40%	60%

8. Associated risks

Main risks	Mitigation measures
1. Lack of national level business interest.	Take stock of existing partnerships and then having MoT offer to add support to build on these partnerships.
2. Lack of local interest.	Review with communities to understand why the lack of interest, and identify ways to increase interest.
3. Partnerships with scarce weight from the private sector.	At least 50% of the members have to be from the private sector.
4. Work programs that are scarcely executed.	Monitor the actions done by the secretariats of each partnership; assign resources and identify the person responsible.
5. Insufficient local human resources to implement the programs.	The partnership should be a solution to the capacity building challenge.
6. Difficulties to reach consensus for the actions.	Set up a voting system to be used in case of difficulties.

Initiative 6

Create the Environmental & Cultural Sustainability Program

1. Current situation

The Ministry of Tourism supports making compatible the expected tourism development with preserving the environment and heritage as well as its cultural identity, positioning the country as a destination of sustainable tourism. Nevertheless, Omani people and also tourism-related companies might show attitudes that may not be committed to this objective. This contradiction could deliver a diminished image abroad of Oman.

2. Desired situation

Oman will become a destination for sustainable and responsible tourism. The great majority of tourism-related businesses have the environment certificates from renowned institutions worldwide. The local residents and the visitors show responsible attitudes for the environment. The cultural heritage, including local traditions, are further valued thanks to tourism.

3. Initiative description

This is a three-strand initiative dependent on making the people in Oman adopt favorable attitudes in relation to environment, training the people involved in tourism business (at all levels) to integrate environment in their daily activity, and adopting certificates and assessing regional destinations to implement sustainability and cultural programs. This initiative is delivered parallel to Initiative 4, and must be coordinated to avoid duplication or confusion.

4. Do Wells

- Public commitment translating into investments
The Government of Oman must truly commit as a whole (there are several ministries with competencies in relation to sustainability) as well as the Governorates (with sufficient investment), to ensure environmental preservation and respect for the cultural identity integrated into different sector initiatives, to avoid it being treated as a mere add-on as it happens in other countries.
- Approach environmental preservation from a variety of aspects
Environment is a complex system to be approached from several directions and deliberated in parallel with tourism initiatives to minimize negative impacts on energy and global warming, water resources, solid and water waste, transportation, vulnerable biodiversity and ecosystems (desert, coastline, etc.), eco-systemic services, landscape, light and acoustic pollution, etc.
- Use internationally renowned certified methodologies for sustainability
To give a powerful image to the world, it is essential to use methodologies that are backed by certified and prestigious international institutions. The adopted international methodologies need to be used all over Oman. See Work Stream 4.3 for more detail.
- Active implication from the business community as from the regional destinations
To preserve the environment and evaluation of the cultural identity, there must be a common objective in which the main actors of the tourism network have to commit, from both the public and the private sector. Leadership and coordination have to come from the public entities and the regional destinations, due to their proximity and knowledge of the sector.

5. Key work streams to implement this initiative

6.1	Launch an “Our environment, our future” awareness campaign.
6.2	Provide coaching to the regional technical teams on tourism sustainability.
6.3	Introduce powerful planning tools in protected areas and for cultural and archaeological sites.
6.4	Implement tourism mobility plans in tourism areas.

6. Contribution of the initiative to achieving the objective

This initiative will make a majority of stakeholders get involved in the tourism management of the destinations (public sector) and in developing sustainable tourism activities (private sector) while adopting respectful tourism practices considering environmental issues and local culture which will contribute to improved environmental and cultural sustainability of Oman.

7. Benefits resulting from a successful initiative implementation

For the tourism sector, the implementation of environmental and cultural measures will add significant value to its offer and this will attract international quality tourists with significant buying power. For local communities, environmental preservation will bring further physical and psychological wellness and will guarantee a set of basic environmental service needs, along with reinforcement of its cultural identity.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 6.1

Launch an “Our environment, our future” awareness campaign

1. Work stream description

Design and implement a program of national reach that could be named as “Our environment, our future”. The objective is to make Omani people conscious of how important it is to preserve the environment to maintain the quality of life and self-well-being, and as a driver to generate new economic opportunities.

2. Expected results and benefits

Expected results

- Further involvement of Omani society to preserve the environment
- A gradual positive change in the attitude of Omani people in relation to environment

Expected benefits

- Environmental stewardship will contribute to the quality of life of Omani people
- A satisfactory tourism experience due to a clean and preserved scenery, either in natural or urban sites

3. Main tasks to perform the work stream

- Design the objectives, the recipients and the actions of the Program
The program is addressed to adults and scholars. The Government of Oman through its ministries with competencies in environment and education will be responsible for designing and implementing the program. A wide-scope program should stand on two pillars: 1) a powerful communication campaign targeted to the country’s citizens (including a variety of activities), and 2) content about environment in the educational system. The activities should be adapted for each of the target groups. The program should be implemented for at least 2-3 years, aspiring to continue over time. Every year, the program should be outlined in an annual work plan with specific themes. A recommendation is to start with solid waste and its visual and environmental impact, and relating solutions to NCSRT programs (Initiative 4) and Reinvestment Fund (Work Stream 5.4).
- Prepare and execute the Program
The first phase will include delivering the preparatory actions such as assigning resources and responsibilities, designing and preparing materials and websites, etc. The second phase: there will be some initial actions foreseen in the program (campaign launching, training, etc.) involving as many public and private stakeholders as possible. These activities will be coordinated with work streams in Initiative 4 and 5.
- Assess the results of the Program annually
Once the activities for the year are finalized, there should be an evaluation of the results and a report of the impact prepared with proposals for improvement in subsequent years. The assessment can be done by the Governmental Committee composed by several organs involved.
- Prepare and execute annual action plans
Yearly, and depending on the results obtained from previous years, the Activities Plan will be prepared for the current Year.

4. Deliverables

- National awareness program and environmental education based on “Our environment, our future”.
- Annual reports with results.

5. Critical success factors

- An effective coordination among the different public organs involved in the program.
- A program that continues over time to reinforce the message among the Omani society.
- Include multiple aspects of environment, but gradually without wanting to handle everything from the beginning: energy and global warming, water resources, solid and water waste, transportation, vulnerable biodiversity and eco-systems (deserts, coastline, etc.), eco-systemic services, landscape, light and sound pollution, etc.
- Provide the program with sufficient resources to make a significant positive impact.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- NCSRT, Ministry of Environment & Climate Affairs, Ministry of Heritage & Cultural Affairs, Ministry of Tourism.

Interactions with stakeholders

- Tourism private sector, Cultural institutions, Environmental organizations.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,700,000	250,000	400,000	400,000	400,000	250,000

Funding sources	Source	Public	Private
	%	MoT 80%	20%

8. Associated risks

Main risks	Mitigation measures
1. Lack of continuity of the program.	Plural-annual budgetary assigned, and messaging coordinated with Tourism Campaign.
2. Scarce involvement to follow-up on results.	Prepare an annual research study to analyze attitudes from Omani citizens in relation to environmental aspects.
3. Change of attitudes are not immediate.	New and consistent messaging to affect positive change over time.

Work stream 6.2

Provide coaching to the regional technical teams on tourism sustainability

1. Work stream description

The regional destinations (Governorates) have a key role in improving the environmental and cultural sustainability of tourism areas, and to deliver several actions as foreseen in Oman Tourism Strategy. Therefore, specific training programs will be performed for the technical teams in these destinations in key subjects. This training will be supported by the public-private partnerships established in Work Stream 5.5.

2. Expected results and benefits

Expected results

- Some regional destinations are better prepared to handle the actions for environmental, social and cultural sustainability as foreseen in Oman Tourism Strategy.
- Effective coordination between the NCSRT and each regional destination.

Expected benefits

- An improved sustainability of the regional tourism destinations, hence an improved positioning in tourism.

3. Main tasks to perform the work stream

- Present the Oman Tourism Strategy to the technical teams of the Governorates' destinations.
A presentation to disclose all the activities in which the regional destinations have a critical role concerning coordination, participation or implementation. During the presentation there will be an explanation of who will lead the training process in each of the destinations.
- Provide the regional destination with qualified staff in tourism sustainability.
It is recommended to designate one technician responsible for tourism sustainability. This profile should be filled with an employee of the organ (who will require specialized coaching), or else hire a new person. This same person can become the territorial Deputy of the NCSRT, as foreseen in Work Stream 4.1.
- Advise and coach the regional destinations on how to implement the activities.
At minimum, the technical staff in the regional destinations should receive counseling and training in the following areas: planning and management of sustainable tourism destinations, indicators to monitor the sustainable tourism, endorsement systems for sustainable tourism addressed to destinations and tourism companies, tourism planning in protected natural areas and cultural and archeological sites of interest. This coaching could be delivered by international experts who will also present cases of success and good practices of destinations who have committed to sustainability. This instruction must be coordinated with Work Stream 4.3.

4. Deliverables

Integrated in Work Stream 4.3.

5. Critical success factors

- Qualified staff in sustainability.
- Destination leadership attributes regarding sustainability.
- Deep knowledge of the tourism sector in each destination.
- An effective coordination between the destinations, the NCSRT and the MoT.
- Dialogue abilities of the destinations with the private tourism sector.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- NCSRT, Ministry of Environment, Governorate's and Wilayat's Authorities.

Interactions with stakeholders

- Local communities representatives, Global Sustainable Tourism Council

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	400,000	--	--	--	--

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Scarce coordination between the NCSRT and the regional destinations.	Link the regional offices of the NCSRT with the regional destinations.
2. Scarce coordination among the regional destinations.	Quarterly meetings between the people responsible for sustainability in the regional destinations.

Work stream 6.3

Introduce powerful planning tools in protected areas and for cultural and archaeological sites

1. Work stream description

Delivered by the NCSRT, in cooperation with other organs, this is a long term program to improve planning and management of tourism in natural protected areas and in cultural and archaeological areas of interest. The tourism management system has to be compatible with the natural and cultural stewardship values, and should provide the appropriate and sensitively-presented tourism services in protected sites.

2. Expected results and benefits

Expected results

- Gradual approval of the plans to manage tourism in protected sites and places of cultural interest in the country.
- Investment to sensitively develop or enhance protected sites so they can provide valued visitor's experience (interpretation, signage, touristic services, etc.) without exceeding capacity.

Expected benefits

- Natural protected areas and cultural places of interest will offer first class tourism experiences without compromising the integrity of the sites.

3. Main tasks to perform the work stream

- Identify and prioritize those natural protected areas and places of cultural and archaeological interest that have potential to become tourism attractions.
The NCSRT, together with the authorized organs in environment and culture, will analyze the tourism potential of the protected natural areas and sites of cultural and archaeological interest. The analysis will identify a list of priority sites to create tourism management plans.
- Tourism planning of the protected sites as per the priorities established.
After setting priorities, plans must be created and approved to manage tourism in each of the protected sites. Plans have to be compatible with the preservation of natural and cultural values, as per the research on tourism capacity. The drafting of these plans will include input from local communities and the regional partnerships (work stream 5.5). At least 3-4 plans for natural sites and 3-4 plans for cultural and archaeological places of interest have to be approved. These plans should cover a variety of items to be done in 5 years: install or review signage, create interpretative content, create or improve customer welcome equipment and interpretation equipment (panels, translation centers, etc.), prepare informational material, install basic tourism services (parking lots, toilets, food shops, etc.), research visitors profile (and their needs), etc.
- Execute the management plans and deliver the required investments.
Once approved, the plans should be executed upon the timing established. A portion of the investments can be financed by way of a reinvestment fund from tourism revenues to be devoted to local communities' development projects and conservation of natural and cultural heritage (work stream 5.4). There should be some kind of guarantee that each protected site will have staff dedicated to tourism management.

4. Deliverables

- Report analyzing the tourism potential of the natural protected sites and places of cultural and archaeological interest.

- Tourism management plans for natural protected sites and places of cultural and archaeological interest.

5. Critical success factors

- The plans must have the local communities' approval and participation.
- The plans must translate into immediate actions on site.
- Guarantee the maintenance of the newly installed equipment.
- Appoint permanent staff for the tourism management of each protected site.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Environment & Climate Affairs, Ministry of Heritage & Cultural Affairs, NCSRT.

Interactions with stakeholders

- Individual cultural and natural resource sites, Institutions.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	4,500,000	--	2,250,000	2,250,000	--	--

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Plans prepared sitting at the office desk.	Plans receive cooperation from local communities and main tourism stakeholders of each territory.
2. Plans that were approved but never implemented.	Guarantee stable budget allocation for tourism management of protected sites.
3. Protected areas that lack of onsite staff.	Each protected area (or group of close-by sites) should have teams appointed for onsite performance doing several functions (not only in tourism aspects).

Work stream 6.4

Implement tourism mobility plans in tourism areas

1. Work stream description

Jointly with the NCSRT, plans are to be prepared and later implemented regarding sustainable tourism mobility in several tourism areas in the country to increase the use of low environmental impact transportation and thus reduce polluting emissions and alleviate the global warming effect. These plans are to be adapted to the particularities of each environment.

2. Expected results and benefits

Expected results

- Increase the use of collective touristic transportation with low environmental impact.

Expected benefits

- Reduce the polluting emissions and alleviate the global warming effect.
- Healthier and nicer tourism environment for the visitors.
- Positioning of Oman as a sustainable and responsible tourism destination.

3. Main tasks to perform the work stream

- Create and perform sustainable tourism mobility in tourism cities.
Muscat is the most visited city in the country and therefore the focus for this initiative. An analysis of the principal tourism routes in the city is required to determine which actions can most effectively generate shared / alternative transportation uses (i.e. special bus services in peak seasons with greater flow of people) encourage walking or with bicycles, and restrict the use of private cars. Another city where this issue should be addressed is Salalah, which experiences huge traffic jams during the Khareef season and its tourism festival.
- Prepare and perform sustainable mobility plans in major destinations.
Traffic patterns and routes should be analyzed to understand visitor flows between main destinations. Building new infrastructure for commuter transportation (e.g. trains) is not feasible in Oman at this time due to low influx of tourists. However, offering alternative public transportation options – such as buses or vans – should be considered (for those routes where it can be feasible and always during the seasons with more turnout) and promoted via tourism businesses' use in tours.
- Work out and apply sustainable tourism mobility plans among the main tourism attractions.
There must be analysis done to determine touristic journeys required to access the main attractions in the country. Again, there should be specific measures adapted to each case.

4. Deliverables

- Sustainable tourism mobility plans in different tourism environments.
- Follow-up reports about the use of alternative public, multi-modal touristic transportation.

5. Critical success factors

- Adopt solutions adjusted to the needs and issues of each tourism environment.
- Investment capacity to face the actions that may be costly (especially if new infrastructure is needed in relation to urban or inter-city transportation).
- Capacity to reach consensus with stakeholders involved in each environment, because some actions may generate certain social rejection during the first months of implementation.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- NCSRT, Ministry of Tourism, Ministry of Transport.

Interactions with stakeholders

- Regional governmental offices.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	2,850,000	--	1,425,000	1,425,000	--	--

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Big investments required that might create difficulties to perform the measures adopted.	Public commitment that can translate into budget assigning.
2. Certain social rejection coming from some of the sectors.	Capacity to dialogue and reach consensus (using discussion forums such as the regional partnerships as foreseen in Work Stream 5.5).

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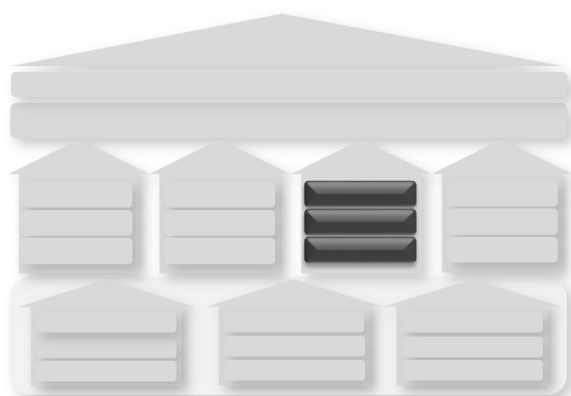
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Theme 3:

Deliver an exceptional tourism experience

Strategic objective	KPIs	Target	Initiative
G Offer an expanding portfolio of exceptional Oman Top tourism Experiences (OTE)	Number of Oman Top Experiences (OTE) launched per year	<ul style="list-style-type: none"> 2016: +1 2018: +1 2020: +1 2022: +1 2024: +1 	7 Activate the Oman Experience Agency (OEA)
H Develop a portfolio of Omani style Signature Experiences	Number of Signature Experiences launched per year	<ul style="list-style-type: none"> 2016: +2 2017: +5 2018: +10 2019: +10 2020: +10 	8 Create the Signature Experiences Program (SEP)
I Strengthen the quality of tourism products, services and experiences	% of tourism companies with a "Q" label	<ul style="list-style-type: none"> 2016: 10% 2017: 20% 2018: 30% 2019: 40% 2020: 50% 	9 Implement the National Tourism Quality System (NTQS)

THEME 3: DELIVER AN EXCEPTIONAL TOURISM EXPERIENCE

Summary of initiatives and work streams:

7 Activate the Oman Experience Agency (OEA)

- Establish the OEA
- Plan for the 3 first Oman Top Experiences (OTEs)
- Build the first OTE

8 Create the Signature Experiences Program (SEP)

- Set up and empower the SEP team
- Define the affiliation platform and process
- Lead industry to generate first signature experiences
- Launch a marketing & sales system aligned with the Marketing Plan

9 Implement the National Tourism Quality System (NTQS)

- Launch the Oman Tourism Services Quality Unit (OTSQU)
- Develop the Oman Tourism Quality Assurance Framework
- Deliver technical assistance to the industry to implement quality management processes
- Launch a special award to recognize achievements in quality improvements

Initiative 7

Activate the Oman Experience Agency (OEA)

1. Current situation

At the time being there hardly exist any products or services that have been turned into outstanding experiences in Oman. A large part of the reason for this is the absence of a product development department or function taking care of experience development, management, and private sector support within the MoT.

2. Desired situation

The functioning of a highly effective and innovative organization managing the system of experiences. The system managed consists of a few selected Oman Top Experiences (OTE) developed or heavily supported by the new organization, of a program of Signature Experiences (SEP) driven by the private sector, and of Oman branded micro-experiences and rituals found across the country.

3. Initiative description

Designing, planning, resourcing/staffing, and finally launching a highly effective public organization named "Oman Experience Agency" (OEA). The organization for reasons of flexibility, speed-to-market and thematic proximity, should be outsourced from the MoT and attached to Visit Oman marketing agency (VO). It will be staffed with transferred MoT staff, entrepreneurial Omani minds and externally hired experience design and management experts. It's mission is the design, delivery, management, growth and marketing (supporting VO) of a world-class system of tourist experiences complying with the following criteria: true to each place/playground, with authentic Omani personality, highly attractive for selected target segments, complementary to each other, and with high value creation for both tourists and local communities and enterprises.

4. Do Wells

- Stakeholder management & local engagement.
Lots of stakeholders will be involved in the experience design and management phases. The handling of local community interests, the integration of local businesses, and winning of investors and quality operators will be key to the success of the OEA, who will not only have to stimulate, motivate and engage all these parties, but also balance and moderate all the different conflicts of interests.
- Authenticity and sustainability management.
Investors and operators often will want to establish their practices from former engagements. One of the OEA jobs will be to ensure that the authenticity and sustainability of the experiences are top priority, even if this means looking for new partners. These two aspects are the key to a high value experience for tourists and for a lasting positive impact for the locals.
- Staffing and training.
Currently, there is no experience and only little know-how regarding experiential tourism in Oman. Finding staff that understands the chances and is highly motivated to participate in assembling the experience system, is one key to success. Training them and completing the

team with external/foreign experts, creating and managing a highly motivated group with great team spirit is another one.

- Market understanding.

Designing experiences is about designing for the needs and wants of the targeted market segments in alignment with the needs and wants of the local communities and businesses. Only when the targeted tourist desires are understood and implemented in the experience design, the OEA can create products that tourists love to experience and pay a premium price.

5. Key work streams to implement this initiative

7.1	Establish the OEA.
7.2	Plan for the 3 first Oman Top Experiences (OTEs).
7.3	Build the first OTE.

6. Contribution of the initiative to achieving the objective

A well-equipped, skilled and functioning "Oman Experience Agency" will not only be able to create and co-manage the first Omani Signature Experience of world-rank, but it will act as a stimulating force and facilitator of an experiential business culture, resulting in innovative experience design, quality management and marketing. The system of the few big Signature Experiences will be complemented by private sector driven small and medium-sized experiences and branded micro-experiences/rituals available all across Oman.

7. Benefits resulting from a successful initiative implementation

Having established a dynamic and highly capacitated Oman Experience Agency means having the centerpiece of a strategic process resulting in the step-by-step upgrading of the experiential value of travelling to and through Oman. The value for tourists will be significantly higher and so will be the competitiveness of Oman in the markets. Moreover, the value generated from Oman's new tourist offer will stimulate superior job and income generation for local businesses and communities.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 7.1

Establish the Oman Experience Agency (OEA)

1. Work stream description

Found, staff and establish the "Oman Experience Agency". Attach it to Visit Oman and set up its organization on both national and regional level.

2. Expected results and benefits

Expected result

- A dynamic and competent unit able to establish high value experiential tourism across the country

Expected benefit

- Destinations, investors, communities and partners can together design and manage high value experiences thanks to the OEAs guidance and support.

3. Main tasks to perform the work stream

- Design the organizational structure and linkages.
Found the "Oman Experience Agency" and attach it to the Visit Oman Marketing Agency, on both national and regional level. Develop its vision statement, and select a capable and motivated director from in- or outside the MoT/VO reporting directly to the MoT's Undersecretary. In addition, put OEA at the center of an Experiential Oman Think Tank, involving creative forces from in- and outside the sector, complemented by external experts (also from in- and outside the tourism sector).
- Staff and train the team.
Define the necessary capabilities, functions and job profiles for the organization in order to cover each of the central stages: experience design, delivery, management, marketing, and industry support. Apply adequate internal (MoT/VO) staffing and training, and complete the team with selected experienced external experts, most probably from outside Oman. Accompany process with change management.
- Communicate the agency and its role.
When the agency has been established communicate its foundation, objectives, role, processes, key contacts and web platforms to media and stakeholders involved, both in- and outside of Oman. Hold a kick-off event in Muscat, inviting investors and national and regional stakeholders. Design an Oman Experience Handbook explaining what the agency and true Omani experiences are all about, what their characteristics, objectives and benefits are. Share it like other material on the newly created OEA website.

4. Deliverables

Organization chart, Reporting line and process, Mission of the OEA, Objectives of the organization, job descriptions, training plans, job ads, OEA web site, press releases, stakeholder communication pieces, Oman Experience Handbook.

5. Critical success factors

- Find the right Director and motivated and capable staff.
- Attain effective and positive stakeholder engagement and communication.
- Prioritize the strategy over individual stakeholder interests.
- Design a strong mandate and support of Minister and Undersecretary.
- Elaborate and communicate benefits for local businesses and communities.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Visit Oman Agency, DG of Administration and Financial Affairs, DG of Planning.

Interactions with stakeholders

- Experiential Oman Think Tank, Wilayat/Governorates and local communities, Local tourism sector, Omani investor groups.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,365,000	365,000	330,000	300,000	300,000	300,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lacking regional support.	Win and use local opinion leaders, highlight benefits, install quick wins, use other destination cases.
2. Lacking understanding of the concept of experiential tourism.	Hold local seminars in the key playgrounds, invite to webinars, use local opinion leaders.
3. Lacking capability of the team.	Ensure right selection of people (those convinced of the approach and fully motivated, open-minded and willing to learn) internally and externally (experts with selected know-how and experience in experiential tourism).

**Work
stream
7.2**

Plan for the 3 first Oman Top Experiences (OTEs)

1. Work stream description

Decide about the first three Oman Top Experiences (OTEs) to be built according to clearly defined prioritization criteria taking into consideration the playground road map and start the planning.

2. Expected results and benefits

Expected result

- The agreed plans for the first three Top Experiences developments.

Expected benefit

- Engaged stakeholders and a solid base for attracting investors in order to develop Oman's first three Top Experiences.

3. Main tasks to perform the work stream

- Decide about the first 3 experiences to be designed.
Use the playground development roadmap and the THR suggestions of Top Experiences (e.g. Grand Tour of Oman, The Oman Wadi Experience The Mutrah-Muscat Palace-Parliament precinct etc.) to define the first playgrounds with experiences. Start an internal (OEA) brainstorming process aligned by the strategy in order to generate first ideas. Involve the Experiential Oman Think Tank and regional public and private sector representatives from the playgrounds for a second brainstorming and the filtering process.
- Draft the development plans and business models.
Once decided about the first three Top Experiences, draft the development plans including experience characteristics, target markets, local business and community involvement, investment needs, timings, stakeholder management processes, and business model applied (using the Osterwalder business model canvas approach).
- Engage all stakeholders and potential investors.
Engage all above mentioned stakeholders plus foreign marketing partners during the entire planning process in organized feedback loops, including locally organized workshops. Once the plans have been finalized after several feedback loops, hold a local event in order and present a well-crafted and visualized multimedia production showing the future playground, experience, and local benefits.

4. Deliverables

Brainstorming sessions results, development plans (incl. business models), multimedia illustrative models of the experience/playground

5. Critical success factors

- Carefully prepared and well-managed brainstorming sessions.
- Balanced and effective integration of external input.
- Well-timed and prepared feedback loops.
- Local presence during the development planning phase and afterwards.
- Well-elaborated business model.
- Attractive and convincing multi-media illustration of the experience.
- Alignment of experience to the strategy.
- Establishment of strict standards regarding quality, authenticity, and sustainability.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Visit Oman Agency, all other departments of the Ministry.

Interactions with stakeholders

- Wilayat/Governorates and local communities, Local tourism sector, Omani investor groups, Potential operators and marketers, Other ministries (depending on the experience to be designed, e.g. environment, commerce, finance, regional municipalities, manpower, heritage & culture, etc.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	385,000	-	385,000	-	-	-

Funding sources	Source %	Public	Private
		MoT 67%	Omani and foreign investors 33%

8. Associated risks

Main risks	Mitigation measures
1. Lacking regional support	Win and use local opinion leaders, highlight benefits, install quick wins, use other destination cases.
2. Lacking investor interest	Go ahead with public investment, attract foreign investors, make sure the first investment case is a success, use financial incentives.
3. Deviation from required quality, authenticity and sustainability standards	Look for other investors or operators, stay rigid and insist on agreed standards, if all goes wrong: remove and replace project from TOP 3 list.

Work stream 7.3

Build the first OTE

1. Work stream description

Implement the first development plan of an Oman Top Experience together with a preferably Omani investor and launch it to the international tourism markets.

2. Expected results and benefits

Expected result

- A successfully implemented experience on offer in the selected key markets

Expected benefit

- A new value creator for all stakeholders involved: for tourists, for investors, for local communities and businesses and for marketers of Oman

3. Main tasks to perform the work stream

- Reconfirm investor interest and close negotiations
After the final planning stage clear remaining issues with engaged investor(s), develop the collaboration processes and responsibilities along all different stages. Enter all resulting legal issues into a contract and have it signed by both parties. In some cases MoT could remain or want to be the only investor.
- Engage the right operators
Define the type of operator(s) needed in accordance with the investor and prepare pitches to a final selection of 3 possible operators, most probably from outside Oman. Selection criteria should be oriented to longevity of engagement, strategic fit, operating and financial conditions, commitment to quality and sustainability, cultural understanding/engagement of locals.
- Manage development
Support the speedy implementation of the experience development plan, i.e. by clearing legal issues and by collaborating closely with other ministries through the IMTC or local authorities where needed, e.g. Ministries of Heritage & Culture, of Commerce, of Regional Municipalities, of Legal Affairs, Finance, or others. Control the timings, and budgets and commitment to the agreed standards of quality, authenticity and sustainability.
- Run test visits and fine tuning
Frequently visit the sites of implementation and conduct quality checks and talk to local stakeholders involved. Use predefined quality control processes to address operating gaps before launch.
- Invite marketers and support their marketing efforts
Launch a targeted communications campaign in key markets and to key media and marketers. Invite key press and marketers on FAM trips, provide them with promotion material and launch the content for the experience on the bookable Visit Oman website (where also the SEP are promoted, see SEP, Initiative 8).

4. Deliverables

Collaboration process documentation, contracts with investor(s) and operator(s), operator pitch documentation (multimedia), control sheets, especially for test visit, communication material, FAM trip program and invitations, experience website (integrated in VO web).

5. Critical success factors

- Selection of the right partners (investor(s) and operator(s))
- Commitment to standards of quality, authenticity, and sustainability
- Alignment of the experience to target group needs
- Selecting the right marketing partners and channels

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Visit Oman Agency, all other departments of the Ministry.

Interactions with stakeholders

- Wilayat/Governorates and local communities, Local tourism sector, Omani investor groups, Potential operators and marketers, Other ministries (depending on the experience to be designed, e.g. environment, commerce, finance, regional municipalities, manpower, etc.)

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	525,000	--	--	250,000	275,000	--

Funding sources	Source	Public	Private
	%	MoT 25-70%	Omani and foreign investors 30-75%

8. Associated risks

Main risks	Mitigation measures
1. Long and complicated legal processes and collaboration with other ministries.	Integrate all other ministries/authorities as early as possible by involving them and later presenting the TOP 3 plans, establish contact persons and channels, if necessary escalate to Minister level.
2. Lacking investor and/or operator interest.	Go ahead with public investment, some experiences may even be totally owned by OEA. If necessary start with another project that could be more easily operated by OEA/MoT and maybe has less operating complexity (e.g. The Wadis of Oman experience).
3. Deviation from required quality, authenticity and sustainability standards.	Integrate standards in detail in contract with investors and operators, stay rigid and insist on agreed standards or support the effort to find alternative methods for reaching the same results. If all goes wrong: look for new partners (making sure the contract allows that) or take over yourself (MoT).

Initiative 8

Create the Signature Experiences Program (SEP)

1. Current situation

Right now the level of experiential tourism in Oman is very low. Also, there are few Omani experiences marketed, the country is more being visited and seen than experienced in an organized way. As well, a large proportion of tours are managed by outside companies and agents, especially in Musandam. Consequently, there is no system of emblematic experiences.

2. Desired situation

Through improved planning, management and on-the-ground quality assurance, Oman showcases unique, authentic, and moving visitor experiences. The tourism industry understands the value of creating great experiences and shows strong interest and contribution to a well-organized selective system of experiences offered by companies all over Oman, marketed through the so-called Oman Signature Experiences Program. Outside tour companies adopt and promote the SEP.

3. Initiative description

A team responsible for the newly founded "Oman Signature Experiences Program" will be set up, prepared and resourced to create and run the SEP. A marketing platform will be created enabling companies to upload selected quality experiences having passed a number of quality filters. These signature experiences will be promoted and sold through the Visit Oman website and other channels aligned to the national marketing plan. Tours managed from overseas and the UAE will be required to support the initiative.

4. Do Wells

- Deep understanding of the concept of "experiences".
To define the right selection criteria, guide and support the sector with its efforts to design outstanding experiences, for the first time, it takes a SEP team that has deeply understood what true experiences are made of. They need to understand the different types, elements, characteristics, and also the best tools and processes needed to create, manage and market them.
- Sector motivation and education.
Signature experiences are, with possible exceptions, private sector managed. In order to be successful with the SEP a critical mass of experiences, ideally there are more companies trying to place their experiences than possible. So the sector has to be stimulated by showing the benefits and enabling them to design and manage exceptional experiences with highly pragmatic tools.
- Affiliation process design.
The affiliation process must be easy to understand to avoid entry barriers, especially for the typical type of company participating. This includes Omani MSMEs, tours originating and managed by UAE agents, plus tours managed on the ground by international wholesalers (e.g. Studiosus). The criteria are clear and support is available to fulfill the criteria. The selection process is speedy and transparent.

5. Key work streams to implement this initiative

8.1	Set up and empower the SEP team
8.2	Define the affiliation platform and process
8.3	Lead industry to generate first signature experiences
8.4	Launch a marketing & sales system aligned with the Marketing Plan

6. Contribution of the initiative to achieving the objective

Only a dedicated team and development of a fully-fledged program like the SEP will lead to the creation of a sufficient offer of true tourist experiences, that are unique, authentically Omani, of outstanding quality, complementary to each other, and spread all over the country.

7. Benefits resulting from a successful initiative implementation

Oman will have a highly attractive offer of experiences attracting more and new tourists and making them even happier with their visit to Oman. Also the Signature Experiences will generate superior value to its owners and operators and generate additional (social) media coverage. The country will sharpen its profile, better differentiate itself from the competition and raise the power of its destination brand(s).

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 8.1

Set up and empower the SEP team

1. Work stream description

A small team within OEA will be formed and work solely on the development of the SEP program. All the staff will receive education and training to fully understand the concept of Signature Experiences, leverage and use their know-how.

2. Expected results and benefits

Expected results

- A motivated and skilled team designing and managing well the SEP while stimulating the generation of high quality Signature Experiences by the sector and marketing effectively the new experiences launched.

Expected benefits

- A great offer of experiences from all across Oman, happy visitors, increased local value creation for businesses (especially MSMEs) and communities, a stronger brand, a better differentiated market position in brand and tactical campaigns, increased (social) media coverage.

3. Main tasks to perform the work stream

- Decide about the right team structure and staff.
Secure a leader for the SEP program, preferably someone with excellent motivation and communication skills next to good marketing know-how and interest. Add at least 2 more persons to the SEP team, one web and marketing oriented, and the other process and education oriented, based on more detailed job descriptions. Focus on the top 20 experiences.
- Dynamic tour management arrangements.
Acknowledging that tours by UAE and international companies are led by guides that are not registered as Oman tour guides, the SEP will still need to positively capture their programs and convey the Oman's signature experiences. Regulatory compliance can be managed separately.
- Empower and resource the team.
Hire an external trainer, a specialist in experience design and management, maybe even from the leading organization in signature experiences, the Canadian Tourism Commission, to educate and prepare the entire team. Establish internal process handbooks to ensure rigid follow-up of the practices learnt.
- Send selected team members to see well-functioning signature experiences abroad.
Send at least two team members abroad, preferably to Canada or Catalonia, in order to live some of the well-functioning signature experiences at first hand, talk to the operators, and if possible to people from the Canadian Tourism Commission or the Catalan Tourism Board in order to take home practical knowledge, too. Let travelers' present learnings in front of OEA after return.

4. Deliverables

Job descriptions, final organization chart with confirmed names, contract with experience expert trainer, training certificates, internal process handbooks, travel plans including scheduled interviews/meetings, proposed meeting agendas, travel reports documenting all learnings, top 20 signature experiences.

5. Critical success factors

- Finding the right team members
- Hiring a great experience trainer
- Internal process handbook quality
- Preparation and learning output from destination visits
- Compliance by tour companies outside Oman
- Experiences that enhance playground branding and promotions

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG of Administration & Financial Affairs (HR especially)

Interactions with outside agencies

- UAE-based and international tour companies, Oman DMCs and independent tour guides.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	200,000	200,000	-	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Poor internal documentation.	Let the external expert check the job profiles and internal process handbooks.
2. Poor takeout from destination visits.	No booking before confirmed meetings with operators and tourism organization officials, confirmed agendas shared and confirmed, travel learnings documentation templates ready before travel, setting of internal result/learning presentation in front of OEA team after return.

Work stream 8.2

Define the affiliation platform and process

1. Work stream description

Once the team has been set-up and trained, their job is to define the criteria Omani and outside companies have to comply with to be able to submit experience proposals to the SEP. Not only the criteria will be defined, also the processes and platforms involved will have to be designed, created, promoted and activated.

2. Expected results and benefits

Expected results

- A well-functioning SEP affiliation process and platform with well understood and effective selection criteria.

Expected benefits

- High quality of experience proposals, education of the sector, a practical time-saving tool for uploading experiences, clear and easy processes as further motivator for the industry to participate in the SEP.

3. Main tasks to perform the work stream

- Define affiliation criteria.
Decide in advance the affiliation criteria. Establish stable and yearly changing criteria. Stable are related to degree of experiential content, quality of the services and information, authenticity and relationship to place or Oman, uniqueness. Yearly changing criteria should be related to favored typology or region to have a complementary, broad offer.
- Develop affiliation processes and technology.
Check the processes and technologies of the Canadian Signature Experiences program or that of BookExperienceCatalonia. Decide about the easiest processes on how to submit proposals in Oman. Criteria must be easiness to use, completeness of required information and transferability of data into marketing platform in case of approval.
- Include industry support functions.
Since for many MSMEs it will be the first time to develop true experiences, the pre-proposal process must be educating and guiding in order to enable operators to submit valid proposals. The SEP web platform should hold to-the-point tutorials, case studies and examples, checklists and tests. Only after passing an online test, companies should be allowed to submit a proposal to the program.

4. Deliverables

List of stable and yearly affiliation criteria, affiliation process documentation, technology including documentation, online tutorials, case studies, checklists, online test.

5. Critical success factors

- Finding the right mix of criteria tailor-made for the tourism sector and product of Oman.
- Yearly adaption of processes to have a high quality complementary offer covering different segments, experience types and regions.
- Pragmatic and easy-to-use processes, web site and documents.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG of Administration & Financial Affairs (HR especially).

Interactions with outside agencies

- UAE-based and international tour companies, Oman DMCs and independent tour guides.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	230,000	100,000	130,000	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lacking pragmatism and easiness of use of documents, processes and technology	Feedback loop with Experience Think Tank or selected MSME representatives
2. Lacking adaptation to Oman industry	Critically analyze suitability of all elements of the process and platform as seen in Canada and Catalonia
3. Not capturing non-Omani tour agents	Consider compliance and enforcement options for coaches of arrivals to Musandam and greater Oman originating from the UAE

Work stream 8.3

Lead industry to generate first signature experiences

1. Work stream description

Prepare up to 20 well-crafted promotion and info material about the SEP for the industry. Share this material during well-prepared workshops in all governorates and stimulate the generation of first experience proposals. Design and make available good support material and personally support the first operators to produce truly outstanding first Signature Experiences of Oman. Implement briefings and compliance for tour companies outside Oman.

2. Expected results and benefits

Expected results

- A highly motivated and well-capacitated and supported tourism sector submitting the necessary critical mass of Signature Experience proposals to the SEP.

Expected benefits

- First real showcases of successful Signature Experiences, a motivated sector driving the "industry culture change" toward an experiential tourism, proof the MoTs strategy really works and leads to results/credibility of MoT and new organizations (OEA and SEP team)

3. Main tasks to perform the work stream

- Elaborate promotional and info material (benefits)
Before going out and presenting the SEP to the sector, there should be carefully drafted promotional and information material. Major contents are the aim of the overall program for Oman, the benefits for participating in the program, a few case studies and info about the processes and platform
- Promote program and hold regional workshops (press + workshops)
All the material of course will be uploaded to the SEP website and promoted via the national media, but the core measure are very well prepared regional workshops (one in each governorate) where the sector will be informed about the benefits in participating, shown case studies and the platforms and processes. Invite a guest speaker from a Canadian or Spanish or other MSME having successfully launched an experience (contacts via tourist boards). Publish an award scheme will be for the first 3 valid proposals and the first marketed experience.
- Support manually first proposals
Take the first active companies by the hand. Let them have a service contact in the SEP team guiding them through the processes and helping with questions, documentation etc. in order to achieve first experience proposals of high quality making it into the program (2-3).

4. Deliverables

Promotional material (illustrative power points, a live demo, case study illustration), invitation and contract with foreign MSME, workshop agendas and invitations, award scheme handbooks

5. Critical success factors

- Quality and targeted content and language of promotional material.
- Getting across the benefits for participating.

- High participation rates in regional workshops.
- Sufficient proposals from the sector.
- Effectiveness of personal support from SEP team.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG of Administration & Financial Affairs (HR especially), Regional MoT offices.

Interactions with stakeholders

- Local industry, Press.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	300,000	75,000	75,000	50,000	50,000	50,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lacking participation in workshops	First formal invitation 6 weeks before event, asking for timely confirmation. Check-back of participation rate 3 weeks before, second invitation round, again confirmation of participants feedback, final reminder 1 week before event.
2. Low number of proposals	Proactively talk to suitable candidates or if all else fails set up first OEA operated experience or mixed approach. Make sure benefits of program participation keep being communicated.
3. Inferior quality of first ideas	Assist personally, establish a direct contact within SEP team. If general understanding remains low, invite second round of regional events and move into workshop mode with interested candidates.

Work stream 8.4

Launch a marketing & sales system aligned with the Marketing Plan

1. Work stream description

Develop and launch an attractive booking platform for both SEP and OTE and integrate it into the Visit Oman website. Promote the program and booking site launch with kick-off through international media in all target markets and launch a global SEP trade partner program in those markets.

2. Expected results and benefits

Expected results

- A highly attractive experience booking platform dominating the home of the Visit Oman website.

Expected benefits

- An association of Oman with experiential tourism, a trusted, successful low-cost sales channel for the experience operators, a trusted one-stop-info & shop site for tourists, great new Oman content for trade partners, interesting stories for the media.

3. Main tasks to perform the work stream

- Develop and launch the experience booking platform (for both SEP and OTE).
Check website approaches of Canada and Catalonia as inspiration and based on that brief web development team or if necessary a web design firm to develop the bookable experience web within the VO web. Focus VO home on SEP and OTE, just like Canada's web, which also is inspiration for experience descriptions. Once ready, integrate selected experience proposals.
- Promote program kick-off through international media.
Prepare an extensive PR campaign for the launch of the SEP, aligned with the Media Relations Special Initiative. Create lots of multimedia content around the first experiences and the SEP approach. Share content via TV stations, social media and also on local media for internal marketing of the program.
- Launch SEP partner program.
Select the most powerful third party channels to market SEP also via partners. Companies like viator, getyourguide, excursiopedia (experience sellers), but also tour operators, travel agent, and OTAs. Include SEP in FAM trips (see Marketing Plan + Top Experiences program) and support SEP owners to adapt their content to the selected partner formats.

4. Deliverables

Booking platform design briefing, ready booking platform, PR campaign and (social) media content, B2B marketing info, signature experiences showcased in national brand and tactical campaigns.

5. Critical success factors

- Total focus of the Visit Oman web home on experiences (aligned to the strategy).
- Attractive visualization of experience content/high quality picture and web design.
- Quality of PR and multimedia content in order to let media "fall in love" with the program and the experiences.
- Broad distribution of content in selected 3rd party sales channels.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Marketing & Media relations (VO), IT team, E-marketing team.

Interactions with stakeholders

- SEP owners/operators, International and national media, Trade partners (Tour operators, experience online platforms, OTAs, etc.).

7. Financial resources needed

Estimated cost (USD)*	Total	2016	2017	2018	2019	2020
	-	-	-	-	-	-

*Web development preferably done in-house. Tbd which (if any) part of the development has to be externalized. In general it is recommended MoT has powerful top-class in-house IT and e-Marketing team in order to be.

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Experiences are not the center piece of the VO web because too many other content is considered to be important by other internal stakeholders	Use the Strategy and project sponsor (Her Excellency, the Undersecretary) to make understood that the experiences are the very core of the strategy and thus must be the very core of the Visit Oman website.
2. Media not interested in spreading content	Ensure content really has news value/brings new stories about Oman and the whole region. Also ensure accompanying multi-media content has "news value" and is of highest quality

Initiative 9

Implement the National Tourism Quality System (NTQS)

1. Current situation

Currently there is no Oman tourism industry quality framework. In the absence of such a framework the 'supply chain' and consumers have limited information regarding standards offered by tourism businesses and services. The lack of quality framework limits the drive for quality improvements by tourism industry stakeholders and this in turn creates inconsistent standards, a mismatch between expectations and what is received, and downward pressure on customer satisfaction.

2. Desired situation

Through managed intervention, consumers of tourism products and services will understand the standards of quality provision in the Omani tourism industry through easily recognizable symbols. Moreover, since this will be awarded based on stringent criteria and professional inspections, consumers will be able to trust these symbols. The net result will be increased customer satisfaction through better informed purchase decisions and an overall improvement in quality standards in the Omani tourism industry.

3. Initiative description

Oman Tourism Quality Assurance Framework will provide consumers with easily identifiable symbols about standards in the tourism industry that they can trust. It will be set up and run by the Oman Tourism Services Quality Unit within the Oman Experience Agency.

Tourism business and sites will be able to make an initial application on-line. As part of the approval process, tourism businesses will receive an initial on-site assessment which will be followed up by annual random checks. The assessments will be carried out by highly trained assessors. Approved businesses will be able to display the quality certificate document at the premises and will be able to use the quality logo in their promotional and marketing material.

4. Do Wells

- People.
Identify the human capital of the MoT that will be completely aligned and concerned with a Quality approach, adding to the resources of the Visitor Services Group. Create a specific group of talented people and experts in Tourism quality that will also be influencers inside and outside of the MoT regarding quality issues.
- Analysis and Plan.
The analysis and subsequent plan must be rigorous and deep, taking into consideration a previous identification of players from different sectors to ensure we consider the whole scope. It has to reflect, current standards and symbols used within the industry. It must be objective and entirely gauzy.
- Quality as a work philosophy.
Line up objectives and actions fully based on quality. Established it into a transversal manner when setting and implementing objectives and actions. Also, involve all the players by using innovative methodology and tools. Quality systems and methodologies have to adapt continually

to new times. They have to stay more digital and technological in order to accomplish with actual customers' needs and satisfy their expectations.

- **Communication.** Connect and capture players in terms of Quality
Today, communication with customers in terms of quality has to turn about to a new and different approach. We should avoid traditional and regular quality systems and adapt them to the current moment. We should provide a complete customer experience. And this means and implies to connect with them by using the same technological frameworks, tools, etc., and being at the right place in the right moment to capture their attention. We can do it by implementing quality management processes.
- **Expected results and budget.**
To invest and expend the specific budget on updated quality systems. This will allow the destination and its companies to set the base to achieve excellent results in short.

5. Key work streams to implement this initiative

9.1	Launch the Oman Tourism Services Quality Unit (OTSQU)
9.2	Develop the Oman Tourism Quality Assurance Framework
9.3	Deliver technical assistance to the industry to implement quality management processes
9.4	Launch a special award to recognize achievements in quality improvements

6. Contribution of the initiative to achieving the objective

The initiative will result in an overall increase in customer satisfaction in the Omani tourism industry. The increase will be manifested and measured by achieving minimum 90% in the top quintile in the three customer satisfaction surveys (on-site, exit and social media reviews). This significant milestone will be achieved through the overall improvements in quality standards in the Omani tourism industry driven by the activities delivered by the Oman Tourism Quality Assurance Framework on the one hand and through better informed consumer choices on the other hand.

7. Benefits resulting from a successful initiative implementation

If the initiative is successfully implemented, the whole destination (the tourism industry directly and other industries indirectly), will benefit from it. To align the strategy of the tourism industry based on quality will allow the sector to approach correctly and to adapt constantly to new customers needs and expectations. This fact will imply to receive more tourists satisfied with the destination and its people and consequently to reach more loyal customers. At the same time, the image of the destination and its tourism industry will be on mind of the consumers from a positive perspective.

8. Accountability

- **Owner:** Under review by the MoT.
- **Sponsor:** Under review by the MoT.

Work stream 9.1

Launch the Oman Tourism Services Quality Unit (OTSQU)

1. Work stream description

Create a group of human resources, experts in quality tourism issues. This unit will integrate internal and external people (when needed) and will be totally aligned with the Omani Tourism Strategy regarding its goals and actions.

2. Expected results and benefits

Expected results

- Established a quality work philosophy and base within the tourism sector
- Increase the number of loyal customers and hence to achieve ambassadors-tourists of Oman

Expected benefits

- Improvement of the customer satisfaction and permanently offer an excellent customer experience.

3. Main tasks to perform the work stream

- Define the unit structure, functions, job description and roles, skills and budget. Define an Organization structure with:
 - 1 expert profile. A person that has been working within the industry in quality matters during at least 10 years in different sectors (hotels, restaurants, travel agencies, etc.)
 - 1 leader with experience in the field (at least 5 years) that will help and support the team.
 - Employees of the MoT with the profiles and skills previously defined.
 - Guests: Invite people representative of different Oman's tourism sectors to share opinions and help to improve the system (once per year).
- Recruitment. Assess aspirants. Select and create the Unit. Determine the job description, roles and skills of each member of the Unit.
- Define the physical space and the budget. Choose the place to establish your team and define the necessary budget that will help to satisfy customers' needs by accomplishing their goals and yours.
- Define and implement a Balanced Scorecard system specific for the Quality Assurance Framework.
- Establish an annual report. Identify goals and achievements. Improvements and future actions. Evaluate and reward the team.

4. Deliverables

Unit's structure Handbook, Minutes of meetings, Assessment methodology and tools, etc.

5. Critical success factors

- Involvement of the group members.
- To create a quality culture within the Organization.
- Comprehensive recruitment according to the goals.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Strategy, Human Resources, Communication, Operational.

Interactions with stakeholders

- Local businesses, Residents, Activity Groups, Employees, Government, Competitors, National and International Tourism Chains.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	450,000	150,000	300,000	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. To ensure all the persons involved understand and are concern with quality philosophy.	Create a strong communication policy and deploy it

Work stream 9.2

Develop the Oman Tourism Quality Assurance Framework

1. Work stream description

The Oman Tourism Quality Assurance aims to provide customers with easily identifiable symbols and standards of service that they can trust. Those will be based on defined criteria and assessment methodology within the framework. The system will ensure that the standards meet consumer needs and expectations.

2. Expected results and benefits

Expected results

- To get players and companies with a high level of performance and professionalism based on quality terms
- To establish a quality tourism framework and culture to ensure customer satisfaction

Expected benefits

- To reach a quality product development in the short and medium term

3. Main tasks to perform the work stream

- Define the Tourism Quality Assurance System. Design and inspire to use the quality system both in destinations and companies.
- Design and launch of new criteria and assessment methodology. Those criteria must be focused on getting an overall quality of products and services within the tourism industry. Develop a quality service management tool that will provide the industry with a means of monitoring service from the customers' perspective. This quality management system will take into consideration the following areas:
 - Human resources
 - Services
 - Infrastructure
 - Legality
 - Innovation and technology
 - CSR
 - Product Experiences
 - Customer excellence
- Implementation and assessment of criteria. Establish assessment responsibilities and processes.
- Plan assessment and inspection tours. Assist assessors and inspectors during visits. Guide assessment results and end result descriptions.
- Identify and select the symbols. Design the certificates and logos.

4. Deliverables

- Criteria and assessment handbook. Scope, responsibilities, procedures and standards.
- Controlling tools and methods (check-lists, documentation, reports, use of technology, etc.)
- Symbols, certificates and logos

5. Critical success factors

- To be talented to arise the levels of demand nationally, regionally and internationally.
- Achieve awareness and competitiveness within the industry.
- Do not forget to provide always valuable and reliable information on quality standards for the tourist and the travel industry.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Strategy, Human Resources, Communication, Operational.

Interactions with stakeholders

- Local businesses, Residents, Activity Groups, Employees, Government Competitors, National and International Tourism Chains.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	500,000	100,000	100,000	100,000	100,000	100,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. To guarantee that the criteria and standards defined meet always customers' desires.	Review monthly trends and new behaviors of the different markets and targets which are relevant for Oman.

Work stream 9.3

Deliver technical assistance to the industry to implement quality management processes

1. Work stream description

Deliver individual technical assistance to the industry and put it at the disposal of businesses to better define and implement the quality system.

2. Expected results and benefits

Expected results

- To assist tourism companies in fostering quality management processes by delivering technical assistance.
- To get more companies that are familiar with quality management processes.

Expected benefits

- Tourism companies being profiled as a highly competitive industry in Oman.

3. Main tasks to perform the work stream

- To define and select groups of work regarding the different sectors involved: accommodation, restaurants, active tourism companies, guides, travel agencies, OTAs, etc.
- To plan workshops and face to face training sessions.
 - 1, Group Workshop. All the companies involved
 - 5, F2F training sessions. (This action will depend on the different sectors we have). Those training sessions by sectors, will allow us to focus the technical assistance considering the characteristics of each of these sectors.
- Assisting individually (2 visits per company) for profit, non-profit Organizations by analyzing their current situation and providing quality management assistance to implement the standards defined and get the label. (certification and logo)
- Visiting each company to identify improvement areas, regarding:
 - Business planning
 - Industry indemnity standards
 - Industry Codes of behavior
 - Human resources
 - Services
 - Infrastructures
 - Legality
 - Innovation and technology
 - CSR
 - Product Experiences
 - Customer excellence: define KPIs, surveys, Social Media
- To do an assessment and provide with feedback to each company to establish an Individual Action Plan.

4. Deliverables

- Number of companies participating in the Program. Registry of attendance.
- Number of visits of a company. Registry
- Feedback form
- Individual Action Plan

5. Critical success factors

- The involvement of the industry companies and their people
- The current situation of the companies regarding physical issues (infrastructure, etc.).
- Level of awareness of the industry. The importance of taking this action to improve or just to achieve a label.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Training Department, Human Resources, Communication, Operational.

Interactions with stakeholders

- Local businesses, Employees, National and International Tourism Chains.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	320,000	-	50,000	90,000	90,000	90,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. To ensure the complete understanding of the people trained and their commitment with quality and achieve a significant number of participants	Do recruitment campaigns to reach a relevant number of participants and achieve their involvement.

Work stream 9.4

Launch a special award to recognize achievements in quality improvements

1. Work stream description

Update the Annual Travelex Oman Tourism Awards with the Oman Tourism Quality Awards recognizing tourism quality based on the criteria and standards that defined the best tourism companies. It serves to recognize outstanding successes and rewarding quality to stimulate the excellence in tourism. Over time the program will provide mentoring support on business excellence and grow industry 'ownership' for the Awards.

2. Expected results and benefits

Expected results:

- To distinguish efforts of people and companies
- To create an authentic culture of quality in the Omani tourism sector
- On-going mentoring on business excellence, with Award winners becoming 'mentors'

Expected benefits:

- To ensure competitiveness of the tourism industry in Oman
- To share experiences between the different sectors regarding quality management

3. Main tasks to perform the work stream

Once a year, the Omani Tourism Services Quality Unit will held the "Oman Tourism Quality Awards". The awards will be given to the companies that have achieved the seal the current year. There will be a reward for each sector. The areas analyzed and evaluated will be:

- Customer excellence experience (internal and external)
- Value proposal
- Human capital (talent)
- Innovation and creativity
- Quality Management (scope, methodology and procedures)
- Corporate Social Responsibility issues (environment, economic and social tourism)
- Infrastructure and services
- Customer (internal and external) communication and relations
- Involvement with Local Community

The winners in each area will be those that add value in the specific area defined above. The best practices of each company will be compiled, shared and displayed during the event.

4. Deliverables

- Database of participants. Register
- Database of winners. Register
- List of Best Practices compiled. The Oman Tourism Quality Video-Book

5. Critical success factors

- Engagement of people and companies to participate in the Awards and the Event
- To get remarkable initiatives that can be presented as international referents.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Human Resources, Communication.

Interactions with stakeholders

- Local businesses, Residents, Activity Groups, Employees, Government, National and International Tourism Chains.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	280,000	-	40,000	80,000	80,000	80,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Only the major resorts and DMCs apply	Publicize the Awards heavily in the Arabic press
2. To achieve interesting initiatives based on quality management to lead the Oman tourism industry towards competitiveness. Get the involvement of the companies	Stimulate and cooperate constantly with companies in order to guide them through quality management

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Theme 4:

Attract more and higher yielding customers

Strategic objective	KPIs	Target	Initiative
J Increase Oman's secondary demand in source markets	Cumulative growth of secondary demand in 7 top source markets	<ul style="list-style-type: none"> 2016: +10% 2018: +30% 2020: +60% 2022: +100% 2024: +150% 	10 Activate the Visit Oman (VO) Marketing Agency 11 Implement a 3 year Smart Marketing Plan 12 Execute a Media Relations Special Program
K Operate a world class digital marketing strategy	% of satisfied users (consumers, trade and local industry)	<ul style="list-style-type: none"> 2016: 75% 2017: 80% 2018: 85% 	13 Operate a world class e-Marketing Unit (eMU) inside Visit Oman
L Strengthen the marketing performance of the local tourism industry	Industry use and satisfaction about the marketing support received	%use %satisfaction <ul style="list-style-type: none"> 2016: 10% 75% 2017: 20% 80% 2018: 25% 85% 2019: 35% 85% 2020: 40% 85% 	14 Create an Industry Marketing Support Program

THEME 4: ATTRACK MORE AND HIGHER YIELDING CUSTOMERS

Summary of initiatives and work streams:

10 Activate the Visit Oman (VO) Marketing Agency

- Develop the organizational structure for Visit Oman
- Staff the newly created Visit Oman (VO)
- Manage the transition process

11 Implement a 3 year Smart Marketing Plan

- Design the Plan
- Execute the communication strategy
- Monitor the implementation of the Plan

12 Execute a Media Relations Special Program

- Develop a Media Relations plan with a global firm
- Launch and manage the plan
- Monitor the results (quarterly and yearly)

13 Operate a world class e-Marketing Unit (eMU) inside Visit Oman

- Build and develop the e-marketing team
- Develop and implement a cutting edge e-marketing strategy
- Hire a web marketing agency to support infrastructure & design building
- Implement a monitoring system of performance and satisfaction

14 Create an Industry Marketing Support Program

- Create the Industry Marketing Team in Visit Oman
- Manage market(ing) intelligence within the Business Intelligence System
- Develop and launch 5-7 support services

Initiative 10

Activate the Visit Oman (VO) Marketing Agency

1. Current situation

The MoT marketing department is doing its best to market Oman all over the world, but is missing a necessary strategic framework. The new tourism strategy will not only require an adjustment of priorities, functions and roles within the MoT's marketing organization, but also enhanced speed and flexibility regarding decision-making, action-taking, and time-to-market.

2. Desired situation

Oman will dispose of a strategy-oriented highly dynamic tourism marketing organization acting in close cooperation with private sector in both Oman and its key markets. It will have a new structure with skilled specialists and enjoy a certain degree of independence from the decision-making processes in the Ministry in order to act and react better and faster to market and marketing opportunities and to demonstrate greater closeness to the sector.

3. Initiative description

The current MoT's marketing department will be transferred into a new organization called "Visit Oman Agency" (VO), dealing with all topics related to marketing, branding, and customer value proposition. This agency will be a public organization outsourced from but reporting to the Ministry of Tourism. The transition will be accompanied by a change management process allowing the maximum utilization of current skills, experiences and competences and the stimulation of a high degree of staff motivation equaling that of a start-up company. Local hubs in and outside Oman (VO overseas offices in all 7 key target markets) will be established or strengthened.

4. Do Wells

- **Change management**
This transition is probably the greatest organizational change for Ministry staff ever. A good change management process must accompany it in order to eliminate fears, show new perspectives, and support people on the way.
- **Training of staff**
It's not simply an outsourcing of the marketing activities, the new organization has new objectives, functions and processes and people will need education and training in order to be capable of fulfilling the new demands.
- **Creation of a new market-oriented dynamic organization culture**
One major reason for outsourcing the marketing functions is the need to be more market and business oriented, and work in a more pragmatic and speedy way. To create this new organizational culture will be key.

5. Key work streams to implement this initiative

10.1	Develop the organizational structure for Visit Oman
10.2	Staff the newly created Visit Oman (VO)
10.3	Manage the transition process

6. Contribution of the initiative to achieving the objective

The public marketing activities will be guided by a clear strategy in the future, by an agency that can fully concentrate on its core activities, act in close cooperation with private sector and develop a superior speed-to-market. Private sector will have a highly effective and accessible guide and supporter of their marketing activities. They benefit from a clear and strategic marketing, a strong brand, support material and know-how transfer, public-private-marketing activities with companies from across the country, and an increased accessibility and hands-on service. In addition, foreign partners will find it easier to sell Oman given the valuable support through high quality market oriented services, content, and business opportunities, also by highly pro-active overseas offices of the agency. The sum of all this will lead to a higher awareness, interest, and finally purchase intention among travelers around the world and within Oman and the region.

7. Benefits resulting from a successful initiative implementation

A marketing closer to the needs and interests markets, trade partners and industry, taking faster and more pragmatic decisions, leading to superior marketing ROIs both B2C and B2B related.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work streams 10.1

Develop the organizational structure for Visit Oman

1. Work stream description

Design the new model based on the major organizational charter including vision, mission and values, define the departments, a basic organization chart, and the interdependencies and processes linking Visit Oman to the MoT.

2. Expected results and benefits

Expected results

- A document describing the organizational model of Visit Oman including charter, structure, MoT interdependencies and key roles

Expected benefits

- Clarity for all stakeholders, especially for all employees, a basis for job profiling and effective recruiting, a strong signal to the sector

3. Main tasks to perform the work stream

- Write organization charter including mission and values
Develop a charter for the new organization, not longer than 2 pages, containing at least vision and mission statement and values. All those must be aligned to the Oman Tourism Strategy and take into consideration main goals like raising the awareness, interest, and bookings of Oman, designing and managing of the experience system of Oman, improving business relations in the target markets, and empowering the private sector marketing, to name the major ones. All VO staff must sign the charter.
- Create organization structure including key roles
Decide about the new organization structure and define the necessary departments and key roles. Suggestion: DG of Markets (with different region teams incl. market offices), Oman Experience Agency (OEA), DG Marketing Services (Online and Offline Marketing, Branding, Market Intelligence, etc.), DG of Sector Support (Sector education & training, on-demand support, collaboration)
- Define interdependencies with MoT
If economically possible, let VO be located outside the MoT building, the CEO of Visit Oman should report directly to H.E. the Undersecretary. A frequent reporting should be established. Other communication channels must be develop by function, e.g. with Investor Services or with Administration & Financial affairs.
- Communicate new organization to the sector
Involve sector views along the modeling process through a private sector sounding board, made up of selected high ranked, smart and critical industry representatives giving constructive feedback along the process as business friendliness and proximity are key for the new organization. After having decided about the final model, prepare press releases in order to spread the news and create enthusiasm about a new era for tourism marketing in Oman.
- Hire an external consultant
In order to avoid status related decision influences and also to benefit from re-organization expertise from other cases, hire an external consultant or small consulting team accompanying the organization modelling process all along the way. The consultants' role is/are to bring in experiences/benchmarks from other, preferably tourism, organization, to moderate the process, to challenge comfort decisions, and to help to develop professional documents.

4. Deliverables

Organization charter, Organization chart including departments and key roles, Interaction model with MoT, Press releases

5. Critical success factors

- Involvement of entire current Marketing team
- Open, honest and frequent communication to existing team
- Drafting from scratch
- Align model to the new strategy
- Creation of relatively high level of independency from processes inside MoT

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Tourism Development and Promotion, Administration and Financial Affairs.

Interactions with stakeholders

- Media, Private sector sounding board (selected high ranked selection of sector experts).

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	150,000	150,000	-	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Too much comfort and status thinking	Involve H.E. the Undersecretary, pass over work to the external consultants, engage change management consultant already at this stage
2. Too much focus on internal interests	Involve the private sector founding board stronger and/or expand/exchange its composition

Work streams 10.2

Staff the newly created Visit Oman (VO)

1. Work stream description

Based on the new organization model define all functions of the new directorates and consequently, director, manager, and staff jobs needed. Develop job profiles for the new organization, including qualitative and (where relevant) quantitative performance objectives, and necessary personal and professional skills and recruit accordingly, both in- and outside the MoT.

Draft the number and type of jobs for every department, develop the job profiles and requirements and recruit accordingly from inside and outside the MoT.

Match the old with the new organization in order to identify internal candidates for all functions, taking into consideration the hiring of external experts and the offering of job alternatives to some current staff of the marketing department. Then run the transition and change management process.

2. Expected results and benefits

Expected results:

- A document describing the organizational model of Visit Oman including charter, structure, MoT interdependencies and key roles

Expected benefits:

- Clarity for all stakeholders, especially for all employees, a basis for job profiling and effective recruiting, a strong signal to the sector

3. Main tasks to perform the work stream

- Decide about all jobs needed inside VO

Based on the new strategy and marketing plan and the organization chart sketched before, decide about the type, hierarchies and number of positions needed per department. For every job identified define a job profile containing key qualifications needed, quantitative and qualitative objectives, career development perspectives, and salaries (made up of both fixed and variable pay).

- Hire from MoT first

Match the existing MoT jobs, especially in the DGs of Tourism Development and Promotion, with the new jobs and identify best matches first. First have interviews with top candidates presenting the new job profiles and conditions, and after having passed the interview, let them decide if they want to make the move to VO or look for another job in- or outside MoT. Apart from that first wave identify young, motivated, bright talent in other departments that are interested in joining VO.

- Complete team with externals

Identify gaps due to lack of capable/willing MoT staff or due to need of external expertise, especially for new functions, e.g. within OEA or in Social Media. Prepare job ads based on the job profiles and publish them in- an outside Oman in job portals, but also trade magazines, etc. For specialist positions using specialist recruiters may work if the job ads don't generate the right amount and quality of candidates.

4. Deliverables

Detailed organization chart including departments with all jobs, job descriptions for all jobs, interview evaluation sheets, new job contracts, job ads

5. Critical success factors

- Coverage of all strategic and operational needs aligned to new strategy
- Realistic job profiles with realistic development perspectives
- Fixing of objectives
- Sticking to required qualifications, no jobs simply due to good connections/high prior status
- Sketching of career perspectives

6. Project team & interactions

Project team:

- Under review by the MoT.

Interactions with other departments:

- Tourism Development and Promotion, Administration and Financial Affairs, Visit Oman

Interactions with stakeholders

- Tourism Professional Associations, UNWTO, Universities, Training Educations, Private Companies

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	300,000	100,000	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Giving jobs to underqualified or under motivated MoT staff due to status or connections or cost savings	Involve external consultants in job interviews and match requirements and qualifications in an evaluation sheet
2. Lacking knowledge to define detailed department and job profiles	Involve external consultants to a higher degree, ask a global benchmark organization (CTC Canada, Tourism Australia, etc.) for collaboration
3. Not finding the required external experts to join the team	Also look outside Oman and even outside the region if necessary, hire a tourism recruiting specialist understanding the job needs and having the right connections, alternatively invest in young talents and send them abroad to acquire the necessary specialist know-how through studies and internships

Work streams 10.3

Manage the transition process

1. Work stream description

Develop and execute, together with an organizational change consultant, a program accompanying the transition process from old to new organization. Let the program ensure proper project communication and information, education, training, and motivational activities in order to empower and activate the new team as desired and establish a new organizational culture.

2. Expected results and benefits

Expected results

- A successful change management program leading to a highly motivated and capacitated Visit Oman organization and satisfied MoT staff in general, embracing also those not making the move.

Expected benefits

- An organization ready to perform highly and focus on work rather than personal issues, a growing positive organizational culture and a strong team spirit/feeling of belonging, fruitful collaboration among Visit Oman and the MoT departments

3. Main tasks to perform the work stream

- Hire a good organizational change consultant
Define the criteria for selecting the right consultant: experience in public sector projects as well in Oman or in the region as in Europe or North America, certified change management expertise, ideally experience in projects related to outsourcing public sector/ministry functions, intercultural skills. One consultant is enough, but he/she should accompany the entire transition process and stay in Muscat during most of the time. If possible finding the right candidate combining both organizational design and change management, the consultant for 10.2. and 10.3. can be the same.
- Develop the change management program
Together with the consultant, define key objectives of the transition program. The consultant should support the sketching of the department and job profiles and be heavily involved in defining reporting lines and processes inside VO and with the MoT. He/she should be accompanying selected job interviews to support HR of VO/MoT. Furthermore, the consultant has to develop the information and communication scheme, agenda and communication methods.
- Execute the designed change management program
Make sure an electronic platform is established where people find all necessary information and communication, can discuss and anonymously vote issues, help each other, comment on the process and ask questions. Also team building plays a key role, so do communication events, not forgetting the integration of the perspective of stakeholder groups frequently dealing with the former Development and Promotion directorates, e.g. remaining departments of MoT, regional MoT offices, etc.

4. Deliverables

Tender document for hiring consultant, contract with consultant, briefing documentation for consultant, change management program, information and communication schemes, change management intranet platform

5. Critical success factors

- Hiring the right consultant
- Insisting on deliverables
- Strong local presence of consultant

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Tourism Development and Promotion, Administration and Financial Affairs, Visit Oman

Interactions with stakeholders

- External consultants

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	300,000	250,000	50,000	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Hiring the wrong consultant	Make sure contract is tied to performance measures, so that cost of possible replacement of consultant stay reasonable
2. Lacking support of staff of the change program	Make use of opinion leaders, always show strongest support of consultants and program from the top, create extra event in case of too negative vibes, make use of an intranet forum where people can post (also anonymously their fears, complaints, or other comments)

Initiative 11

Implement a 3 year Smart Marketing Plan

1. Current situation

Oman currently has a Strategic and Operational Marketing Plan with many opportunities for improvement in terms of tools and international best practices. As a result, it will be difficult to get Oman to attract the projected demand of the Oman Tourism Strategy (OTS).

2. Desired situation

Effectively implement a world-class marketing plan capable of captivating the demand volumes projected in the OTS.

3. Initiative description

Implement a Strategic and Operational Marketing using the best practices and tools to significantly influence the targets of a selected group of source markets (international, regional and domestic). The definition and implementation of the Plan must be performed by the marketing agency Visit Oman and should have an active participation, both technical and financial, of the key players (companies, regions and organizations), and of an exclusive group of partners in the source markets.

4. Do Wells

- Scientific level of the Plan.
The Plan's big decisions regarding segments, targets, marketing pushes by source markets, cost-benefit analysis, etc., must be based on rigorous and "scientific" information about the markets and not on subjective views of the players involved.
- Concentrate efforts.
The available budget should be used efficiently by focusing on priority segments and source markets in order to achieve effective marketing pushes. 70% of the budget should concentrate on fewer than 7 source markets.
- Align marketing objectives and actions.
The operational plan must contain precise quantitative objectives for each segment and source market. Each and every one of the marketing activities must be fully aligned with these objectives.
- Employ the best and most effective marketing tools.
Today, the commercial battle for the on-line consumer is no longer based solely on traditional advertising. Also, this battle is done in close cooperation with the industry and with the partners in source markets. Oman should take this into account.
- Have a human capital that is very talented and well-trained in the area of marketing.
Marketing produces results through the teams that manage and execute it. Oman's tourism destination competitors have better teams than Oman. Therefore, In order to do not lose the commercial battle, Oman should be at the same level as the best competitor in the field of marketing human capital.

5. Key work streams to implement this initiative

11.1	Design the Plan
11.2	Execute the communication strategy
11.3	Monitor the implementation of the Plan

6. Contribution of the initiative to achieving the objective

This initiative will help to "attract more and more profitable customers" through a much greater influence on well-chosen targets, better focused efforts, the use of the best marketing tools, and closer collaboration with the industry and the partners in the source markets.

7. Benefits resulting from a successful initiative implementation

If the marketing plan is designed successfully, the whole industry and the MoT will have a clearer and consensual idea on what to do and how to effectively cooperate to do it. If the Plan is implemented effectively, Oman will receive more and more profitable tourists and this will result in achieving the objectives of the OTS.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 11.1

Design the Plan

1. Work stream description

Elaborate a strategic and operational marketing plan for the following three years, agreed with the industry stakeholders, that clearly establishes the market priorities, objectives and actions to reach them, as well as how will Visit Oman marketing agency (VO) support and cooperate with the Omani industry.

2. Expected results and benefits

Expected results

- A Marketing Plan agreed with the industry stakeholders.

Expected benefits

- Higher marketing efficiency, as actions directly relate to objectives.
- Industry participation in the implementation of the Plan.

3. Main tasks to perform the work stream

- Reach consensus on the best method to elaborate the Plan.
This Plan can be elaborated by a team of VO exclusively or in collaboration with a tourism marketing firm. If the approach is the second one, the MoT will have to write the Terms of Reference, defining the specific tasks to be performed by the firm. Another important aspect is who will validate the Plan, its partial and final results. The validation body should include representatives of VO, other areas of the MoT, and more importantly, key stakeholders of the private Omani sector: Oman Air, Oman Sail, hotel chains, tour operators, etc. and key collaborators in priority source markets: airlines, tour operators, MBRs, etc.
- Agree on the necessary market research to be undertaken
The important decisions of the Plan have to be taken based on scientific data that can only come from reliable market research on the priority source markets. THR suggests undertaking a consumer and a trade market research, including a brand audit of Oman's National Brand Mark "Beauty has an address".
- Establish the marketing vision for Oman and identify the key issues to be handled.
The team in charge will define where the Marketing Plan will take Oman in 3-5 years. The vision must state 3 aspects: the stretch goal (market position, turnover, overnights, arrivals, etc.), the definition of tourism niche / category in which Oman plays and the time horizon by which the stretch goal will have to be achieved. Once the vision is defined, the main marketing aspects have to be identified. A key marketing issue is an aspect of marketing that if it is not handled in the Marketing Plan it will make very difficult, if not impossible, to reach the vision.
- Formulate the strategic objectives to manage each of the key issues.
For each key marketing issue, a strategic objective will have to be established. A strategic objective is an action statement that clarify how the strategy is implemented. The follow up on the accomplishment of the objectives is done using means of measure and determining targets for each one. A measure is how success in achieving the strategic objective will be measured and tracked, while the target is the level of performance or rate of improvement needed.
- Identify the initiatives and work streams to implement the strategic objectives.
To implement the strategic objectives, a set of initiatives are defined. These initiatives are key action programs, and not "business as usual" type of actions. Each initiative is integrated by 3-5 work streams, which are composed by a set of main actions. One of the initiatives will surely be to agree on the target segments and geographic markets.
- Define the CARE implementation program.

Once the initiatives and work streams are described and budgeted, it comes an important exercise, which is to decide which actions, of the ones being already performed by VO will see their budget increased, maintained, reduced, eliminated or substituted by new ones proposed in the Plan. This is defined as CARE methodology (create, add/raise, reduce, eliminate). A calendar of implementation with roles and responsibilities will also have to be defined, as well as sources of hard and soft financing.

- Special initiatives for online and trade marketing support.

Online marketing nowadays has become more powerful than offline for most markets and segment, requiring a specific approach and infrastructure. This is also the case regarding a second key topic, the support of marketing intelligence, strategy, and operation of the Omani tourism sector, especially MSMEs. Therefore, both topics deserve to be dealt with in-depth in own initiatives: "Initiative 13: Operate a world-class e-Marketing unit (eMU) inside Visit Oman" and "Initiative 14: Create an industry marketing support program".

4. Deliverables

Strategic and operational Marketing Plan of Oman.

5. Critical success factors

- Strong leadership of the process by the Head of Visit Oman.
- Reliable market data.
- Smart strategic objectives.
- Active involvement of Omani and source markets private stakeholders.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Support from DG of Financial Affairs.

Interactions with stakeholders

- External Consultants.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	400,000	-	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Low involvement of the private industry in the implementation of the Plan.	High involvement of key private stakeholders during the elaboration and validation of the Plan.
2. Having a Plan but carrying on with "business as usual".	High a clear implementation road map with responsible, milestones and targets.

Work stream 11.2

Execute the communication strategy

1. Work stream description

Agree on the essence of the brand Oman, its Big Idea and the communication strategy that will be implemented through a media relations 360° plan, on line / off line consumer advertising campaigns and a co-operative marketing program with industry partners.

2. Expected results and benefits

Expected results

- Having a more effective brand communication strategy, based on market research.
- Higher involvement and alignment of Omani private stakeholders in the communication of the destination.

Expected benefits

- Higher awareness and understanding of Oman as a tourist destination by consumers and also by industry collaborators in target markets.
- Increasing interest in travelling to Oman / selling Oman.

3. Main tasks to perform the work stream

- Agree on the essence of the brand
THR suggests to perform a brand audit of “Beauty has an address” as part of the market research carried out before updating the Strategic and Operational Marketing Plan. The results of this test will allow the MoT to take a decision whether to carry on with “Beauty has an address” and its visual or to develop a new tourist brand altogether. Also, it will be the best basis to define the new communication strategy.
- Define the brand communication strategy and its “Big Idea”
Once the brand essence is agreed, with the information provided by the brand audit and the market priorities, it will be a matter of defining the brand communication strategy. This has to contain the following elements: current situation, communication goals and objectives, target audiences, messages and tone of voice, phases of the communication, media tools and activities. With the communication strategy defined, Visit Oman agency will be able to hire a creative agency to propose a “Big Idea” and its advertising campaigns. The “Big Idea” will be the “umbrella” message throughout the communication.
- Execute the advertising campaigns for the brand and its “Big Idea”
The selected creative agency will have to provide different umbrella and seasonal / geographic campaign options in line with the objectives of the communication strategy. These campaigns will have to be tested in the market and the best ads chosen. The campaigns will have to be integrated in all its forms (TV, online, offline, mobile device and tablet) will be used to spread the word about Oman. The agency will recommend the right channel for the right audience. The goal will be to drive consumer interest so they will be the primary focus, however, trade is integral in reaching this audience globally so all campaign information will be available for partners in case they also want to be part of promoting Oman.
- Initiate a co-op marketing program
Industry partners have the same interest in promoting Oman as much as Visit Oman, so this relationship opportunity has to be facilitated. Suggested ideas for co-op marketing initiatives could be: Co-marketing with TO and OTAs, specialized tour operators, international airlines, as well as Oman Air / Oman Sail, specialized media and travelling influencers, global or for specific topics. These marketing programs are great to cooperate with the private Omani industry, especially hotels and tour operators.
- Launch a media relations initiative

THR recommends hiring a PR and media relations agency to support Visit Oman's global marketing efforts as a holistic approach to reaching the target customers, delivering a 360° media relations plan.

4. Deliverables

Brand communication strategy (including identify and positioning), brand campaigns, 360° media relations plan and brand content, etc.

5. Critical success factors

- Reliable market data
- Developing an exceptional big idea
- Hiring top level creative and media relations agencies

6. Project team & interactions

Project team

Under review by the MoT.

Interactions with other departments

- Support from DG of Financial Affairs and Legal

Interactions with stakeholders

- External advertising and media agencies, Tour Operators, Airlines.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	81,900,000	10,050,000	18,720,000	15,600,000	18,720,000	18,810,000

Funding sources	Source	Public	Private
	%	MoT 85%	15%

8. Associated risks

Main risks	Mitigation measures
1. Spreading the communication budget among too many markets	Establish a minimum budget required by market based on its priority and the type of communication actions to perform
2. Vague communication objectives	Carry out the brand audit and be very precise in the communication strategy
3. Not testing the campaign, big idea, brand before launch	Always carry out tests before any of those launches, contemplating the resources required in the budget

Work stream 11.3

Monitor the implementation of the Plan

1. Work stream description

The implementation of the Marketing Plan and the attainment of the targets established on it have to be followed up periodically to be able to take action on time. THR suggests to use a system or tool, like a balanced scorecard, to perform this process.

2. Expected results and benefits

Expected results

- The marketing organization has clear implementation milestones and targets.
- Control over the situation, as there is a system that supports it and a meeting schedule.

Expected benefits

- In time management of contingencies.

3. Main tasks to perform the work stream

- Incorporate the targets / measures and timelines of the Plan to a monitoring tool.
The Marketing Plan will deliver targets and measures for each strategic objective, as well as a calendar of implementation with the key milestones. Process and strategy targets will have to be introduced into a system to follow up on them, related to the Balanced Scorecard System of the strategy. The second step is to establish the periodicity of measure of the targets and milestones, as well as the sources of information for the targets and the system to register the accomplishment of the milestones.
- Follow up on the implementation of the Plan.
Establish the meeting schedule, assistants, and nominate the person that will be responsible for introducing the information to update the system before the gathering. THR suggests to carry out these monitoring meetings every fifteen days, at least during the first phase of the implementation, until the organization gets used to the new practices and its pace. To these meetings will attend the Head of Visit Oman, and the top management. The assistance of external advisors, when required, and the Undersecretary to monthly meetings is also important.
- Establish corrective measures and adjust.
Nominate the person that will be responsible for taking notes during the meeting and elaborate the minutes of it, identifying the decisions taken, the actions to be performed, by whom and the top date. This person will distribute the minutes to all assistants after the meeting.

4. Deliverables

Monitoring system in place, minutes of the follow up meetings, etc.

5. Critical success factors

- To have a good monitoring system
- To keep it updated
- To maintain the meeting schedule
- Remain firm with implementation milestones

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Visit Oman.

Interactions with stakeholders

- External advertising and media agencies.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	80,000	-	20,000	20,000	20,000	20,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Stop monitoring the implementation of the plan because the daily work leaves no time for it.	The assistance of Visit Oman top management, and the Undersecretary on a monthly basis, will give them the importance they deserve.
2. Not feeding the necessary information into the system.	Nominate a person responsible for updating the system and elaborate the follow up reports.

Initiative 12

Execute a Media Relations Special Program

1. Current situation

There is a great potential to leverage international media coverage of the destination Oman for several reasons. In general, media coverage of Oman internationally is rather low. Oman is a small destination and also does not produce big global headlines in other areas often. Favorable is the fact that if media is covering Oman, both as a country in general and as tourist destination, the coverage is mostly very positive. Furthermore, media coverage of Oman currently is not aligned and very different from market to market, both quantity and content wise.

2. Desired situation

International media are fascinated by Oman. The coverage of the destination Oman is aligned with the strategy, the brand positioning per market and the reality of the country and its destinations. In all target markets, general press, key bloggers, lifestyle, and travel media, both B2C and B2B, find a rich array of stories, topics, and multimedia content to share. They find content frequently updated and feel very well supported by the "Visit Oman" marketing agency with good service and easy access to high quality content.

3. Initiative description

Within all defined target markets "Visit Oman" (VO in the following) will select the relevant key online media, print media, and TV programs reaching the target customers. The Market Based Representatives (MBRs) will establish contacts and analyze the needs and wants of those media/key journalists and bloggers. VO will hence select and produce relevant visual, text, and audiovisual content for all markets. The right mix of paid and unpaid PR will be defined and key media will be invited to visit Oman and to frequent media events organized by the MBRs in the markets. Media relations in this initiative relate to all but social media, which has been covered previously in the Initiative 11 "Implement a 3 year smart Marketing Plan".

4. Do Wells

- Hire one to the top global media relations firms.
There is a general tendency towards hiring small local PR firms, thinking that they will have better knowledge of the media stakeholders in the market and will give the client a better service as they do not have as many big accounts as large, global firms. This is not the case, as global firms have offices in these countries and their power to mobilize relevant and influencing media is by far higher than a small local agency.
- Clearly define the messages to be communicated.
The main objective of the media relations firm will be to pass on constantly to the target audiences a set of messages about Oman in each target market. Unless these messages are very well defined, the expected results will never be achieved.
- Provide relevant stories.
Messages have to be passed on through relevant, stimulating and highly emotional content. People is overloaded with information, they screen and it is increasingly difficult to catch their attention for more than one minute.
- Establish the role of MBRs.

MBR offices have two main roles to perform: the first one is business development and the second one is to work with the media relations agency to select relevant trade and media partners. They have to become real close to understand their needs and be eager in solving any problem that hinders including Oman in their portfolio and actively promote it.

- Formulate clear objectives and measure results accordingly.

Unless communication objectives have clear quantitative targets, the results of the media relations activity cannot be properly measured. This objectives have to be defined in the communication strategy (see Initiative 11 “Implement a 3 year smart Marketing Plan”).

5. Key work streams to implement this initiative

12.1	Develop a Media Relations plan with a global firm
12.2	Launch and manage the plan
12.3	Monitor the results (quarterly and yearly)

6. Contribution of the initiative to achieving the objective

Relevant collaborators will make use of the media content VO is providing because it will be novel, fascinating, high quality, easy to access and adapt. The content will seduce journalists and bloggers to travel to Oman one day and those having travelled to Oman, by themselves or invited by VO, will become press ambassadors of the country as the great experiences lived in Oman will turn them into fans themselves. This will lead to the desire to frequently post new Oman content and "infect" also other media following the lead media. The increased, targeted media coverage will enhance the awareness, interest and purchase intention among targeted segments for Oman.

7. Benefits resulting from a successful initiative implementation

If the media relations initiative is properly developed, relevant media and trade in target markets will become fans of Oman, keen on publishing and talking about the wonders of the destination. This will undoubtedly result in a stronger brand Oman, with higher levels of awareness, differentiation, esteem and relevance.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 12.1

Develop a Media Relations plan with a global firm

1. Work stream description

Hire a PR and media relations agency to support VO global marketing efforts as a holistic approach, together with advertising, to reaching the target customers. Based on the communication strategy defined (see Initiative 11 “Implement a 3 year smart Marketing Plan”), the selected agency will elaborate a plan to increase the awareness and understanding of Oman in each target market and to manage existing perceptions as a tourist destination, choosing the right on line media, print and TV programs.

2. Expected results and benefits

Expected results

- A 360° Media Relations Plan to implement the communication strategy

Expected benefits

- A more effective communication, as actions directly relate to objectives
- Increased brand power among, media, trade and the consumer in source markets

3. Main tasks to perform the work stream

- Write the Terms of Reference (TOR) to hire the agency
The MoT / VO will have to write a very well structured TOR that plainly state the objective of the assignment, the scope of services, deliverables to be handed in and budget, as well as the selection procedure and requirements. THR suggests to perform a selection process in two phases: Phase 1. Pre-qualification and phase 2. Submission of proposals. Any agency that comply with the eligibility criteria can participate (phase 1), but only the four-six best agencies will pass on to phase 2 and submit proposals.
- Evaluate the submitted proposals of pre-qualified agencies and select the best
The four-six best agencies will be invited to present their proposals. THR suggests to perform a short online briefing with each of the agencies to present them the Marketing Plan and to answer any questions related to the process. The proposal will contain 5 components: (1) Global and country specific objectives and strategies, (2) 360° Plan, (3) Experience and dedication of the proposed team, (4) Methodology for managing the relationship with VO and (5) Methodology for measuring results. THR recommends to evaluate proposals by means of a presentation and further evaluation by a technical committee.
- Validate the 360° media / public relations plan
Once the contract is awarded to an agency, the 360° proposed plan will be further revised and fine-tuned with the help of MBRs. The Plan will contain the strategy and on the operational part it will have to clearly state by country (campaign) the type of action, target, the media to be used, target rating points (TRPs) or GRPs, the % reach, average frequency, the duration (seconds), the cost, results, etc.

4. Deliverables

360° media / public relations strategy and plan

5. Critical success factors

- Open and transparent bidding process
- Having the communication strategy right, especially objectives and messages
- Communication actions in the Plan have to relate to marketing objectives

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Financial Affairs and Legal.

Interaction with stakeholders

- PR and media relations agencies.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	250,000	250,000	-	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Maintaining the focus of the media relations action on producing thousands of clippings that do not pass on the right messages and that reach millions of customers that are not Oman's target	Having a very well defined brand communication strategy and objectives of the service in the Terms of Reference

Work stream 12.2

Launch and manage the plan

1. Work stream description

Once defined, the 360° Media Relations Plan has to “come to live” and to do this it is paramount to generate the necessary content (text and images) for the different media channels and end users. Also, as the Plan gets implemented, changes will have to be made to reflect the performance of different media and to manage unforeseen crisis situations that may arise.

2. Expected results and benefits

Expected results

- International targeted media keen on publishing news and stories on Oman.

Expected benefits

- Increased awareness, interest and purchase intent of target customers.

3. Main tasks to perform the work stream

- Generate the content

The Plan cannot be launched without good stories and content for different media formats that talk about the attributes of Oman and the benefits of travelling there for each of the target audiences. This content has to be adapted to the different media channels and end-users (mass media, specialized media, travel media, bloggers, instagramers, travel trade, etc.). Images are even more important than text, and Oman will need a good set of pictures of the highest quality to raise the interest of media, trade and consumers. Altogether, for the brand and each of the experiences, Visit Oman will need to produce around 100 to 150 images, 50 of the highest quality (i.e.: they could go on an advert) and the rest of a reasonable good quality.

- Execute the actions and reach the agreements

The media relations / PR Plan will surely include reaching agreements with travel and non-travel brands, identify key stakeholders in each target market, organize events, buying the media, etc. In all these tasks, the role of the agency and MBRs has to be very clear, as well as their relationship and the communication procedure.

- Manage the plan

A Plan is a great tool, but it has to be managed as for sure unforeseen circumstances will take place (agreements that never got to be signed, media that is not responding as desired, crisis situations arising from unexpected news that need to be managed urgently, etc.). Visit Oman has to establish with the winning agency a process to review and manage the Plan in order to make the necessary adjustments that will lead to reaching the objectives.

4. Deliverables

Updated versions of the Plan, minutes of the meetings with the agency, etc.

5. Critical success factors

- Having a clear methodology for measuring the results of actions
- Having a clear methodology for the relationship between the agency, Visit Oman and the MBRs

6. Project team & interactions

Project team

Under review by the MoT.

Interactions with other departments

- MoT Legal Affairs.

Interactions with stakeholders

- Amateur content providers (photos, videos, texts, etc.) asked for input via social media.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	2,200,000	600,000	500,000	300,000	500,000	300,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Produce content that is neither emotional nor relevant to the target	Assess the capacity of in-house resources to produce the right material and hire people / outsource the task of writing real stories of interest
2. Unclear communication protocols between the agency, Visit Oman and MBRs	Before starting to implement the Plan, have a clear operational methodology

Work stream 12.3

Monitor the results (quarterly and yearly)

1. Work stream description

In addition to manage the plan on a day to day basis, there has to be a regular (quarterly / yearly) follow up on the objectives to be sure that the strategy and the plan will allow Visit Oman to reach 2020 communication objectives and marketing goals. This means setting up partial objectives that can be monitored and undertaking research in some cases.

2. Expected results and benefits

Expected results

- The media agency has to prove that the Plan is producing the expected results, and if not, alter accordingly the strategy and the plan

Expected benefits

- Higher communication efficiency, resulting in increased awareness, interest and purchase intent of target customers

3. Main tasks to perform the work stream

- Establish quarterly / yearly targets.
The agency, in collaboration with Visit Oman and the MBRs will have to establish intermediate targets to monitor the progress of the 2020 objectives established in the Marketing Plan and the communication strategy. The agency will also have to propose to Visit Oman the reporting method and the means of measuring the results.
- Follow up on the targets.
Some of the targets, brand power, for instance, requires a specific customer research and it will have to be clearly stated in the TOR if the cost of this research is included in the fees or if they are paid by Visit Oman. Agency and Visit Oman will meet to monitor intermediate results in what are the most important meetings, since the necessary actions to readdress the situation will be taken here.
- Fine tune the Strategy and Plan, if necessary.
If the targets are not met, the agency will have to propose changes to the Strategy and the Plan that will have to be formally agreed by Visit Oman. This is not unusual at all, in fact is a signal that actions are really oriented to results, and not just to produce tons of press clippings in media that it is not relevant to the target or with inappropriate messages.

4. Deliverables

Quarterly and yearly reports of the agency, updated versions of the Strategy and Plan, minutes of the meetings with the agency, etc.

5. Critical success factors

- Having partial targets agreed by everyone, agency and Visit Oman
- Having a clear methodology for the relationship between the agency, Visit Oman and the MBRs

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Business Intelligence Unit (sharing results for further use), MoT Financial Affairs and Legal (in case of conflict with agency).

Interactions with stakeholders

- Media agencies.

7. Financial resources needed

Estimated cost (USD)*	Total	2016	2017	2018	2019	2020
	80,000	-	20,000	20,000	20,000	20,000

* Part of the agency contract

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Not establishing targets at all or too vague	Make sure to carry out the brand audit to have establish realistic targets and force the agency to establish specific targets for the campaigns and actions
2. The contract is unclear about who will measure what	Be very precise in the contract about the responsibilities of the agency in this matter

Initiative 13

Operate a world class e-Marketing Unit (eMU) inside Visit Oman

1. Current situation

Currently, the digital marketing of Oman lacks strategic alignment and is very different from market to market. In addition, it is often led by contracted third-party agencies within the key source markets. This is reflected by the different destination website appearances from market to market, but especially by the different level of social media marketing activities.

2. Desired situation

High awareness, understanding, interest and bookings of Oman among the B2B and B2C targets in the key source markets stimulated by a world-class digital marketing system and unit within VO. It steers the strategically aligned, experience oriented destination websites around the world, a powerful social media strategy, and a hands-on digital business support platform.

3. Initiative description

Following a benchmark analysis of state-of-the art destination webs, the requirements for the new digital marketing of Oman are sketched. With the initial help of specialist consultants, but driven by in-house experts, the necessary technologies, platforms, tools and processes will be identified, contracted and put in place by a new, highly skilled team inside Visit Oman. Next to training current e-marketing staff in the ministry, the team will have to be completed with selected external experts in order to develop an in-house organization fully capable of leading and executing the digital marketing in all aspects without depending too much on external service providers.

4. Do Wells

- "In-sourcing" of web competence
This is above all a competence and mind shift. e-marketing is overtaking traditional marketing in importance more and more, linking web and IT know-how more and more to strategy and also needing more and more investment. Therefore, management must be convinced and convince, and staff must be trained to manage web and IT in-house in the future as much as possible.
- Strategy implementation
Temptation is high to do what's trendy on the web and constantly new tools and trends appear. Especially in this dynamic environment it is crucial to always refer to the strategy and only do web moves aligned to the strategy.
- Creation of a dynamic team culture
In the fast-moving e-marketing world, fast thinking and acting is crucial. Having the technology helps, but above all inside the minds of the staff we must find a great desire to speed up processes and use the separation from MoT to change from tanker to speedboat mentality.
- Constant innovation
So many new ideas and technology pop up in the online travel marketing world that it is of utmost importance to track trends and check the potential for improvement and adaptation. Often this means checking no partnerships or technologies, at other times it means understanding trends and innovate solutions.
- Involvement of sector in e-marketing (also apart from experience system)

E-marketing, even more than traditional destination marketing, becomes extremely powerful when integrating content, ideas, and brands of private sector partners in Oman or trade partners abroad. They are target of some e-marketing activities and should be integrated in order to best support them; and they are partners of e-marketing activities, providing the bookable content of destination Oman, providing for the core content of the strategy above all - experiences.

5. Key work streams to implement this initiative

13.1	Build and develop the e-Marketing team
13.2	Develop and implement a cutting edge e-marketing strategy
13.3	Hire a web marketing agency to support infrastructure & design building
13.4	Implement a monitoring system of performance and satisfaction

6. Contribution of the initiative to achieving the objective

A powerful in-house team has several advantages compared to hiring external agencies, but one key advantage: a homogenous marketing based on in-depth understanding of strategy, markets, destinations and sector. The steadily increasing web competence of the team will provide outstanding results in raising awareness, interest and bookings among trade and consumers. The digital marketing support to the sector will leverage the effectiveness of online marketing activities of private sector, leaving both travelers and business partner enthusiastic about Oman's e-marketing.

7. Benefits resulting from a successful initiative implementation

Oman's marketing will be fit for both present and future of destination marketing, which is already and still increasingly online. A powerful global e-marketing strengthens the brand worldwide, raises awareness, interest, desire and bookings for Oman, especially among the heavily "digitalized" younger target groups like the millennials.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 13.1

Build and develop the e-Marketing team

1. Work stream description

Building the team is already part of the initiative 10 "Activate the Visit Oman Marketing Agency", so this work stream will focus on specific issues and on developing the team

2. Expected results and benefits

Expected results

- A highly dynamic, well-capacitated team driving B2C and B2B e-marketing worldwide.

Expected benefits

- Almost all necessary resources in-house in order to act quickly, at relatively low cost and totally aligned to the strategy, interesting new careers especially for young and willing Omani talents.

3. Main tasks to perform the work stream

- Define job profiles and hire accordingly
Do accordingly to initiative 10. What needs to be taken into account especially is to massively broaden the scope of the e-marketing team, including experts & talents for social media, booking engine, online trade distribution, industry support platforms & services, online performance evaluation, CRM, web programming, design and other frequently used IT services. Again a mix of education & trainings for motivated internal talents and the hiring of external experts is the way.
- Let the team learn side-by-side the web agency.
When hiring a web agency (work stream 13.3) integrate as objective and condition in the service contract, that the agency has to work side-by-side with VO counterparts and educate and train them in the skills needed to use, manage, and improve the implemented technologies independently later on.
- Constantly update team know-how on e-marketing.
The providers, technologies and trends are changing rapidly in the destination e-marketing arena, therefore, VO e-marketing staff has to have in their objectives the frequent checking of changes in these regards. There must be a part of the work time dedicated to that for specific persons, and the agency needs a training budget in order to keep up with new technologies. Frequent internal staff-to-staff seminars and presentations complete the approach.

4. Deliverables

Job profiles and contracts (see also initiative 10), special collaboration briefing and contract for web agency building the new web infrastructure (see also work stream 13.3), handbooks (on- or offline), and demos from the agency, frequent trend reports (every 6 months), internal presentations.

5. Critical success factors

- Investment in in-house approach regarding online activities.
- Collaboration of the agency.
- Quality of the documentation of technologies and processes.
- Finding the best trainings
- Developing a vivid internal know-how exchange culture

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- See Initiative 10 work streams, in addition, DG of Planning, IT Department.

Interactions with stakeholders

- External experts.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,500,000	300,000	300,000	300,000	300,000	300,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lacking collaboration of agency regarding trainings and documentation	Make trainings and documentation essential part of the contract and compensation, take usability tests of material before ending the contract
2. Not finding enough internal experts and talents	Hire and train more externals, publish attractive job ads across all departments of MoT, invest more in training young talents
3. Over time reduction of internal seminars and presentations	Fix monthly knowledge sharing days where always different people present their latest insights from their specific area, establish this as standard ingredient of yearly objectives, also defining variable pay in part

Work stream 13.2

Develop and implement a cutting edge e-Marketing strategy

1. Work stream description

After having analyzed the best in class destination e-marketers, the online part of the national marketing strategy will be developed, defining objectives, processes, key activities, and technologies.

2. Expected results and benefits

Expected results

- A cutting edge B2C and B2B e-marketing strategy for Oman.

Expected benefits

- Increased awareness, interest, desire and bookings among travelers in the target markets, especially among younger target segments like the millennials, the same for the trade in the respective markets, a stronger destination brand Oman, a powerful marketing and marketing support platform for the sector in Oman leading to higher quality marketing and better marketing ROIs for both Visit Oman and the sector.

3. Main tasks to perform the work stream

- Perform a destination e-marketing benchmark analysis

Analyze in-depth some of the leading destination e-marketing approaches worldwide. It is recommended to look at the official destination webs of Ireland and Finland, for example, the social media approach of Australia, the experience marketing approach of Canada and online marketing support. Decide which approaches make most sense for Oman, compare and evaluate, adapt and improve, add to e-marketing portfolio

- Design the e-marketing strategy as part of the overall marketing strategy

When the strategic marketing objectives have been defined in the national marketing strategy (see Initiative 11) decide which of the researched approaches best serve the objectives. Adapt the approaches per market and segment in order to maximize ROI and involve the private sector via the sounding board, in order to take care of their needs regarding e-marketing needs and required support. The following are among the most important elements of the new strategy:

- Strengthen awareness creation, inspiration and seduction

Visit Oman will have to enhance both traveler inspiration and information on Oman across all online channels, especially via its own website and social media. This will mean shifting Visit Oman's web page from information to inspiration, adapt navigation, place new, more seductive and meaningful content in 3rd party online channels (travel and news sites, lifestyle magazines and blogs, etc.). Support fan engagement in social media through intelligent thematic guidance and content provision, stimulation and support.

- Manage a world class multimedia content database

The digital marketing team will have to define themes, topics, regions, target groups, uses of media content. Then it will have produce, attract, structure and tag content accordingly in the database, applying strict quality filters. The database will have to be made available to relevant partners (media and business partners in Oman and in the target markets) and more importantly, share content proactively in a selective and targeted way.

- Shift focus from proprietary to user generated content

THR suggests to steadily rise the share of web content, especially Facebook and other social media, but also on the proprietary website, from "source Visit Oman" to "source xyz". Visit Oman should shift its main role from content generator to content stimulator and moderator. The team could stimulate content generation through means like regular

repetitive calls for content (e.g. “Sunday morning in Oman”), contests about different topics, interests, places, some with awards, or news jacking (picking up much discussed global topics and apply them to Oman in a relevant, fun, or interesting way, etc. Also, the team will proactively invite travelers in Oman and post-visit to become highly credible fans and ambassadors on owned social media channels like Facebook, but also on portals like TripAdvisor or HolidayCheck. Involve not only tourists, but also local Omani companies and proud Omanis.

- Establish website as strong sales point

THR recommends to establish the web page of Visit Oman as the best place for booking your holidays to Oman. The bookable offer of Oman will be made easily and readily available on the official Oman tourism website, because platforms owned by an official organization like a tourist board enjoy the highest credibility among users. They are the first stop for the majority of travelers when starting the search process for their next holidays. In addition, the tourist business of Oman will be able to use a powerful and comparably cheap sales channel. The offer will be strongly expanded and the new focus of bookable content will be put on experiences rather than accommodation (see experience related initiatives also).

- Implement and communicate the strategy

Implement the respective e-marketing strategy through the technology infrastructure built according to the strategy (work stream 13.3). Communicate the design of the new strategy as soon as you have started developing it, in order to take the industry with you and also in order to build public pressure to advance as planned. Generate lots of attention around every new strategy/technology implemented, always targeted towards the stakeholders that will benefit mostly from it.

4. Deliverables

Destination e-marketing benchmark analysis document, e-marketing strategy as part of the national marketing strategy document, communication releases, strategy implementation plan.

5. Critical success factors

- Meticulous, complete, in-depth analysis of benchmarks
- Formulation of e-marketing strategy only as part of overall marketing strategy
- Frequent and timely communication
- Involvement of sector ins strategy development

6. Project team & interactions

Project team

Under review by the MoT.

Interactions with other departments

- DG of Administration and Financial Affairs.

Interactions with stakeholders

- Sounding board of selected, high ranked private sector marketing experts.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,350,000	250,000	350,000	250,000	250,000	250,000

Source	Public	Private
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Funding sources	%	MoT 100%	0%
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8. Associated risks

Main risks	Mitigation measures
1. Lacking overview of best-in-class benchmarks	Compare at least 2 different top approaches and compare them to each other for every benchmarking category (e.g. experiences booking, social media strategy, destination website, industry marketing support, etc.)
2. Global e-marketing approach does not meet individual market needs	Based on market research decide which channels to use more or less, which experiences or regions to highlight first, etc.
3. Strategy stays too "strategic"	Ensure the strategic e-marketing plan is followed by an operational, taking into consideration technologies and processes. Involve also sounding board from the beginning in order to deliver a realistic and pragmatic plan meeting the sector needs

Work stream 13.3

Hire a web marketing agency to support infrastructure & design building

1. Work stream description

Launch an international tender and hire an online technology and marketing agency with destination web experience capable of choosing, developing and implementing the right technologies, platforms, tools and web processes following a meticulous briefing. Design contract and briefing that way that the technology, processes, tools and content can be managed entirely in-house afterwards.

2. Expected results and benefits

Expected results

- Collaboration with a web agency helping to develop the fully fledged technology platform and its attractive interfaces needed to execute the e-marketing strategy successfully in-house.

Expected benefits

- A technology platform that is working smoothly and bug-free, covering all the needs defined in the e-marketing strategy, uses attractive interfaces web visitors love to use much, that is flexible for integrating future tools and highly cost-effective. Moreover, it can be completely managed by the in-house team thanks to high administrator friendliness and an empowered, trained team using excellent routines and documentation.

3. Main tasks to perform the work stream

- Hire a web agency
Launch a tender for an agency building/transferring the new technology structure and design the web interfaces. Selection criteria should refer to experience in destination webs, degree of know-how, suggested level of innovation, collaboration methods, and budget. Local presence of the web agency is critical in order to collaborate not only virtually but face to face.
- Design collaboration processes
Make the suggestions regarding know-how transfer an essential part of the tender's evaluation criteria. Ensure the objective to hand over a technology that can be managed autonomously is clearly formulated. Later on further develop the collaboration processes with the winner of the tender, both regarding day-to-day collaboration as documentation of the technologies and processes.
- Implement technologies and processes
Let the consultants check the current IT infrastructure, technologies, and processes used and decide what can be used, what has to be adapted, what adapted and what added, based on a cost-benefit analysis. Selection criteria are capability of implementing the e-marketing, integration into or communication with related ministry IT infrastructure, stand-alone usability for the VO e-marketing team and flexibility regarding IT/web environment changes, all in relation to development and running cost.
- Define and execute hand-over
Ensure the project only ends and the consultant is paid when not only the infrastructure is in place, but when all training have taken place and the documentation has been tested and accepted by Visit Oman e-marketing department. If necessary continue another year with the consultancy in order to help with specific unclosed gaps as long as staff has not gathered sufficient education, training, and/or experience.

4. Deliverables

Tender document, tender evaluation sheets, project contract for consultant, technology and web infrastructure, collaboration process documents, handbooks, demos, and online tutorials from the IT/web marketing consultants on technologies and processes.

5. Critical success factors

- Quality of tender document and evaluation process
- Hiring a highly capable agency
- Willingness and ability to collaborate
- Quality, relevance, fit, usability, and flexibility of chosen IT and web environments and tools
- Quality of technology and process documentation

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG of Administration and Financial Affairs, DG Planning and Information, IT department.

Interactions with stakeholders

- Usability test of parts open to sector with selected sector representative.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	500,000	150,000	350,000	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Spending too much on new technology.	Double check the existing technology and possible adaptations, request comparative offers from different firms when being proposed to buy a technology.
2. Buying too little new technology.	Sometimes it is better to spend more to get better returns or to avoid higher cost in the future, do mid- and long-term impact checks of technology changes vs. sticking to old technology.
3. Inability to manage technology autonomously after consultants have gone despite contract fulfillment.	Run tests with own staff before consultants leave. Use consultants to identify deficits not covered by the contract in order to decide about a collaboration prolongation for training and support or an alternative training method/center for the staff affected or an additional expert recruitment.

Work stream 13.4

Implement monitoring system of performance and satisfaction

1. Work stream description

Install the right tools and processes in order to measure the performance of e-marketing actions, especially the different users groups' satisfaction rates, and the return on e-marketing investments.

2. Expected results and benefits

Expected results

- A system running and communication e-marketing performance and user satisfaction both B2C and B2B with an attached CRM system.

Expected benefits

- Understanding of most profitable e-marketing actions, superior e-marketing ROI development over time, targeted and personalized offerings and communication to fans and visitors, ongoing conversations/relationship building with B2B partners.

3. Main tasks to perform the work stream

- Electronically measure performance of e-marketing. Measure social media activity of fans like number of fans, followers, posts (also per call-to-action), shares on facebook, instagram, twitter, etc. Use google Analytics to evaluate activity on the web sites, e.g. unique visitors, length of visit, conversion rates for bookings, paid and unpaid search engine arrivals, etc. Also online advertising should be measured by putting into relation the cost of a certain advertising per site visit/action or request/booking. Try to enter in the high ranks of "best of" lists of destination webs (e.g. Skift IQ, World Travel Awards)
- Run surveys among fans, trade, and sector. Include in visitor surveys questions relating to their inspiration, information, and booking behavior related to VO's e-marketing actions. From time to time run surveys (which are not necessarily declared as such) asking for critic, ideas for improving the e-marketing. Once a year, invite both trade partners and destination business partners in Oman to evaluate the platforms, tools, processes, service and design of B2B activities. For offline surveys (e.g. at the airport) collaborate with Universities.
- Build a monitoring center. Decide about a responsible for monitoring and analyzing all findings, and possibly 1 or 2 additional staff. Install a software or build a home-made reporting system bringing all performance measurement and survey results together. Measure changes, trends, and development of all indicators over time and also compare them with competing destination webs as far as possible. E.g. find social media activities via Skift IQ for destinations, google Analytics also delivers certain results for other websites. Publish monthly reports summarizing all results for the entire department and the management of VO.
- Integrate a CRM system. Decide about a CRM responsible (and possibly small team). Break down all action taking into and evaluation of results into user groups and, if possible (often only with consent of the user), down to individual users. Decide about a CRM software (there are countless in the market, e.g. Zoho, Nimble, Salesforce, Apptivo, etc.) and implement it. Use it to follow up real travel or online activity related data in order to design and communicate targeted/personalized marketing proposals. Share relevant CRM data with private companies.
- Implement a destination reputation management. In addition make use of a review or reputation management software (e.g. trustyou, olery, etc.) in order to monitor and analyze any Oman related reviews around the world. The above mentioned softwares track many different global,

regional, and national holiday review sites, blogs etc. in many languages. Use software not only to monitor and analyze but also to respond and manage the reputation of Oman as a destination. Talk to both companies and find out the better solution for your needs.

4. Deliverables

Social media activity measurement system and report, google analytics reports, online advertising ROI calculations and reports, customer surveys (B2B, B2C) and analysis reports, complete e-marketing monitoring system, a CRM system, a reputation management system,

5. Critical success factors

- Choosing the right system/technology approach.
- Turning data into analysis.
- Deriving recommendations or directly actions from analysis.
- Frequent communication to e-marketing team and VO.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG Planning and Information, IT department, DG of Administration and Financing.

Interactions with stakeholders

- Trade partners using B2B platforms, Industry partners in Oman using platforms, Visitors to Oman, Fans of Oman social media sites, Technology partners, Tourism College and universities.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	430,000	350,000	20,000	20,000	20,000	20,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Software/system incompatibilities	Before building or buying any new software, analyze possible integration with the overall monitoring system. If necessary, consult external IT/CRM consultants.
2. Many data - no insights	After a while do double reverse check: track data needed for current insights, then decide if to abolish collection of other data or how to use the data in other ways/for new insights.
3. Many insights - no derived action-taking	Proceed in the same way as above for action-taking vs. insights.

Initiative 14

Create an Industry Marketing Support Program

1. Current situation

The Omani tourism industry is not yet internationally competitive to plan and execute its marketing based on the latest know-how and technologies. Visit Oman will play a key role in building more marketing expertise among tourism MSMEs all around Oman.

2. Desired situation

Existing and starting tourism businesses all over Oman are performing a better marketing thanks to a highly practical, dynamic and service oriented industry marketing support system. It will provide for relevant target market and segment intelligence, as well as know-how, training, tools, and other support material regarding tourism marketing, especially regarding product and experience development, marketing, and administrative/legal aspects. Most support will be provided for online and also features peer-to-peer help, but all across the country tourism enterprises will find it easy and helpful to have personal support on- and offline.

3. Initiative description

An industry marketing team will be created taking care of different on- and offline initiatives providing know-how, tools, methods, best-practice examples, case studies and relevant market intelligence.

4. Do Wells

- Gather relevant market data and intelligence (Business Intelligence system).
As mentioned in initiative 27, collaboration with the National Statistics Office in order to receive better data is one key approach, equally important though, is the scanning of existing relevant market(ing) information on the web and the generation of insights independently of source other than Visit Oman.
- Balance on- and offline support.
Online support is very efficient and important and internet penetration in Oman, especially among business people, is high. Still, many MSEs will not take the time to go online and miss the human touch and interaction with experts and peers, thus offline marketing support measures must be developed and implemented also on the ground, in the destinations.
- Be highly pragmatic and MSME oriented.
Developing all the support measures, it must always be considered that the current technical level of many MSMEs is relatively basic and many business people will not have enjoyed a university business education. So all information must be easily understandable, highly visual, tools practical, cases relevant, and there needs to be a possibility to always ask someone else, either from VO or a peer.

5. Key work streams to implement this initiative

14.1	Create the Industry Marketing Team in Visit Oman
14.2	Manage market(ing) intelligence within the Business Intelligence System
14.3	Develop and launch 5-7 support services

6. Contribution of the initiative to achieving the objective

The communication of building an Industry marketing support function already is a strong signal to the sector. Involving them in the design, asking for their needs is the next step. When these first steps turn into a relevant support platform and the team in addition appears physically in the destinations to listen and to train, this can become the strongest bond between the Ministry/Visit Oman and the industry of all, raising satisfaction with the public industry support services dramatically.

7. Benefits resulting from a successful initiative implementation

If implemented successfully, the sector will be more knowledgeable and more motivated to do quality marketing, helping Oman to attract the target groups targeted, appear more professional on all marketing channels and deliver a quality experience starting from the inspiration and information stages all the way through the travel cycle.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 14.1

Create the Industry Marketing Team in Visit Oman

1. Work stream description

A task force will be established within Visit Oman consisting of internal industry marketing experts, having attached selected industry representatives giving constant feedback to all initiatives. The team will be gathering and managing the marketing support content, manage a web platform with its tools and services, and organize local trainings and workshops in the destinations.

2. Expected results and benefits

Expected results

- A fully-fledged industry marketing team supported by industry representatives helping the sector building more marketing competence with a great online platform and pragmatic ground-support.

Expected benefits

- A strong signal for the industry, making them invest (above all time and effort) in better on- and offline marketing, better collaboration between the sector and Visit Oman, better exchange and mutual learning.

3. Main tasks to perform the work stream

- Select the right team structure and persons
Build a team of service oriented people based on a team charter including organization chart and job profiles, preferably with marketing and/or industry experience, covering functions such as marketing intelligence content, training, platform management, on-demand service, etc. If helpful recruit someone from the industry coming with an outsider's view and a deep understanding of the support needs and wants of the sector. The unit should be placed inside Visit Oman but report to the head of the Business Intelligence unit of MoT.
- Invite a sounding board of selected industry representatives
Invite 10-15 local industry representatives to participate in a sounding board giving feedback to the support system building during the first 2 years during quarterly meetings and online before critical decisions or during brainstorming processes. Select representatives according to criteria such as own MSME business experience, motivation, open-minded and critical thinking ability, the mix of people representing different business types and marketing support needs.
- Communicate the creation of the team
Broadly create the creation of the team and its objectives in order to stimulate a new culture of public-private collaboration in Oman's tourism sector and to raise high (but realistic) expectations in order to stimulate a pragmatic and speedy implementation.

4. Deliverables

A team organization chart with all functions needed, job profiles, recruiting ads, job contracts, team charter, sounding board staffing criteria list, sounding board charter, invitations, yearly collaboration agenda, communication content.

5. Critical success factors

- Engagement of the right mix of industry representatives.
- Creation of a service culture in the team.
- A tone of communication getting across the new culture of public-private collaboration.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG of Administration and Financial Affairs.

Interactions with stakeholders

- Sounding board made up of industry representatives.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	560,000	100,000	200,000	200,000	30,000	30,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Failing establishment of a service culture	Ensure there is enough industry background in the team, if needed add or replace people with such background. Invest in team building in order to establish that new culture. Install quick wins/positive feedback to advances in service.
2. Gap between private sector sounding board and the team	Let the sounding board not only "criticize" and "improve" ideas, but involve them actively in generating own ideas and already in early stages of creative processes, so that it's also "their baby" and creates a team spirit with the VO team.
3. Misleading communication	Positive and realistic expectation management is extremely important in this case, so let the sounding board review the first pieces of communication in order to better understand the interpretation of those releases and adapt if necessary.

Work stream 14.2

Manage market(ing) intelligence within the Business Intelligence System

1. Work stream description

Develop the structure and generate content for the market(ing) intelligence part of the new Business Intelligence system. Keep that content up-to-date and prepare insight-full relevant content from the market intelligence obtained.

2. Expected results and benefits

Expected results

- An always up-to-date market(ing) intelligence platform full of relevant and interesting insights for tourism businesses in Oman.

Expected benefits

- Better targeting and ROI of marketing actions, more business enabled tapping into new markets and segments, more professional offer and communication of tourism industry, more security in treating customers.

3. Main tasks to perform the work stream

- Analyze benchmark market intelligence platforms of other destinations
There are various world class market intelligence platforms openly accessible and can be easily analyzed, such as the VisitBritain, Dutch CBI, or European Travel Commission's platform. The analysis should cover structure, content, market coverage, applicability to Oman, amount of usable information that can be used, etc. The "owners" of these platform could be contacted in order to talk about sharing of content, an example is ProColombia using the CBI data on their website as additional info.
- Define and mount the platform within the Business Intelligence System
Based on the research, the availability of content, the relevance for the sector in Oman, define the structure and logic navigation, the market coverage and the content in detail. Possible content would be market profiles, market data, market news, market structures, distribution and media channels, industry organization, company profiles, a library of complementary research studies and reports, case studies, competitor destination watch, industry trends, global industry news, travel innovation and start-up scene watch, proprietary visitor surveys and research, statistical information from the National Statistics Office, etc.
- Launch and communicate the creation the platform
Once a considerable amount of information is available, kick-off and communicate the platform in accordance and with the support of the BIS team and gather positive feedback (to be shared on the website) and criticism, ideas, and suggestions to further improve the website. Involve the before mentioned sounding board before launching press releases.

4. Deliverables

Benchmark analysis report, collaboration proposals for benchmark organizations, meeting agendas and notes, platform site structure, design suggestion, and content list, a bookmark/link list with content sources, a handbook of info updating processes and responsibilities, press releases

5. Critical success factors

- Meticulous and structured benchmark analysis
- Quality of approach and collaboration proposals with benchmark organizations

- Continuous updating of platform content
- Language, relevance and logical navigation of content

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG of Planning & Information (Statistics & IT Departments).

Interactions with stakeholders

- Sounding board made up of industry representatives.

7. Financial resources needed

Estimated cost * (USD)	Total	2016	2017	2018	2019	2020
	N/A					

* Software cost covered with budget of Business Intelligence Platform. Cost for sounding board (travel, incentives, events) covered in workstream 27.4

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Overload of information	Ask sounding board about relevance of potential content, later on collect use data and feedback from the industry to decide if to better organize/structure or present the info or if to cancel and/or replace with other info
2. Missing updates of information	Make sure you have a clear info update calendar in place (preferably online with reminder function) with clear responsibilities and update sources, if no automatic content updating is available

Work stream 14.3

Develop and launch 5-7 support services

1. Work stream description

Brainstorm, research and decide about the most value-creating marketing support services for the industry and later on develop, implement and launch them in Oman.

2. Expected results and benefits

Expected results

- An always up-to-date market(ing) intelligence platform full of relevant and interesting insights for tourism businesses in Oman.

Expected benefits

- Better targeting and ROI of marketing actions, more business enabled tapping into new markets and segments, more professional offer and communication of tourism industry, more security in treating customers.

3. Main tasks to perform the work stream

- Revise traditional industry support services.
Some services, such as assistance to trade fairs, workshops, etc. are already provided. In terms of trade fairs, THR recommends to keep assistance to a minimum (4-5 world most important ones and specialized professional fairs depending on the product priorities of Oman). Also, the assistance and organization of these events (fairs, workshops, roadshows, etc.) has to be oriented to meet potential buyers or relevant media. This is why setting up objectives and having a schedule of contacts planned is very important to maximize efforts. The role of MBRs in the supply of these support services is crucial, especially in the identification of the most suitable trade partners to invite to workshops, as well as in the provision of reliable market knowledge by providing yearly market reports.
- Generate a list of possible new services generated from other destinations and own ideas.
Research other leading (non-competing) destinations with regards to their industry support services, especially regions (which are often more MSME oriented, e.g. Alberta/CAN or Queensland/AUS), by researching google, their webs, and by scheduling web interviews with them.
- Decide about 5-7 most value creating new services.
In addition to the benchmark research also generate own ideas in internal and also external brainstorming sessions with the sounding board. Apply an evaluation scheme in order to identify 5-7 winners (both paid and unpaid services) and rank them according to the criteria. Possible criteria could be level of needs covered (basic first), impact on marketing quality, capability of execution/speed to market, reach, publicity, etc. Possible services could be: regional industry nights, workshop & training series, a peer-to-peer support program, webinar series, marketing innovation award scheme, a free speed consulting hotline, a TV series about successful tourism MSMEs, a tourism start-up school, etc.
- Develop service implementation planning.
Decide about an implementation plan stretching over the first 4 years, most probably launching 2-3 services in year 1, and 1-2 in each year following. Use order as generated in point 2. Develop service plans defining actions, timings, technologies, budgets and responsibilities.
- Run the first services and communicate.
For regional marketing support events start with one region first to learn and improve before moving on to the next. Involve selected industry representatives of each region for the implementation in order to better adapt to local needs and get more buy-in from the beginning

on. Use internal experts where feasible, hire external experts where necessary. Communicate services pre- and post-events regionally and nationally.

- Evaluate periodically the satisfaction of the industry.

THR advises Visit Oman to carry out industry satisfaction barometers on a yearly basis. These surveys will measure their general satisfaction with the MoT and Visit Oman, as well as with individual services provided such as the ones listed above or also the marketing intelligence platform. They can be performed on line, even using free tools such as SurveyMonkey or SurveyGizmo.

4. Deliverables

Benchmark analysis report, interview guidelines, interview notes, brainstorming session agendas and notes, service evaluation criteria list, service evaluation and ranking list, service implementation plans, regional event agendas and notes, press releases, satisfaction surveys and reports.

5. Critical success factors

- Creativity stimulation in team and in brainstorming.
- In-depth research and preparation of benchmark organization interviews
- Integration of sounding board and regional MSME representatives in the process
- Generation and communication of quick wins/show cases
- Right prioritization of services
- Complementary nature of service mix

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- DG of Planning & Information (Statistics Departments), Regional MoT Offices.

Interactions with stakeholders

- Sounding board made up of industry representatives, Regional industry representatives.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,385,000	--	485,000	300,000	300,000	300,000

Funding sources	Source	Public	Private
	%	MoT 70%	30%

8. Associated risks

Main risks	Mitigation measures
1. Overburdening the organization	Quality over quantity, if management and/or service resources come to their limits, rather push back introduction of next service on the list and create positive impact with the last one. If launches have been communicated, stack up team with external experts/freelancers
2. Lacking creativity	Better prepare brainstorming sessions by researching creative and moderation techniques or even hiring a creativity expert, possibly change composition of brainstorming
3. Negative feedback spiral	Start with the most "collaborative" regions, integrate opinion leaders beforehand, create showcases for other regions, prepare some quick wins, success feeling for participants (passing little test, having group presentations, mention participants in media, etc.)

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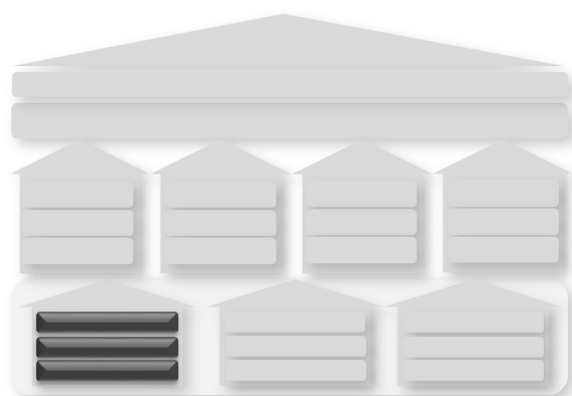
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Theme 5: Develop human capital

Strategic objective	KPIs	Target	Initiative
M Attract and retain more Omanis to work in the tourism industry	% of new tourism jobs filled by Omanis	At least 60% of new tourism jobs are filled by Omanis	15 Create a 5 year "Tourism is our Job" Program
N Educate exceptional Omani talent	Performance of international standard tourism education programs in Oman	% of stakeholders satisfied <ul style="list-style-type: none"> 2016: 75% 2017: 80% 2018: 85% 2019: 85% 2020: 85% 	16 Strengthen Tourism Education System
	Number of Omanis receiving tourism education abroad	Number of Omanis enrolled in tourism education abroad <ul style="list-style-type: none"> 2016: 50 2017: 50 2018: 50 2019: 50 2020: 50 	17 Create an Overseas Tourism Study Program – Strategically educate Omani talent abroad
	Number of culinary centers	1 culinary center in 2018 & 1 in 2020	18 Launch the Culinary Centers Special Program
O Train exceptional Omani and expatriate talent	Number of people who receive tourism training	% of stakeholders satisfied <ul style="list-style-type: none"> 2016: 75% 2017: 80% 2018: 85% 2019: 85% 2020: 85% 	19 Strengthen the Formal Tourism Training System 20 Stimulate continuous professional development and on-the-job Training

THEME 5: DEVELOP HUMAN CAPITAL

Summary of initiatives and work streams:

15 Create a 5 year “Tourism is our Job” Program

- Conduct a “Tourism is our Job” Awareness Campaign
- Develop materials to inform about tourism jobs and careers
- Deliver “Invest in People” Workshops for tourism human resource managers
- Launch Turijobs Oman Platform

16 Strengthen Tourism Education System

- Perform a National Tourism Education Curriculum Review
- Strengthen the tourism education faculty capacity
- Create International Tourism Advisory Boards for 3 universities
- Implement Partnering Programs for 3 Universities with top international universities
- Create 5 Innovative Programs at Masters level
- Create a Graduate Management Program with leading international tourism firms

17 Create an Overseas Tourism Study Program – Strategically educate Omani talent abroad

- Sign partnership agreements with leading international universities
- Recruit and advise candidates
- Evaluate and award

18 Launch the Culinary Centers Special Program

- Organize a team to manage the creation and development of Oman Culinary Centers (OCCs)
- Conduct an assessment of the Omani Cuisine
- Develop a Business Plan for Oman Culinary Centers (OCCs)
- Establish Culinary Centers in partnerships with top international culinary centers

19 Strengthen the Formal Tourism Training System

- Training needs assessment study and HCD plan
- Improve training facilities (the “hardware”)
- Review and update courses and curricula (the “software”)
- Improve qualifications of teaching staff
- Create international advisory boards for 2 tourism training institutions
- Implement partnering programs with top international training institutions
- Create an innovative training program for hotel supervisors and mid-management

20 Stimulate continuous professional development and on-the-job Training

- Establish the Oman Hospitality and Tourism Association (OHTA)
- Create an Oman Tourism Training Fund (OTTF)
- Develop a system of training standards
- Build a national team to coach trainers
- Incentivize international hotel chains to engage in skills development
- Deliver workshops with overseas benchmarking technical visits for public sector officials

Initiative 15

Create a 5 year “Tourism is our Job” Program

1. Current situation

The tourism industry in Oman suffers from a severe shortage of Omani human capital. The majority of operational staff is from Asia while management staff is mainly from Europe and other advanced economies. As a result, the economic benefits from tourism employment creation are not maximized to the Omani economy and people, a considerable part of tourism income is leaking out of the economy and visitors to Oman miss the cultural authenticity that would result from interacting with Omani employees. This shortage of qualified Omani human capital in tourism has two main reasons:

- Tourism industry employment currently has a low image due to a lack of information about the scope of job opportunities, career prospects, together with negative image and social prejudices.
- Omanis do not feel attracted to a hospitality and tourism career also due to the relatively low wage levels in the industry.

Consequently, school leavers prefer to choose an education for a career in other sectors while due to a lack of Omani human capital, property owners and operators do not see a competitive advantage in Omani recruitment over employing expatriate staff.

At the same time, the further development of tourism in Oman, combined with nationally significant projects such as, for example, new airports, convention center, new playgrounds (clusters) with new experiences will offer a range of new job opportunities that will be suitable for the Omani population.

2. Desired situation

Implement a world-class program to improve the image and accessibility of tourism sector employment for the Omani population and to, consequently, increase the number of Omanis taking up tourism industry employment and remaining in the industry building attractive and rewarding careers.

3. Initiative description

Implement a 5 year ‘Tourism is Our Job’ program to raise public awareness about the tourism sector in general and tourism sector employment in specific, inform the Omani population about specific employment opportunities in the tourism industry and connect Omani jobseekers with suitable employment opportunities in the tourism industry. The initiative should concentrate on the playgrounds (clusters) according to the needs of the Oman Tourism Strategy implementation phases. The initiative is to be run in cooperation with the newly established Oman Hospitality and Tourism Association (OHTA).

4. Do Wells

- Continuous and aligned efforts
The program implementation requires continuous efforts over a period of 5 years and it must be closely aligned with the implementation process and phases of the Oman Tourism Strategy.
- Focus on jobs with the best potential
Concentrate efforts on current and future jobs that have the best potential to be attractive and accessible for Omanis.
- Use multiple channels of communication

Use multiple communication channels to reach all segments of the Omani population and include schools.

- Concentrate on the playgrounds (clusters)
Ensure that the awareness campaign targets the population of the key playgrounds according to the Oman Tourism Strategy implementation phases.
- Engage top experts
Engage top international and national experts for all the three work streams, for the awareness campaign, the workshops for HR Managers and for the Turijobs Oman platform.

5. Key work streams to implement this initiative

15.1	Conduct a “Tourism is our Job” Awareness Campaign
15.2	Develop materials to inform about Tourism jobs and careers
15.3	Deliver “Invest in People” workshops for tourism human resource managers
15.4	Launch Turijobs Oman Platform

6. Contribution of the initiative to achieving the objective

This initiative will help to attracting more Omanis to take up tourism sector employment which will lead to a gradual replacing of expatriate staff, reducing economic leakage in the form of remittances, decreasing the national unemployment rate and increasing the authenticity of the visitor experience.

7. Benefits resulting from a successful initiative implementation

If this initiative is implemented successfully, it will contribute to the successful implementation of the Oman Tourism Strategy and will help steering the country towards a successful post-oil economy.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 15.1

Conduct a “Tourism is our Job” Awareness Campaign

1. Work stream description

Develop, prepare, organize and monitor national tourism awareness programs to raise public hospitality and tourism awareness throughout the country and to inform about jobs and career opportunities, at schools, through public and social media. Preferably through a national Public-Private-Partnership program between MoT and the private sector through the newly established Oman Hospitality and Tourism Association (OHTA). The main aim of a successful and sustainable development of Oman as a competitive tourism destination is to achieve an excellent balance between the unique Omani culture, cultural heritage, nature and beautiful sceneries, and a friendly and highly professional Omani staff, dealing with visitors, offering value for money. A general awareness and understanding about the importance of tourism for the country and the community, and about the scope of various job opportunities and career prospects will result in a better image of a job and career in the hospitality and tourism industry. Growing interest among school leavers for further education for a job and career in the hospitality and tourism industry will lead to:

- Eventually the majority of tourism industry managers and supervisors are Omani.
 - The hospitality and tourism industry has an Omani “face” and reflect its unique national culture, especially in B2C and guiding activities.
 - Omanis understand and respect the role tourism can play in economic and social development.
- The work stream will be implemented in cooperation with the newly established OHTA.

2. Expected results and benefits

Expected results:

- Increased knowledge about tourism in the Omani population
- More favorable opinions about tourism employment in the Omani population

Expected benefits:

- Higher propensity to take up tourism employment by the Omani population
- Improved economic contribution of tourism to the Omani economy
- Increased level of authenticity of the Omani tourism product

3. Main tasks to perform the work stream

- Conduct tendering process:
Develop the TOR and documentation for an international tender for the awareness campaign, launch international tender and collect tender submissions.
- Evaluate and award contract
Conduct evaluation process of tender submissions, award contract to the most suitable experts to conduct the awareness campaigns.
- Plan and deliver awareness campaigns
Prepare 5-year and annual plans for the awareness campaigns and deliver them effectively in the identified key playgrounds (clusters) using multiple communication channels and schools.
 - Develop, print and distribute brochures, pamphlets and audio-visuals for schools, teachers and pupils at different levels to inform about jobs and career opportunities.
 - Develop training modules (DVD and manuals) for teachers of secondary schools.

- Organize regular public tourism awareness campaigns and events throughout the country (TV and radio programs, annual tourism day, involvement of national celebrities, awards) to draw national significance to economic and social benefits.
- Monitor and adjust
Monitor the effectiveness of the awareness campaigns and ensure that the necessary adjustments are made in response to changes in public opinion and according to the requirements of the Oman Tourism Strategy implementation process.

4. Deliverables

TOR, tendering document, contract, annual M&E reports.

5. Critical success factors

- Quality of TOR document.
- Quality of tendering process.
- Leadership from MoT.
- Quality of M&E process.
- Quality of the chosen firm.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Office of the Strategy Manager.

Interactions with stakeholders

- Tourism education and training institutions, Tourism professional associations, OHTA.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,500,000	100,000	350,000	350,000	350,000	350,000

Funding sources	Source %	Public	Private
		MoT 87%	13%

8. Associated risks

Main risks	Mitigation measures
1. Awareness campaign not focusing on jobs that have a potential to be made attractive to the Omani population	Awareness campaign to focus on the current and future target jobs
2. Awareness campaign not linking with playgrounds (clusters)	Awareness campaign planning to be made in close collaboration with MoT Planning unit
3. Awareness campaign running out of funding	Awareness campaign planning to include robust financial planning and monitoring

Work stream 15.2

Develop materials to inform about tourism jobs and careers

1. Work stream description

In order to inform pupils at schools and their teachers about jobs and career opportunities and to inform them about social and economic role and importance of hospitality and tourism for the country and their community, publication material, such as brochures, pamphlets and audio-visuals, has to be developed, printed and distributed for the different school levels.

2. Expected results and benefits

Expected results:

- A national career guide for the hospitality and tourism industry.

Expected benefits:

- Communication of employment and career opportunities in the hospitality and tourism industry, through the publication of information materials.

3. Main tasks to perform the work stream

- Develop printed information material for school pupils
- Develop printed information material for teachers to use them in their lessons
- Develop audio-visuals for schools at different levels
- Develop a career guide for the hospitality and tourism industry, which includes duties and responsibilities, experience and skills needed, education required, career path and employment opportunities for each position.
- Distribute this material effectively to all secondary schools

4. Deliverables

- Quality printed information material

5. Critical success factors

- Teachers prepared to include this information in their lessons.
- Schools prepared to distribute this material to their pupils

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance.

Interactions with stakeholders

- Ministry of Education, School Boards and Deans.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	200,000	50,000	50,000	40,000	40,000	20,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Distribution problems	Work with a reliable logistics company.
2. Schools reluctant to distribute.	Make public presentations to explain the benefits derived.
3. Schools reluctant to include in curricula	Make public presentations to explain the benefits derived.

Work stream 15.3

Deliver “Invest in People” workshops for tourism human resource managers

1. Work stream description

Deliver Invest in People Workshops for Human Resource (HR) Managers of tourism firms in the key playgrounds (clusters). The workshops will inform HR Managers about the latest approaches and techniques available for tourism HR managers, including learning and development tools, multi-skilling, career paths, performance appraisal system and staff support mechanism. The workshops will disseminate knowledge, methodologies and tools that represent international best practices and will also share country specific approaches and solutions with tourism HR Managers. The work stream will run in cooperation with the newly established Oman Hospitality and Tourism Association (OHTA) under the National Chamber of Tourism.

2. Expected results and benefits

Expected results

- HR Managers of tourism firms gain access to latest international, regional and national best practices in attracting, retaining and developing national talent

Expected benefits

- More effective human resource management and development practices at tourism firms to attract, retain and develop national talent
- Higher level of participation by the Omani population in tourism sector employment
- Structural change in the employment pyramid by increasing the proportion of Omanis in senior and mid-managerial positions and reducing their proportion at the lower part of the pyramid in the operative and unskilled jobs

3. Main tasks to perform the work stream

- Appoint international and national experts
Appoint a strong team of international and national tourism human resource management and development experts to develop workshop content and workshop plans
- Conduct Invest in People Workshops in key playgrounds (clusters)
Conduct 5 workshops per year per target playground (cluster) according to the implementation phases of the Oman Tourism Strategy.
- Prepare annual monitoring and evaluation reports
Prepare annual monitoring and evaluation (M&E) reports to measure the effectiveness of the workshops and suggest and implement necessary adjustment actions.

4. Deliverables

TOR, contract, workshop content material, workshop presentations and handouts, workshop plans, annual monitoring and evaluation reports.

5. Critical success factors

- Sufficient funding
- Access to international, regional and national best practices
- High caliber human capital to develop workshop material and deliver workshops

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- OHTA, Other tourism professional associations, Sultan Qaboos University (particularly experts involved in new Masters program related to tourism human resource management)

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	280,000	-	70,000	70,000	70,000	70,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Workshop content does not meet current and future industry and local community needs	Workshop content to be prepared based on extensive research of international, regional and national best practices
2. Workshop delivery is not highly professional and motivational	Workshop delivery contract is awarded to best international and national experts
3. Private sector does not support the workshops	Private sector support is sought through the professional associations

Work stream 15.4

Launch Turijobs Oman Platform

1. Work stream description

Set-up Turijobs Oman, a dynamic employment platform specialized in tourism jobs. Turijobs Oman will operate as an online platform that allows job postings by employers and enables job seekers to perform job searches by keyword, location, professional level, level of education, length of experience, contract type, working hours etc. Furthermore, education and training providers will be able to post and job seekers can search for education and training opportunities. Regular email alerts will be sent to registered job seekers and mobile apps will enhance the accessibility of the platform. Turijobs Oman will not only operate as an IT platform but will also serve as a tool for organizing and promoting regular events such as job fairs, education seminars, events which will showcase Omani role models, competitions and awards. Turijobs Oman will not be restricted to Omani jobseekers but its focus will be to serve the national job market rather than acting as an international recruitment platform.

2. Expected results and benefits

Expected results

- A dynamic employment platform specialized in tourism opportunities for Oman.

Expected benefits

- A significant improvement on the job search and recruitment processes in the Omani Tourism industry.

3. Main tasks to perform the work stream

- Appoint top caliber experts
Conduct an international tender to select and award contract to a strong team of experts to develop the Turijobs Oman platform. The Turijobs Oman platform must work 100% from the time it is launched to gain positive publicity. Furthermore, it must be attractive to both the technology savvy young Omani population as well to non-technology savvy rural communities. For this reason, it is essential that MoT engages highly experienced experts for the setting up and running of Turijobs Oman.
Develop and launch Turijobs Oman
- The contracted experts develop and launch the Turijobs Oman platform based on international expertise with the platform and taking into account the cultural and social characteristics and specific needs of the Omani population.
- Oversee management and monitoring of platform
Oversee the management of Turijobs Oman platform, review annual monitoring and evaluation reports to measure the effectiveness of the workshops and suggest and implement necessary adjustment actions.

4. Deliverables

- TOR, tendering document, contract, Turijobs Oman platform, events plan, annual M&E reports.

5. Critical success factors

- Human capital capacity of experts responsible for setting up and managing Turijobs Oman.
- Financial resources.
- Technical capability of Turijobs Oman platform.
- Quality of events organized by Turijobs Oman.
- Awareness about Turijobs Oman by the Omani population.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance.

Interactions with stakeholders

- Tourism private sector, Tourism education and training institutions.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	375,000	-	75,000	300,000	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Turijobs Oman platform technology is inefficient	Contract to be awarded based on stringent international tendering process
2. Turijobs Oman platform is not well known in local communities	Sufficient funding to be allocated for marketing of Turijobs Oman platform
3. Turijobs Oman platform has teething problems after launch	All checks to be in place to ensure that Turijobs Oman function 100% well at the time of the official launch

Initiative 16

Strengthen Tourism Education System

1. Current situation

According to the projections of the Oman Tourism Strategy, in the period of 2016-2020, the Omani tourism industry will have an annual requirement of 965 new managerial staff with higher education qualifications. Of these, 724 will be Omanis. Currently, the tourism industry in Oman seriously suffers from a shortage of Omani staff in managerial positions. The formal tourism education is confined to a handful of institutions concentrated in Muscat, these institutions have a shortage of Omani students and graduating students choose to take up employment in other better paying sectors of the economy. At the same time, the institutions lack up-to-date curriculum and international standard faculty. As a result, the tourism education provision in Oman is weak and does not meet the current and future needs of the tourism industry.

There is a need for a re-engineering and strengthening of the Omani tourism education system by focusing on investing in a small number of Centers of Excellence of tourism education which are to be run in close partnerships with top international universities, on the creation of innovative Masters programs and on the creation of strong and operational graduate management programs.

2. Desired situation

The tourism education provision in Oman will be re-engineered to provide human capital at the quantity and quality that is required by the Omani tourism industry.

3. Initiative description

Strengthen and re-engineer the tourism education system in Oman to turn 3 Universities (Sultan Qaboos University, Oman Tourism College and GUTech) into international standard Centers of Excellence for tourism education, review and revamp the national tourism education curriculum, set up innovative new programs at Masters level, utilize the expertise of strong and active International Advisory Boards and partner the Centers of Excellence with top international universities. Support the employability of graduates with the implementation of effective and attractive graduate management programs to facilitate their fast-track progression into management positions in the tourism industry.

4. Do Wells

- Identify top international university programs
The choice of universities to partner with is crucial for the success of this initiative. Only top universities should be chosen. Currently we recommend the following universities to be considered: University of Calgary (Canada), University of Surrey (UK), Hong Kong Polytechnic University (Hong Kong China), Cornell University (USA), Glion Institute of Higher Education (Switzerland), Hotelschool the Hague (Netherlands), Cranfield University (UK), University of Queensland (Australia).
- Utilize the expertise of top international experts
Experts for the curriculum review and the advisory boards to be selected from top international universities, leading tourism companies and from international organizations.
- Set-up effective cooperations
Set clear roles and responsibilities for the institutional cooperations and ensure the agreements are enforced and active.

5. Key work streams to implement this initiative

16.1	Perform a National Tourism Education Curriculum Review
16.2	Strengthen the Tourism education faculty capacity
16.3	Create International Tourism Advisory Boards for 3 universities
16.4	Implement Partnering Programs for 3 Universities with top international universities
16.5	Create 5 Innovative Programs at Masters level
16.6	Create a Graduate Management Program with leading international tourism firms

6. Contribution of the initiative to achieving the objective

This initiative will help attract more Omani talent to the Omani tourism industry through a stronger and more attractive tourism education system and through increased employability of tourism graduates.

7. Benefits resulting from a successful initiative implementation

If the initiative is implemented successfully, the tourism industry in Oman will have a source of home educated Omani talent for management positions in the tourism industry. Through this the prestige of tourism industry employment will increase and the economic benefits from tourism employment creation will increase to the Omani population.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

**Work
stream
16.1**

Perform a National Tourism Education Curriculum Review

1. Work stream description

Perform a comprehensive tourism education curriculum review to upgrade the content of tourism education programs in line with international best practices. The review will include course types, course structures, course curricula and lesson plans will lead to a plan for upgrading and restructuring.

2. Expected results and benefits

Expected results

- Improved tourism education curriculum that is in line with top international standards

Expected benefits

- An international standard tourism education system supporting tourism industry development in Oman.

3. Main tasks to perform the work stream

- Appoint top international and national experts
Invite 3 top international experts and 3 top national experts to perform the curriculum review. These experts should represent the tourism education, the tourism private sector and the international organizations sectors.
- Set review rules and explain them
Prepare summary document that clearly explains what is expected from the curriculum review team.
- Conduct curriculum review
Review the existing types of courses, course structures, length of courses and curricula, update courses, course structures and curricula according to operational standards of performance, advice on accreditation
- Set clear rules for implementation
Prepare summary document for institutions regarding implementation of the outcomes of the curriculum review.

4. Deliverables

- Curriculum review report, advisory board membership list, minutes of all meetings.

5. Critical success factors

- Quality of experts selected
- Clarity of tasks and reporting mechanism
- Clarity of implementation plan following the review process

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance.

Interactions with stakeholders

- Ministry of Higher Education, OHTA.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	75,000	-	75,000	-	-	-

Funding sources	Source	Public	Private
	%	MoT 90%	10%

8. Associated risks

Main risks	Mitigation measures
1. Review team is not experienced enough	Rigorous nomination and selection process
2. Review does not result in clear findings	Task of review and roles and responsibilities clearly defined
3. Review recommendations not implemented	Document outlining implementation process

Work stream 16.2

Strengthen the tourism education faculty capacity

1. Work stream description

Strengthening capacity is probably the most important component of effective and efficient teaching process. The most effective way to further improve the qualifications and the professional knowledge and skills of faculty is to send them for executive education courses abroad in either tourism specific subjects or teaching and learning methodology or for work attachment/shadowing with international hotel chains and other tourism companies. This Initiative is also linked with Initiative 17 whereby some of the scholarships earmarked for tourism are to be dedicated for advanced studies (Masters and PhD) of tourism faculty.

2. Expected results and benefits

Expected results

- Faculty with adequate knowledge and skills according to international training and tourism industry standards.

Expected benefits

- An international standard tourism training system supporting tourism industry development in Oman.

3. Main tasks to perform the work stream

- Assess the need for faculty capacity building and identify the quantitative and qualitative needs
- Identify possible courses/work attachments to further improving qualifications abroad and select candidates
- Establish agreements between the universities and international standard hotels/tourism companies to expose teaching and instruction staff for one or two weeks per year to the industry to keep up.

4. Deliverables

- List of institutions and firms to cooperate with, list of faculty to include, cooperation agreements, minutes of all meetings.

5. Critical success factors

- Quality of experts selected
- Attract specific technical assistance expertise to carry out the assessments
- Clarity of tasks and reporting mechanism
- Clarity of implementation plan following the review process

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Education, Ministry of Manpower, OHTA

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	-	100,000	100,000	100,000	100,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Faculty selection is inadequate	Rigorous nomination and selection process
2. Program not implemented	Document outlining implementation process

**Work
stream
16.3**

Create International Tourism Advisory Boards for 3 universities

1. Work stream description

Create international advisory boards to guide tourism program development in line with international best practices and latest international trends to help 3 universities to become Centers of Excellence in tourism education.

2. Expected results and benefits

Expected results

- Supplying of tourism programs with international best practices and trend information.

Expected benefits

- Better informed development of tourism programs.
- More attractive tourism education programs.
- Tourism education programs increasingly meeting the needs of the industry.

3. Main tasks to perform the work stream

- Create International Advisory Boards
Invite 2 international experts and 2 national experts for 3 universities (Sultan Qaboos University, Oman Tourism College and GUTech) to serve on their Tourism International Advisory Boards.
- Set game rules and explain them
Clearly set out and explain roles and responsibilities of Advisory Board members.
- Organize annual International Advisory Board meetings
Organize annual 3 day meeting in April each year in Oman with comprehensive pre-prepared agenda and work program which is to be made available to Board members one month prior to the meeting.

4. Deliverables

- Advisory board membership list, roles and responsibilities document for board members, minutes of advisory board meetings.

5. Critical success factors

- Quality of experts invited
- Clarity of tasks to be performed
- Efficiency of planning and prior organization of the meetings

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Higher Education

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	150,000	-	40,000	40,000	40,000	30,000

Funding sources	Source	Public	Private
	%	Tourism Education Institutions 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Advisory Board team is not experienced enough	Rigorous nomination and selection process
2. Advisory Board does not result in clear findings	Task of review and roles and responsibilities clearly defined
3. Advisory Board recommendations not implemented	Document outlining implementation process

Work stream 16.4

Implement Partnering Programs for 3 Universities with top international universities

1. Work stream description

Develop partnering programs for 3 Omani universities (Sultan Qaboos University, Oman Tourism College and another) with top international tourism education programs.

2. Expected results and benefits

Expected results

- Involvement of top international universities in developing and managing tourism education programs in Oman
- Assistance to 3 Omani universities to become Centers of Excellence

Expected benefits

- More effective and attractive tourism education programs at the Centers of Excellence that are better aligned with international best practices and industry needs.

3. Main tasks to perform the work stream

- Draw up a list of top international universities
Draw up a list of top international universities for the partnership program. Only include leading universities and programs and ensure wide geographical coverage across continents such as University of Calgary (Canada), University of Surrey (UK), Hong Kong Polytechnic University (Hong Kong China), Cornell University (USA), Glion Institute of Higher Education (Switzerland), Hotelschool the Hague (Netherlands), Cranfield University (UK), University of Queensland (Australia).
- Make the final selection of universities and match them with the right Omani program
Set up a robust selection criteria for university selection, apply them rigorously and prepare the final list and matching.
- Set game rules
Prepare a summary document that clearly explain the scope of the partnership, the roles and responsibilities of each institution and the mechanism through which the agreement will be enforced.

4. Deliverables

List of universities to cooperate with, signed partnership agreements, minutes of all meetings.

5. Critical success factors

- Quality of universities chosen for partnership
- Clarity and enforceability of agreements

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Higher Education

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	30,000	-	30,000	-	-	-

Funding sources	Source	Public	Private
	%	Universities 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Partnership agreements remain on paper without being implemented	Clear rules of the game outlining roles and responsibilities of each party
2. Institutional partners not matching	Robust listing and selection mechanism

Work stream 16.5

Create 5 Innovative Programs at Masters level

1. Work stream description

Create 5 innovative programs at Masters level with cooperation from top international universities. These will be conversion Masters programs which will provide tourism education for professionals who already have a Bachelor degree in a non-tourism related field. The programs should be created in the areas of (final program choice and titles to be decided):

- International tourism marketing
- Real estate and hospitality assets
- International conventions and events management
- Tourism human resource management (under development at Sultan Qaboos University)
- Sustainable tourism management and corporate social responsibility

2. Expected results and benefits

Expected results:

- Generation of highly educated professionals with dual backgrounds (tourism and non-tourism)

Expected benefits:

- A better educated Omani human capital base capable and motivated to take up leadership and management positions in the tourism industry

3. Main tasks to perform the work stream

- Draw up a list of top international universities to develop the Masters programs with
Only include leading universities and programs and ensure wide geographical coverage across continents such as University of Calgary (Canada), University of Surrey (UK), Hong Kong Polytechnic University (Hong Kong China), Cornell University (USA), Glion Institute of Higher Education (Switzerland), Hotelschool the Hague (Netherlands), Cranfield University (UK), University of Queensland (Australia).
- Select Masters programs according to tourism industry needs and market attractiveness
Identify best suited masters programs according to tourism industry needs and attractiveness in the Omani population.
- Select Omani universities for the programs
Draw up a list and select at least 2 Omani universities for the program.
- Set game rules
Prepare a summary document that clearly explain the scope of the partnership, the roles and responsibilities of each institution and the mechanism through which the agreement will be enforced.
- Align the new Master programs with the Oman Tourism Strategy
When developing the new Masters programs, closely align the program areas and titles with the Oman Tourism Strategy.

4. Deliverables

- List of new masters programs, list of universities the programs will be set up with.

5. Critical success factors

- Quality of universities chosen for cooperation
- Innovativeness of newly created Masters programs
- Title of Masters programs

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Finance

Interactions with stakeholders

- Universities, Ministry of Higher Education, Tourism private sector

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	100,000	-	75,000	25,000	-	-

Funding sources	Source	Public	Private
	%	MoT 50% Universities 50%	0%

8. Associated risks

Main risks	Mitigation measures
1. Masters programs not attractive to Omani population	Field of study, program title and collaborating overseas university carefully chosen
2. Masters programs not receiving active input from overseas partner institutions	Partnering agreements clearly set game rules
3. Masters programs not meeting tourism industry needs	Tourism private sector companies involved in the planning process

**Work
stream
16.6**

Create a Graduate Management Program with leading international tourism firms

1. Work stream description

Implement an innovative 2-year graduate management program with leading international tourism companies/leading international hotel chains. Framework agreements with leading international companies to be signed by the MoT with an annual capacity of 50 graduates in order to provide them structured industry training, overseas work exposure and, as a result, fast-track entry into supervisory and management positions within the tourism industry.

2. Expected results and benefits

Graduates will receive structured industry training post-graduation, overseas exposure and, as a result, fast-track access to management positions in tourism, increasing the proportion of Omani managers.

3. Main tasks to perform the work stream

- Identify leading international tourism companies for the program
Identify the appropriate leading international tourism companies to cooperate with for this program.
- Prepare meaningful and binding agreements with clear roles and incentives
Prepare framework agreement that sets clear roles and incentives for international tourism companies to participate in the program.
- Set-up an incentive system for graduates to participate in the program
Set-up an attractive incentive system for graduates to participate in the program. This to include subsidized salaries for the duration of the program to supplement the standard basic salary offered by the hosting company.

4. Deliverables

- Cooperation agreements with leading international companies for graduate management training.

5. Critical success factors

- Identification of suitable companies
- Clear roles and responsibilities
- Attractive incentive mechanism for companies
- Attractive incentive mechanism for graduates in the form of monthly salary supplement
- Inclusion of overseas work experience of 6 month as part of the program

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments:

- Finance

Interactions with stakeholders

- Ministry of Higher Education. Tourism private sector

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	550,000	-	200,000	150,000	100,000	100,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Program is not attractive to Omanis	Incentive mechanism in a form of monthly salary supplement and 6 month overseas work exposure is built into the program
2. Program not supported by leading international companies	Negotiation and framework agreements done by MoT
3. Graduates leave the tourism industry after completing the program	Framework agreement includes commitment of managerial job offer to candidates successfully completing the program with a specified minimum salary that is on par with insurance sector and includes annual travel incentives

Initiative 17

Create an Overseas Tourism Study Program – Strategically educate Omani talent abroad

1. Current situation

According to the projections of the Oman Tourism Strategy, in the period of 2016-2020, the Omani tourism industry will have an annual requirement of 965 new managerial staff with higher education, of which 724 will be Omanis. Oman currently has a shortage of highly educated professionals for managerial jobs in tourism. As a result, the proportion of Omanis in top managerial jobs in the tourism industry is low. This cultivates a perception in the Omani population that tourism jobs are of low skill, low pay and do not offer attractive career paths. Furthermore this means that the Omani tourism industry is developed and managed without full utilization of Omani talent and without maximizing the economic benefits from the employment creation effect of tourism development.

2. Desired situation

Highly educated Omani human capital will drive the successful implementation of the Oman Tourism Strategy and will increase the economic benefits from tourism development through increased take-up of tourism jobs.

3. Initiative description

Implement an Overseas Tourism Study Program in partnership with top international universities in the field of tourism to create a critical mass of Omani professionals with top international education for tourism who will be the future leaders of the Omani tourism industry both in the public and the private sector. The program will educate each year 35 Omani talent abroad at leading international tourism programs.

4. Do Wells

- Partner with top international universities
The choice of universities where Omanis will be sent to study is crucial for the success of this initiative. Only top universities should be chosen and the choice should be periodically reviewed. Currently we recommend the following universities to be included in the Overseas Tourism Study Program: University of Calgary (Canada), University of Surrey (UK), Hong Kong Polytechnic University (Hong Kong China), Cornell University (USA), Glion Institute of Higher Education (Switzerland), Hotelschool the Hague (Netherlands), Cranfield University (UK), University of Queensland (Australia).
- Focus on educating Omani talent abroad for current and future target jobs
Focus on educating Omanis for key target current and future jobs that require highly educated specialists and top leaders. Do not dilute efforts sending Omanis to second and third rate universities as part of the Overseas Tourism Study Program.
- Match university programs and candidate profiles professionally
The professional matching of university programs and candidate profiles is crucial to ensure that the chosen program fits fully the aspirations and capabilities of the candidates. Candidates needs strong guidance in this as they are typically not aware of the comparative merits of the different

study programs and universities. Without professional matching and strong guidance candidates tend to choose a university randomly, with the lowest entry requirements or based on their perception of the country and according to social (family and friends) networks.

- Drive the Overseas Tourism Study Program using top expert advice
Run the program through the Sultan Qaboos University and with the involvement of an International Advisory Board to ensure best expert advice is taken onboard in the selection of university programs, in signing agreements with the chosen programs and in the candidate matching process. Membership of the International Advisory Board should include 5 international experts representing three key sectors of tourism education, tourism consultancy and tourism industry and the regions of Middle East/Asia, Europe, Americas and Australia/Oceania where international best practices in tourism education can be found.

5. Key work streams to implement this initiative

17.1	Sign partnership agreements with leading international universities
17.2	Recruit and advise candidates
17.3	Evaluate and award

6. Contribution of the initiative to achieving the objective

Strategically educating Omani talent abroad at top international universities will create a critical mass of top Omani talent capable to lead the Oman Tourism Strategy implementation and to lead tourism industry development and management according to best international knowledge.

7. Benefits resulting from a successful initiative implementation

This will create a pool of top educated Omani talent, contributing to changing the employment pyramid in the Omani tourism industry by significantly increasing the proportion of Omanis in top managerial jobs which will, in return, will improve the image of tourism industry employment and will attract more Omanis to the tourism industry.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

**Work
stream
17.1**

Sign partnership agreements with leading international universities

1. Work stream description

Implement partnerships with selected overseas universities. The process will include the selection of a list of top universities that represent top quality tourism education internationally, the signing of detailed agreements with this universities to be part of the Overseas Tourism Study Program, the setting of a mechanism for managing the Program in cooperation with Sultan Qaboos University and with the involvement of the International Advisory Board.

2. Expected results and benefits

Expected results

- Choice of overseas universities where Omani talent will be educated for current and future tourism jobs will be made strategically and based on best international information

Expected benefits

- Wise strategic investment in educating Omani talent for tourism.
- Strong collaboration with selected universities

3. Main tasks to perform the work stream

- Develop the framework for the partnership agreements
Write the framework for the partnership agreements with overseas universities. Clarify admissions mechanism and criteria.
- Set up International Advisory Board
International Advisory Board should include 5 international experts representing three key sectors of tourism education, tourism consultancy and tourism industry and the regions of Middle East/Asia, Europe, Americas and Australia/Oceania where international best practices in tourism education can be found.
- Sign partnership agreements with selected universities and programs
Sign binding agreements with selected top universities that will participate in the program.
- Put in place the mechanism for program management
Set up an effective mechanism for running the program through the Office of the Strategy Manager with involvement of Sultan Qaboos University.

4. Deliverables

International Advisory Board membership list, list of universities to include in the program, partnership agreement document, document detailing the mechanism for program management, minutes of all meetings etc.

5. Critical success factors

- Expertise of chosen members of the International Advisory Board
- Quality of chosen overseas universities
- Robustness of program management mechanism

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Finance

Interactions with stakeholders

- Sultan Qaboos University Tourism Department

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	20,000	-	20,000	-	-	-

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Selected universities do not represent top tourism education internationally	The selection of universities to cooperate with will be made with advice from a carefully constructed International Advisory Board
2. Partnerships do not become active and remain 'on paper' only	The cooperation agreements that will be prepared will define in detail and in a practical manner the roles of the universities and all elements of the cooperation

**Work
stream
17.2**

Recruit and advise candidates

1. Work stream description

Recruit and advise candidates by matching the current and future needs of the Omani tourism sector with the best university programs and with the capabilities and aspirations of candidates.

2. Expected results and benefits

Expected results

- Perfect matching of candidates with the right university programs and the needs of the Omani tourism industry

Expected benefits

- Commitment to the tourism industry by candidates
- Meeting of current and future talent needs of the Omani tourism industry

3. Main tasks to perform the work stream

- Compile list of programs
- Advertise list of programs
- Receive and review applications from candidates
- Advise candidates on university and program choice
- Liaise with universities

4. Deliverables

- List of universities and study programs, application procedures and documentation, funding agreement

5. Critical success factors

- Close cooperation with Ministry of Higher Education
- Wide dissemination of information to prospective candidates
- Provision of necessary advice to candidates

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Higher Education

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	600,000	-	150,000	150,000	150,000	150,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Omani population is unaware of the program	Publicize it widely through schools and the awareness campaign
2. Candidates are unaware of options	Provide candidates with written (online) and verbal advice
3. Candidates are not supported by their families	Support program through the awareness campaign

**Work
stream
17.3**

Evaluate and award

1. Work stream description

Evaluate applications and award overseas study opportunities.

2. Expected results and benefits

Expected results

- Omanis receive the right education in top universities

Expected benefits

- The Omani tourism human capital base is developed strategically

3. Main tasks to perform the work stream

- Collect applications
- Evaluate application
- Award study opportunities

4. Deliverables

- List of awards made, list of awardees

5. Critical success factors

- Robust evaluation criteria
- Experienced evaluation team
- Effective collaboration with Ministry of Higher Education

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Finance

Interactions with stakeholders

- Sultan Qaboos University, Ministry of Higher Education

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	920,000	-	230,000	230,000	230,000	230,000

Funding sources	Source	Public	Private
	%	Ministry of Higher Education 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Award allocation is not based on merit	Stringent selection criteria is put in place

Initiative 18

Launch the Culinary Centers Special Program

1. Current situation

In recent years, gastronomy has become an indispensable element in order to get to know the culture and lifestyle of a territory. Likewise, gastronomy represents an opportunity to revitalize and diversify tourism, promotes local economic development and high quality jobs, and involves different professional sectors.

However, Omani Food is not adding value right now to the Oman Tourism proposal. Furthermore, a common misunderstanding in Oman is the belief that working in tourism means mostly working in hotels as a waiter.

2. Desired situation

The Culinary Centers program will provide to Oman a credible and authentic narrative of its culinary offering through the enhancement of the protection and recognition of the Omani Food, the professionalism of human resources and the consumer protection in order to increase visitor satisfaction.

Furthermore, this program will allow attracting and retaining Omani talent for the tourism industry and develop future leaders and executives.

3. Initiative description

The Culinary Centers will guarantee the continuity of Omani cuisine as a center for innovation in the future, which also implies the generation of high-level knowledge and the training of qualified professionals; promoting research and knowledge transfer among local cuisine professionals and business sectors and knowledge related directly and indirectly to gastronomy; and to achieve international projection.

Boosting technology transfer and innovation in sector companies is another of the center's great objectives, as well as the creation of new business initiatives and projects.

The center's lines of Research and Innovation in Omani Food and Gastronomy will be developed around the following: Omani Culinary Geography, Food Education and habits, Food social responsibility, Food trends, Innovation in business management in the sector, development of associated technologies and Food preparation, presentation and conservation.

4. Do Wells

- Technical level of the Project. The Culinary Centers big decisions regarding Mission, Vision, Competitive Strategy, Target Markets, Portfolio of products and services of the Centers, Strategic Goals, Business, Investment and Management Models, Feasibility Analyses, Infrastructures Planning and Development, Budgets, Branding, Marketing, must be based of rigorous and technical information.
- Analysis and diagnosis of the situation of the Omani Food, and identification of the keys of success for the development of this project.
- Active participation of main stakeholders (public and private) in the process of reflection and development of the Culinary Centers with a dual purpose: their technical contribution as experts in this field, and the opportunity to agree the big decisions of this project to implement the Centers successfully.

- Group of international experts. To attract a group of international experts in training, tourism industry and project management, to launch the bases of the Culinary Centers.
- To attract talented and well trained Omani human capital in this areas.

5. Key work streams to implement this initiative

18.1	Organize a team to manage the creation and development of Oman Culinary Centers (OCCs)
18.2	Conduct an assessment of Omani Cuisine
18.3	Develop a Business Plan for Oman Culinary Centers (OCCs)
18.4	Establish Culinary Centers in partnerships with top international culinary centers

6. Contribution of the initiative to achieving the objective

To ensure the implementation of the Culinary Centers of Oman, this initiative has to provide a basis for identifying the geography of the Oman Food, in order to define resources, products, culinary arts, recipes, producers, chefs, stakeholders that establish the cultural and culinary identity of this territory. Then, this initiative should help Oman to design the roadmap for the development of the Culinary Centers. In this regard, it is necessary for the actors operating in the destination to be involved in the definition and management of the centers.

This initiative must also help Oman to define the basis for the development of the business plan of the Culinary Centers (location, infrastructures, investment, management, human resources, etc.)

Therefore, it is important to conduct an inventory, collection and analysis of the available information available about Omani Food and to review international benchmarks in order to define the competitive strategy and the specific action plans of the Culinary Centers.

7. Benefits resulting from a successful initiative implementation

If the Culinary Centers are developed successfully, the whole tourism industry and residents will benefit from the increase of the quality of the Omani cuisine, which will result also in the satisfaction and average revenue per tourist. Culinary Centers will enhance the Omani cuisine as one of the tourist attractions of the country, and will allow increasing the prestige of tourism professionals, and attracting and retaining Omani talent for the tourism industry and develop future leaders and executives.

Moreover, Culinary Centers will consolidate a culture of quality and innovation in all sub-sector directly or indirectly involved with tourism.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

**Work
stream
18.1**

Organize a team to manage the creation and development of Oman Culinary Centers (OCCs)

1. Work stream description

Create a representative group of international experts in the fields of culinary arts, training, tourism industry and project management, and key players in Oman (chefs, culinary experts, education, etc.) to bring knowledge and priorities to the development of the Culinary Centers and give effective support to the Oman authorities.

2. Expected results and benefits

Expected results

- Involvement of international institutions and experts in the development and implementation of the Culinary Centers.
- Involvement of the culinary sector and tourism industry of Oman in the development and implementation of the Culinary Centers.
- Generation of more value for partners and industry.

Expected benefits

- Promote a plan for the creation and development of Culinary Centers aligned with the goals and objectives of Oman Tourism Strategy, market trends and performance, and to involve all stakeholders in the project

3. Main tasks to perform the work stream

- Create the Task Force for the creation and development of Culinary Centers. Invite 10 people representatives of Oman Culinary Arts, Tourism Industry, Education, etc.
- Set game rules and explain them. Prepare a summary document that clearly explains what is expected from each participant, the frequency of meetings, how to discuss issues and make decisions, etc.
- Appoint a Group Secretary. An executive from Oman will be appointed as secretary of the Task Force. The Secretary will be responsible for coordinating, summoning meetings, keeping track, etc.
- Create a group of international experts in the fields of culinary arts, training, tourism industry and project management to provide technical assistance to the Task Force and the Secretary.

4. Deliverables

- Group member's registry, Operating handbook, Minutes of all meetings, Papers of the international group of experts, etc.

5. Critical success factors

- Quality, prestige and pertinence of group members.
- Leadership capacity of the Secretary.
- Personal invitation from Highest Authorities.
- "Rewarding" mechanism.
- A good technical base: selection of the international group of experts.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Education.

Interactions with stakeholders

- Chefs, Culinary Experts, Training Programs.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	600,000	-	150,000	150,000	150,000	150,000

Funding sources	Source	Public	Private
	%	MoT 34% Ministry of Higher Education 33%	33%

8. Associated risks

Main risks	Mitigation measures
1. Representativeness of group members	Criteria for the selection of the group members
2. Leadership of the Secretary	Selection of an expert from Oman with skills in tourism, gastronomy and training programs.
3. Selection of the group of experts	Agreement with an international institution with prestige and experience in this area

Work stream 18.2

Conduct an assessment of Omani Cuisine

1. Work stream description

Assessing the Situation and Setting a Vision, Goals and Objectives, and preparing an Implementation Plan for the Enhancement and Development of Omani Cuisine.

2. Expected results and benefits

Expected results

- Inventory, collection and analysis of the available information about Omani Cuisine
- Definition of the Competitive Strategy of the Omani Cuisine
- Preparing an Action Plan for the enhancement and development of Omani Cuisine

Expected benefits

- Promote a plan for the enhancement and development of Omani Cuisine aligned with the goals and objectives of Oman Tourism Strategy, market trends and performance, and involving all stakeholders in the project

3. Main tasks to perform the work stream

- Create a group of international experts in the fields of culinary arts, cultural heritage and tourism industry and key players in Oman (chefs, culinary experts, etc.).
- 5 international benchmarks.
- Preparation of a complete and technically rigorous diagnosis of the Omani Cuisine.
- Definition of the Competitive Strategy of the Omani Cuisine.
- Definition of the Action Plan for the enhancement and development of Omani Cuisine.

4. Deliverables

- Plan for the enhancement and development of the Omani Cuisine.

5. Critical success factors

- Quality, prestige and pertinence of international experts
- A good technical base for the development of the plan
- Participation of the Omani chefs, culinary and heritage experts
- Collaboration of Departments of Culture, Agriculture and Fishing

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Ministries of Agriculture, Fishing and Culture.

Interactions with stakeholders

- Chefs, Culinary Experts,

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	150,000	-	50,000	100,000	-	-

Funding sources	Source	Public	Private
	%	MoT 60% Ministry of Higher Education 10%	30%

8. Associated risks

Main risks	Mitigation measures
1. Selection of the group of international experts	Agreement with an international institution with prestige and experience in this area
2. Selection of the group of national experts	Selection of experts from Oman with prestige and experience in culinary arts, cultural heritage and tourism industry.
3. Lack of collaboration of Oman stakeholders	Leadership of the Task Force for the creation and development of Culinary Centers

Work stream 18.3

Develop a Business Plan for Oman Culinary Centers (OCCs)

1. Work stream description

Preparing the Business Plan for the Culinary Centers.

2. Expected results and benefits

Expected results

- Definition of the Competitive Strategy of the Culinary Centers: Mission, Vision, Strategic Goals, Target Markets, Positioning.
- Definition of Training, Research and Innovation Programs of the Culinary Centers
- Analyses of Investment and Management Models for the Culinary Centers.
- Bases for the Infrastructures Planning, Development and Budgets of the Culinary Centers

Expected benefits

- Sustainable planning and development of the Culinary Centers aligned with the goals and objectives of Oman Tourism Strategy, market trends and performance

3. Main tasks to perform the work stream

- Create a group of international experts in the fields of culinary arts, tourism industry, project management and key players in Oman (chefs, culinary experts, etc.)
- 5 international benchmarks.
- Definition of the Competitive Strategy of the Culinary Centers
- Definition of the Implementation Plan for the Culinary Centers: Infrastructures, Investment, Management, Training and Innovation Programs, Branding, Marketing, etc.

4. Deliverables

- Business Plan for the Culinary Centers of Oman.

5. Critical success factors

- Quality, prestige and pertinence of international experts
- A good technical base for the development of the plan
- Participation of the Omani chefs, culinary and training experts
- Collaboration of Ministry of Education

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Ministry of Education.

Interactions with stakeholders

- Chefs, Culinary Experts.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	160,000	-	-	-	160,000	-

Funding sources	Source	Public	Private
	%	MoT 40% Ministry of Higher Education 10%	50%

8. Associated risks

Main risks	Mitigation measures
1. Selection of the group of international experts	Agreement with an international institution with prestige and experience in this area
2. Selection of the group of national experts	Selection of experts from Oman with prestige and experience in culinary arts, training, project management and tourism industry.
3. Lack of collaboration of Oman stakeholders	Leadership of the Task Force for the creation and development of Culinary Centers

Work stream 18.4

Establish Culinary Centers in partnerships with top international culinary centers

1. Work stream description

Establish Culinary Centers of Oman in partnership with top international culinary centers.

2. Expected results and benefits

Expected results

- Establishment of the Culinary Centers of Oman
- Involvement of international institutions in the establishment of the Culinary Centers
- Involvement of the culinary sector and tourism industry of Oman in the establishment of the Culinary Centers.
- Generation of more value for partners and industry.

Expected benefits

- Establishment of the Culinary Centers aligned with the goals and objectives of Oman Tourism Strategy, market trends and performance, involving international institutions and all stakeholders in the project

3. Main tasks to perform the work stream

- Selection of the location of the Culinary Centers
- Development of the Culinary Centers projects (building, infrastructures, equipment, etc.)
- Selection of the team of the Culinary Centers
- Negotiation with top international culinary centers
- Launching of the Culinary Centers

4. Deliverables

- Culinary centers project.
- Agreements with top international culinary centers.

5. Critical success factors

- Selection of the project management team of the Culinary Centers
- Leadership capacity of the Secretary
- Collaboration of all stakeholders of Oman
- Selection of the international institutions

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Education

Interactions with stakeholders

- Chefs, Culinary Experts, other Training Programs.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,800,000	-	-	-	800,000	1,000,00

Funding sources	Source	Public	Private
	%	MoT 30% Ministry of Higher Education 10%	60%

8. Associated risks

Main risks	Mitigation measures
1. Selection of the project management team	Agreement with international institutions and project management teams with prestige and experience in this area
2. Selection of the Culinary Centers team	Agreement with international institutions with prestige and experience in this area
3. Administrative and construction delays in the building of the Culinary Centers	Leadership of the Task Force for the creation and development of Culinary Centers

Initiative 19

Strengthen the Formal Tourism Training System

1. Current situation

According to the projections of the Oman Tourism Strategy, in the period of 2016-2020, the Omani tourism industry will have an annual requirement of 4,827 staff to receive technical training and mid-level specialized training. Of these, 4,000 will be Omani nationals. These figures reflect the fundamental change that is planned for the Omani tourism labor market whereby the proportion of Omanis in managerial jobs will increase and the proportion of Omanis in operational jobs will decrease.

Currently, with the exception of some of the internationally operated hotels, the Oman tourism industry faces a lack of professional competence to perform according to international operational and occupational standards. Service quality is poor the lack of consistent quality of service reduces the value to the visitors and affects the competitiveness of Oman as a unique tourism destination.

2. Desired situation

A strong formal tourism training system will deliver the right quality and quantity training that will result in a well-trained and motivated tourism labor force.

3. Initiative description

The strengthening of the formal tourism training system will result in the right quantity of trained and motivated tourism labor force capable to deliver exceptional experiences with a high level of service quality.

4. Do Wells

- Invite top international experts
Invite top international experts to participate in the tourism training curriculum review.
- Identify top training programs
The choice of training institutions to partner with is crucial for the success of this initiative.
- Set-up effective cooperation
Set clear roles and responsibilities for the institutional cooperation that can be made operational and enforced.

5. Key work streams to implement this initiative

19.1	Training needs assessment study and HCD plan
19.2	Improve training facilities (the “hardware”)
19.3	Review and update courses and curricula (the “software”)
19.4	Improve qualifications of teaching staff

19.5	Create international advisory boards for 2 tourism training institutions
19.6	Implement partnering programs with top international training institutions
19.7	Create an innovative training program for hotel supervisors and mid-management

6. Contribution of the initiative to achieving the objective

This initiative will help develop a better trained and motivated tourism labor force capable to deliver world-class unique experiences and first class service quality.

7. Benefits resulting from a successful initiative implementation

If the initiative is implemented successfully, the entire tourism industry will benefit from better skills and higher levels of motivation which in turn will result in a more competitive tourism industry.

8. Accountability

- Owner: Under review by the MoT .
- Sponsor: Under review by the MoT.

Work stream 19.1

Training needs assessment study and HCD plan

1. Work stream description

As the basis of future Human Resource Development on the short, medium and long term, both the pre-service vocational training and the in-service on-the-job training and upgrading, a detailed quantitative and qualitative needs assessment study is required.

Vocational training institutes train for jobs and do not train for unemployment. To plan training at vocational institutes a needs assessment is critical.

The training needs assessment will also study the required level of skilled staff needed for the various operational jobs. In-service on-the-job training will improve the skills, the knowledge and the performance.

The way all the assessed training needs for the various levels (management, middle management/supervisory, operational and specific crafts) will be satisfied will be reflected in the national HCD plan for the hospitality and the tourism sector.

2. Expected results and benefits

Expected results:

- A professional HCD plan to better understand the various level needs.

Expected benefits:

- A better alignment of the real needs with the professionals and the market.

3. Main tasks to perform the work stream

- Attract technical assistance and allocate budget to perform the training needs assessment study.
- Assess the quantitative and qualitative pre-service vocational and in-service on-the-job training needs for the short, medium and long term.
- Attract technical assistance to develop the HCC plan.
- Develop the HCD plan.

4. Deliverables

- Training needs assessment study
- HCD plan

5. Critical success factors

- Professional training needs assessment study
- Realistic and implementable HCD plan

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Administrative department, to support in the preparation of budget.

Interactions with stakeholders

- Ministry of Manpower: Cooperation, Ministry of Education: Cooperation, UNWTO: technical assistance.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	360,000	200,000	100,000	30,000	30,000	-

Funding sources	Source	Public	Private
	%	MoT 70%	Donor organization 30%

8. Associated risks

Main risks	Mitigation measures
1. Lack of available budget.	Relocate budget from other areas.
2. Lack of endorsement.	Involve the private sector.
3. Poor results of the assessment.	Select an excellent team of consultants with strong experience in training needs assessment.

Work stream 19.2

Improve training facilities (the “hardware”)

1. Work stream description

It is the aim that Oman will have some well-equipped hospitality and tourism vocational training institutes, preferably with regional dependences in the specific tourism development areas. These training institutes will train school-leavers and other new entrants for a potential job in the hospitality and tourism industry. To satisfy the formal pre-service training needs these institutes should be “centers of excellence” training according to the quantitative and qualitative needs of the industry.

To effectively train young Omanis (school leavers and other new entrants) for a potential job in the hospitality and tourism industry, depends not only of quality courses according to international accepted training standards (the “software” of vocational training), but also of quality training facilities, such as classrooms and practical labs to train practical skills and crafts (the “hardware” of vocational training).

A “center of excellence” in the hospitality industry consist of well-equipped practical kitchen labs to teach and instruct cookery crafts, hygiene conditions and cleaning skills, training restaurant to teach and instruct food serving skills and methods, a front office set up to teach reception and other front office skills and a housekeeping unit to teach housekeeping skills.

Most other knowledge and skills can be taught in well-equipped classrooms with all the necessary teaching equipment. A well-equipped computer lab is also strongly recommended.

2. Expected results and benefits

Expected results:

- Training facilities improved.

Expected benefits:

- Well-equipped teaching facilities, classrooms and practical training facilities will facilitate vocational training and create better professionals.

3. Main tasks to perform the work stream

- Attract technical assistance, specific expertise
- Review the existing state of all training facilities, including practical labs)
- Assess the needs for improvement
- Develop a plan for improving training facilities
- Decide on phasing and necessary budget

4. Deliverables

- Assessment report, Improvement plan and phasing, Budget estimates

5. Critical success factors

- General commitment to improve vocational training facilities

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Tourism - HR department, Ministry of Education, Administrative department, to support in the preparation of budget.

Interactions with stakeholders

- Ministry of Tourism - Funding and guidance, OHTA - support and assistance, International hotels management staff: expertise and advice.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	160,000	90,000	50,000	50,000	50,000

Funding sources	Source	Public	Private
	%	MoT 70%	30%

8. Associated risks

Main risks	Mitigation measures
1. Higher cost of opening than budgeted	Controlling
2. Lack of opening permission due to administrative /legal documents not achieved	Permission planning and controlling
3. Lack of available team to operate the office	Staff selection procedures activated with enough time

Work stream 19.3

Review and update courses and curricula (the “software”)

1. Work stream description

It is the aim that Oman will have some well-equipped hospitality and tourism vocational training institutes, preferably with regional dependences in the specific tourism development areas. These training institutes will train school-leavers and other new entrants for a potential job in the hospitality and tourism industry. To satisfy the formal pre-service training needs these institutes should be “centers of excellence” training according to the quantitative and qualitative needs of the industry. Types of courses must be according to the needs of tomorrow and training standards should be of international level. Training courses should include also special craft training courses (culinary skills) and should have a good balance between theory and practice (skills and knowledge).

2. Expected results and benefits

Expected results:

- An improved and innovative set of Tourism courses and curricula.

Expected benefits:

- A more competitive Tourism education system.

3. Main tasks to perform the work stream

- Review the existing types of courses, course structures, length of courses and curricula.
- Update courses, structures and curricula according to operational performance standards.
- Arrange accreditation of courses, certificates and diploma's.

4. Deliverables

- Improvement plan in line with the training needs assessment and the HCD plan.

5. Critical success factors

- Towards “centers of excellence”.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Education, National accreditation authority, Administrative department, to support in the preparation of budget.

Interactions with stakeholders

- Ministry of Education, Existing training institutes National Hospitality Institute NHI, Oman Tourism College, Sultan Qaboos University, External technical assistance: review and update, International hotel chains: performance standards.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	230,000	80,000	50,000	50,000	30,000	20,000

Funding sources	Source	Public	Private
	%	MoT 40% Ministry of Higher Education 50%	10%

8. Associated risks

Main risks	Mitigation measures
1. Higher cost of opening than budgeted	Controlling
2. Lack of opening permission due to administrative /legal documents not achieved	Permission planning and controlling
3. Lack of available team to operate the office	Staff selection procedures activated with enough time

Work stream 19.4

Improve qualifications of teaching staff

1. Work stream description

Aims to develop and improve the formal vocational pre-service education for the hospitality and tourism industry in Oman, is the further improvement of the qualifications of teaching and faculty staff.

Further train the teachers and practical instructors is probably the most important component of effective and efficient teaching process.

"Any course is as good as the teacher/trainer/instructor"

The most effective way to further improve the qualifications and the professional knowledge and skills of the teachers and instructors is to send them for training abroad to participate in short courses (up to three months) of well-known international hotel and tourism institute.

Existing hospitality teaching and instruction staff should regularly be practical exposed in international chain hotels in Oman and the region (Dubai) for one or two weeks, in order to keep up. Cooperation between the training institute(s) and the 5 star hotels is required. Not all staff have to be full-time.

2. Expected results and benefits

Expected results:

- To have better prepared faculty staff.

Expected benefits:

- A better teaching and instruction staff with adequate qualifications will facilitate training better professionals.

3. Main tasks to perform the work stream

- Assess the current qualifications of all teaching and instruction staff in the existing hospitality and tourism training institutes.
- Assess the need for additional teaching and/or practical instruction staff and identify the quantitative and qualitative needs.
- Identify possible (summer) courses to further improving qualifications abroad and select candidates (about 4 per year).
- Establish agreements between the institutes and international standard hotels to expose teaching and instruction staff for one or two weeks per year to the industry to keep up.

4. Deliverables

- Improve qualification teaching staff report.

5. Critical success factors

- Attract specific technical assistance expertise to carry out the assessments.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- HR department, Administrative department.

Interactions with stakeholders

- Ministry of Tourism, Ministry of Education, OHTA, International standard hotels and tourism establishments.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	225,000	150,000	50,000	25,000	--	--

Funding sources	Source	Public	Private
	%	MoT 100%	--

8. Associated risks

Main risks	Mitigation measures
1. Lack of involvement.	Perform a communications campaign.
2. No budget available.	Activate Fund collection mechanisms.

**Work
stream
19.5**

Create International Advisory Boards for 2 tourism training institutions

1. Work stream description

Create international advisory boards for OTC and NHI to guide tourism training development in line with international best practices and latest international trends to become Centers of Excellence in tourism training.

2. Expected results and benefits

Expected results

- Supplying of tourism training programs with international best practices and trend information.

Expected benefits

- Better informed development of tourism training programs.
- More attractive tourism training programs.
- Tourism training programs increasingly meeting the needs of the industry.

3. Main tasks to perform the work stream

- Create International Advisory Boards
Invite 2 international experts and 2 national experts for 2 training institutions (OTC – training section- and NHI) to serve on their Tourism International Advisory Boards.
- Set game rules and explain them
Clearly set out and explain roles and responsibilities of Advisory Board members.
- Organize annual International Advisory Board meetings
Organize annual 3 day meeting in April each year in Oman with comprehensive pre-prepared agenda and work program which is to be made available to Board members one month prior to the meeting.

4. Deliverables

- Advisory board membership list, roles and responsibilities document for board members, minutes of advisory board meetings.

5. Critical success factors

- Quality of experts invited
- Clarity of tasks to be performed
- Efficiency of planning and prior organization of the meetings

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Education
- Ministry of Manpower

7. Financial resources needed

Estimated cost (mill. USD)	Total	2016	2017	2018	2019	2020
	100,000	--	25,000	25,000	25,000	25,000

Funding sources	Source	Public	Private
	%	MoT 40% Tourism Training Institutions 60%	0%

8. Associated risks

Main risks	Mitigation measures
1. Advisory Board team is not experienced enough	Rigorous nomination and selection process
2. Advisory Board does not result in clear findings	Task of review and roles and responsibilities clearly defined
3. Advisory Board recommendations not implemented	Document outlining implementation process

Work stream 19.6

Implement Partnering Programs with top international training institutions

1. Work stream description

Establish a lasting working relationship with a well-known international hotel school and a well-known international tourism training institute in Switzerland, the Netherlands, United Kingdom, Austria, Germany or the United States, will give the opportunity to a range of exchange possibilities and to support with the improvement of curriculum development and teaching and instruction techniques. It will give the opportunity to exchange teachers and instructors and also of students and graduates. It will also give the institute a better image for school-leavers and new entrants to enroll. Support in lesson planning, certification, awarding systems, accreditation, etc. Most well-known international hotel schools and tourism training institutes offer international summer upgrading courses for managers and middle managers from other countries and often offer also scholarships. Include in the program OTC training section and NHI.

2. Expected results and benefits

Expected results

- Involvement of top tourism training institutions in developing and managing formal tourism training programs in Oman
- Lasting cooperation with well-known an international hotel school and tourism training institute to exchange teaching staff and students and receive technical assistance in curriculum development and teaching methods.
- Assistance to 2 Omani training institutions to become Centers of Excellence

Expected benefits

- More effective and attractive tourism training at two Centers of Excellence that are better aligned with international best practices and industry needs.

3. Main tasks to perform the work stream

- Draw up a list of top international training institutions
Draw up a list of top international tourism training institutions for the partnership program. Only include leading training institutions and programs and ensure wide geographical coverage across continents.
- Make the final selection of institutions and match them with the right Omani program
Set up a robust selection criteria for university selection, apply them rigorously, visit the shortlisted institutions and prepare the final list and matching.
- Set game rules
Prepare a summary document that clearly explain the scope of the partnership, the roles and responsibilities of each institution and the mechanism through which the agreement will be enforced.

4. Deliverables

- List of training institutions to cooperate with, signed partnership agreements, minutes of all meetings.

5. Critical success factors

- Quality of institutions chosen for partnership
- Clarity and enforceability of agreements

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Education, Ministry of Manpower

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	120,000	--	30,000	30,000	30,000	30,000

Funding sources	Source	Public	Private
	%	Training Institutions 60%	40%

8. Associated risks

Main risks	Mitigation measures
1. Partnership agreements remain on paper without being implemented	Clear rules of the game outlining roles and responsibilities of each party
2. Institutional partners not matching	Robust listing and selection mechanism

Work stream 19.7

Create an innovative training program for hotel supervisors and mid-management

1. Work stream description

Create an innovative training programs for hotel supervisors and mid-management utilizing existing training programs such as for example Lobster Ink.

The training program is to be delivered from the Oman Tourism College platform where the practical training element can be performed at international standard laboratories.

2. Expected results and benefits

Expected results

- Generation of highly trained hotel supervisors and mid-management

Expected benefits

- A better trained Omani and non-Omani human capital base capable and motivated to take up supervisory and mid-management jobs in the hospitality sector

3. Main tasks to perform the work stream

- Draw up a list of innovative hospitality training programs to review
Only include innovative hospitality training programs. An excellent example to consider is the Lobster Ink platform. The Lobster Ink course content is based around four pillars - International Skills, International Standards, Product Knowledge and Tailored Standards. The Lobster Ink International Skills portfolio was established in order to afford new levels of detail to the skills, procedures, and etiquette that underpin world class service offerings
- Review the training programs and select one or two for implementation
Select and sign contract with the one or maximum to programs/platforms.
- Set game rules
Prepare a summary document that clearly explain the scope of the partnership, the roles and responsibilities of each institution and the mechanism through which the agreement will be enforced.
- Align the selection with the Oman Tourism Strategy
When choosing the right training program(s), closely align the program areas and focus with the Oman Tourism Strategy's focus on experiences.

4. Deliverables

- List of programs, minutes of all meetings, contract(s) with selected program(s) or platform(s).

5. Critical success factors

- Quality of the program or platform chosen for cooperation
- Innovativeness of new program or platform
- Title and attractiveness of training program

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- Tourism private sector, Ministry of Manpower.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	200,000	--	100,000	100,000	--	--

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Program not attractive to tourism industry	Tourism private sector to be involved in the decision making process
2. Programs not receiving active input from partner	Partnering agreement clearly sets game rules

Initiative 20

Stimulate continuous professional development and on-the-job Training

1. Current situation

According to the projections of the Oman Tourism Strategy, in the 2016-2020 period annually 40,851 tourism industry employees require on the job and continuous training per year, of whom 6673 are Omani. The current situation of a lack of consistent quality of service offering value for money to the visitors, affects the competitiveness of Oman as a unique tourism destination. A similar pattern can be observed at managerial and supervisory posts where the lack of continuous professional development limits managers and supervisors' capacity and also limits their motivation to stay in the tourism industry.

2. Desired situation

A strong continuous professional development and on-the-job training system will deliver the right quality and quantity tourism human capital that will result in a well-trained and motivated tourism human capital.

3. Initiative description

Through a sector-wide effort for increased continuous professional development and on-the-job training program, improve the skills, attitudes and service performance of all existing staff currently employed in the tourism industry at all level and all disciplines to achieve a better trained and competitive workforce.

4. Do Wells

- Close alignment with current and new jobs and skill requirements according to Oman Tourism Strategy
The skills development must focus on the current and new jobs in line with the developments set in the Oman Tourism Strategy.
- Well-functioning Tourism Training Fund
The effectiveness of the Tourism Training Fund will be crucial to the success of this initiative.

5. Key work streams to implement this initiative

20.1	Establish the Oman Hospitality and Tourism Association (OHTA)
20.2	Create an Oman Tourism Training Fund (OTTF)
20.3	Develop a system of training standards
20.4	Build a national training team to coach trainers
20.5	Incentivize international hotel chains to engage in skills development
20.6	Deliver workshops with overseas benchmarking technical visits for public sector officials

6. Contribution of the initiative to achieving the objective

This initiative will contribute to the improvement of the quality of service in general, to a higher level of visitor satisfaction and thus to an increase of tourist nights and repeat visitors.

7. Benefits resulting from a successful initiative implementation

If this initiative is implemented successfully, the Oman tourism human capital will be better trained and motivated resulting in a significant increase in competitiveness of the Omani tourism industry.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 20.1

Establish the Oman Hospitality and Tourism Association (OHTA)

1. Work stream description

It has been proved in a large number of tourist destination countries that a sound Public-Private Partnership (PPP) in the hospitality and tourism sector, has a lot of mutual benefits. The private sector has to provide facilities and services and the public sector (the various ministries and government authorities) has to set rules and regulations. It is therefore important that there are well organized public and private hospitality and tourism organizations operating as partners where necessary and appropriate. Partners understanding and respect each other's objectives, roles, responsibilities and problems.

For this reason it is strongly recommended that the private hospitality and tourism sector is organized in a national hotel and tourism organization, the Oman Hospitality and Tourism Association (OHTA), a well-structured and organized association, with the various hospitality (hotels) and tourism enterprises (travel and tourism operators) as members.

OHTA should have different sections (chapters), according to the different industry interests and market segments, such as large hotels, small hotels, incoming tourism operators (including tour guiding), tourism transport operators, etc.

To satisfy the "what's in it for me?" aspect of the members, the association should initiate and coordinate various in-service industry training efforts. Any pre-industry formal vocational training will be the responsibility of existing training institutes. However the association can provide information to the pre-service vocational training institutes about the qualitative and quantitative demand for training graduates. This to avoid to train for unemployment by the institutes.

The board of OHTA preferably will consist of two representatives of the Ministry of Tourism, one of the Chamber of Commerce, two of large hotels, one of small hotels, three of the tourism trade (incoming or outgoing tour operators, travel trade, transport (Oman Air), tour guiding).

Funding of OHTA will be through:

- Membership fees to cover the cost for management and organization
- Provision of services to the sector. OHTA members get discount on training fees

2. Expected results and benefits

Expected results

- Improved and better organized continuous professional development and on-the-job training

Expected benefits

- Better trained and motivated tourism human capital base in Oman.

3. Main tasks to perform the work stream

- Develop statutes, organization structure, membership fee structure
- Develop and publish the profile of the General Managers with two staff
- Found the OHTA and start operation
- Promote membership

4. Deliverables

- Foundation document, membership list, minutes of all meetings.

5. Critical success factors

- At the start at least 10 founding members
- Public sector support OHTA
- Private sector support OHTA

6. Project team & interactions

Project team

- Under review of the MoT.

Interactions with other departments

- Finance.

Interactions with stakeholders

- Ministry of Manpower, Tourism private sector.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	75,000	75,000	--	--	--	--

Funding sources	Source	Public	Private
	%	MoT 60%	40%

8. Associated risks

Main risks	Mitigation measures
1. OHTA is not well received by industry	Industry consultation is conducted and fund benefits are made clear to tourism industry

Work stream 20.2

Create an Oman Tourism Training Fund (OTTF)

1. Work stream description

Develop and organize in-service training courses, it is recommended to establish a special training fund (Oman Tourism Training Fund OTTF). This fund can be fed by allocating a percentage (2-3%) of the existing tourism tax.

2. Expected results and benefits

Expected results

- Improved and well-funded tourism training

Expected benefits

- An international standard tourism training system supporting tourism industry development in Oman.

3. Main tasks to perform the work stream

- Devise an effective mechanism for the tourism training fund
Devise an effective and feasible mechanism for the tourism training fund. 2-3 % of the existing tourism tax of 17% is to be used for this purpose. The tourism training fund would contribute to both continuous and on-the-job training (70% of the fund) and formal training (30% of the fund).
- Set-up an effective and inexpensive collection mechanism
For the tourism training fund to work effectively, it requires an effective collection mechanism from tourism sector companies. A common mistake is to set up mechanisms where the management of fund costs anything up to 50% of collected revenues, which reduces the fund's ability to support training activities and erodes its reputation in the tourism industry.
- Set-up a fair and effective distribution system
Set-up a distribution system where 30% of fund revenues are spent to support formal tourism training, 70% of the fund is spent to support continuous training.

4. Deliverables

- Document detailing fund collection and distribution mechanism, minutes of all meetings.

5. Critical success factors

- Fund collection mechanism
- Fund distribution mechanism
- Ease at which contributions can be paid
- Transparency of fund allocation

6. Project team & interactions

Project team

- Under review by the MoT

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Manpower

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	70,000	70,000	--	--	--	--

Funding sources	Source	Public	Private
	%	MoT 50% Ministry of Manpower 50%	0%

8. Associated risks

Main risks	Mitigation measures
1. Fund is not well received by industry	Industry consultation is conducted and fund benefits are made clear to tourism industry
2. Fund does not collect sufficient funding	Fund collection mechanism is well planned and online payment system is implemented
3. Fund allocation is not well received by industry	Fund allocation is made in a transparent manner and with industry consultation

Work stream 20.3

Develop a system of training standards

1. Work stream description

In order to improve the quality of service in the hospitality and tourism industry in Oman to become more competitive to other destinations, it is important to develop occupational standards of performance in conformity with the internationally accepted occupational standards of performance. The competence is the ability to perform consistently the activities and duties within the occupation or function to the standard expected in employment. It is also the ability to consistently meet all the performance criteria with all the underpinning knowledge.

This is what we have to train for, in an equal balance of skills and knowledge. In addition to skills and knowledge, in the hospitality industry, we also have to train for attitudes and behavior.

The occupational standards of performance for the hospitality industry are universal and only depend of the level of the job and the establishment.

Based on the standard of performance and the competence of the employee to perform tasks, the training standards have to be defined. What are we training for?

The difference between the required training standards during pre-service vocational education and the in-service on-the-job training is that in the latter case the level of luxury and the level of performance is clear and in the first case it depend on the future job.

2. Expected results and benefits

Expected results:

- A system of training standards according to the industry benchmark.

Expected benefits:

- Improve the quality of services of the Tourism industry in Oman.

3. Main tasks to perform the work stream

- Adapt international occupational standards of performance to the Omani situation and the various levels.
- Identify the training standards for the different level of operation.

4. Deliverables

- Set of adapted international occupational standards of performance
- Set of training standards

5. Critical success factors

- Assistance of the international hotel chains and international tourism companies.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Education, HR department.

Interactions with stakeholders

- OHTA: support and coordination, Private sector establishments: support and advice, Training institutes: support and advice.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	170,000	20,000	60,000	30,000	30,000	30,000

Funding sources	Source	Public	Private
	%	100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Higher cost of opening than budgeted	Controlling.
2. Lack of opening permission due to administrative /legal documents not achieved.	Permission planning and controlling.
3. Lack of available team to operate the office.	Staff selection procedures activated with enough time

Work stream 20.4

Build a national team to coach trainers

1. Work stream description

A skilled and qualified workforce in the hospitality and tourism industry requires pre-service vocational education and continuous in-service on-the-job and upgrading training at all levels.

The highest multiplier effect will be achieved by training supervisors (middle-managers), department heads and managers, how to supervise, train and coach their staff. This is far more effective than continuous train all the operational staff directly. Supervising, training and corrective coaching staff is the main job of any supervisor/manager.

“Take away the trainer/coach of any sport team and stop every day training and the once learned skills will quickly disappear”.

The far majority of the existing supervisors lack these skills, in particularly lacking the on-the-job training skills. That is why a lot of operational teams underperform.

This initiative, probably being the most important initiative of successful competitive tourism development, includes a *“train the trainers to train trainers how to train their staff”* approach.

This initiative includes forming a national hospitality and tourism training team to deliver modular industry course on supervisory skills and in-house training techniques, to be trained through an international technical assistance project, which include the development of these train-the-trainer courses. The national training team should operate under supervision of the Ministry of Tourism and OHTA.

After their training, the team will deliver these training courses on a continuous basis to supervisors and managers. The training courses will not be longer than maximum two weeks and could have different structures (full day or half day or evening, according to availability of the participants).

The employers will be responsible for the (preferably low level) course fees for each participant. Members of OHTA will receive a serious discount on these course fees.

The national training team will be a top-quality team and will train according to internationally accepted training standards, as *“any course is as good as the teacher/trainer”*.

2. Expected results and benefits

Expected results:

- Better quality of the trainers.

Expected benefits:

- A well-trained and experienced national training team qualified to deliver industry training course on supervisory skills and in-house on-the-job training techniques to supervisors and managers of the hospitality and tourism establishments (hotels, small hotels, guest houses, tour operations, etc.).

3. Main tasks to perform the work stream

- Attract technical assistance to develop the training program for the training team
- Train the selected core trainers of the national training team and develop with them the training manual, cases, lesson plans and training material.
- Develop a training plan for the training team and promote their courses.
- Develop awarding system, certificates of attendance
- Start implementation of the training plan of the national training team.

4. Deliverables

Training materials, training plan and report.

5. Critical success factors

- Qualifications of the trainers of the training team and wide acceptance of the quality of the training team by the industry.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Administrative department, to support in the preparation of budget.

Interactions with stakeholders

- Ministry of tourism: Funding and guidance, OHTA.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	250,000	75,000	50,000	50,000	50,000	25,000

Funding sources	Source	Private	Public
	%	MoT 70% Other institutions 30%	0%

8. Associated risks

Main risks	Mitigation measures
1. Availability qualified trainers	Controlling
1. Reluctance of the industry.	Organize another training awareness conference

Work stream 20.5

Incentivize international hotel chains to engage in skills development

1. Work stream description

Create an incentive mechanism to encourage international hotel chains to engage in skills development.

2. Expected results and benefits

Expected results

- Involvement of international hotel chains in skills development
- Diffusion of international standard skills throughout the tourism industry

Expected benefits

- A better trained and motivated tourism human capital with international standard skills

3. Main tasks to perform the work stream

- Devise an effective incentives mechanism for international hotel chains
Devise an effective and feasible incentive mechanism for international hotel chains to be engaged in large-scale skills development that can cascade through the industry which will include investment benefits and funding from the Tourism Training Fund.
- Work closely with international hotel chains
Work in close partnership with the international hotel chains to set priority training area and to include overseas work experience in the training packages.

4. Deliverables

- Document detailing incentive mechanism, minutes of all meetings.

5. Critical success factors

- Develop effective incentive system for international hotel chains
- Close on-going cooperation with international hotel chains
- Linkage with investment rules and incentives

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- Ministry of Manpower

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	500,000	100,000	100,000	100,000	100,000	100,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
2. Incentives not well received by international hotel chains	Industry consultation is conducted and benefits are made clear to international hotel chains
3. Program runs out of steam	Regular liaison with international hotel chains and regular updates on program effectiveness
4. Reluctance to participate by employees	Employees incentivized for successful completion

Work stream 20.6

Deliver workshops with overseas benchmarking technical visits for public sector officials

1. Work stream description

The executive training program will be organized three times, once in 2016 and twice in 2017. Each time, participation will be capped at 10, 20 and 20, respectively, to ensure a highly interactive workshop delivery and to maximize the benefits gained from the overseas exposure visit. The program will be in two parts. Part 1 will be a 3 day interactive workshop where key concepts, methodologies and practical tools will be shared. Part 2 will be a 3 day tailor-made overseas exposure technical visit to a destination where best practice examples in tourism public sector management and PPP will be studied and experienced first-hand. Possible destinations to study are Spain, Canada, Switzerland, Australia or United Kingdom. The educational program will be developed and delivered by 2 international experts and 1 national expert. This will ensure knowledge transfer to 1 national expert in developing and delivering such program and will ensure that national conditions will be fully taken onboard.

2. Expected results and benefits

Expected results

- Transmit knowledge, skills and practical insight.
- Master a dual methodology of workshop and overseas exposure technical visit.

Expected benefits

- Strengthen the capacity of relevant tourism public sector officials both at the Ministry of Tourism and the Governorates.

3. Main tasks to perform the work stream

- Recruitment of two international experts and one national expert
This work stream will consists of three key steps of (1) search, (2) selection and (3) contracting. The search for the two international experts will be conducted internationally and will include search through professional databases and personal recommendations. The search for the national expert will be conducted nationally and will follow the same approach. Shortlisted candidates will be interviewed in person /via Skype/videoconferencing/telephone interview. The selection process will be conducted by a panel of at least three members of the OSM. The best experts for each post will be contracted.
- Development of workshop content material and plan for overseas exposure technical visit
The two international experts, together with the national expert will develop the workshop material and will plan the methodology and the detailed plan for the overseas exposure visit. The workshop material, including full presentation material and handouts will be prepared by the three experts and reviewed and approved by the OSM at least three weeks prior to the start of the workshop. The overseas exposure technical visit plan will go through the same process and will include detailed structured plan together with clear learning outcomes for each activity.
- Conduct of workshop
This work stream will see the delivery of a 3 day workshop for participants representing both the public and private sectors. The workshop will be run in a fully interactive manner and will be highly practical with a focus on sharing key concepts, methodologies and tools that participants can start implementing immediately after the workshop. The workshop will also include a networking platform which will facilitate participants from the public and private sectors to discuss and plan specific PPP projects.
- Conduct of overseas exposure technical visit
The 3 day tailor-made overseas exposure technical visit will be conducted approximately three weeks after the workshop. Participation will be limited to those who have completed the

workshop (measured as minimum of 80% participation time). The selection of the site of the visit will be discussed and agreed between the experts and the OSM. The site selection will be based on a pre-agreed criteria and will include such elements as successful tourism industry demonstrated by WEF Tourism Competitiveness Index and successful PPP projects in tourism.

- M&E of educational program and adjustment before program repeat

The program will run three times. After the first and second editions, the program will be evaluated by the three experts involved, the participants and by the OSM. Based on the results of these evaluations, the necessary adjustments will be made and implemented to subsequent editions to ensure continuous update and relevance to stakeholder needs and full support to the implementation of the Oman Tourism Strategy.

4. Deliverables

- Training program content material and presentations, overseas exposure visit plans, list of participants.

5. Critical success factors

- Well-planned content
- Well-planned overseas exposure visit

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Finance

Interactions with stakeholders

- Tourism private sector, OHTA

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	450,000	100,000	350,000	--	--	--

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Program content does not fit Oman Tourism Strategy implementation needs	Content is developed closely aligned with Oman Tourism Strategy
2. Overseas exposure visit does not fit with workshop content	Visit plan and content is developed to fit tightly with workshop content
3. Cost exceeds budget	Strict budgetary control

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Theme 6: Improve the Competitiveness Diamond

Strategic objective	KPIs	Target	Initiative
P Develop a system to improve sector's competitiveness	Number of competitiveness plans performed, for playgrounds (PG) and business models (BM)	<ul style="list-style-type: none"> 2016: National Plan 2017: 5 PGs & 4BM 2018: 5 PGs & 4 BM 2019: 5 PGs 	21 Create the National Tourism Competitiveness Management Unit (TCMU)
Q Promote a better Competitiveness Diamond	Number of improvements successfully promoted	<ul style="list-style-type: none"> 2016: 3 2017: 5 2018: 5 2019: 5 2020: 5 	22 Improve the Competitiveness Diamond
R Develop a competitive legal framework and regulatory system	<p>Number of regulations reduced, simplified and/or consolidated</p> <p>Reduction in time for licensing tourism projects and business</p>	<ul style="list-style-type: none"> 2016: 30% 2017: 50% 2018: 80% <ul style="list-style-type: none"> 2016: 30% 2017: 50% 2018: 80% 	<p>23 Update the Tourism Legal Framework</p> <p>24 Reengineer the Tourism Licensing and Approval System</p>

THEME 6: IMPROVE THE COMPETITIVENESS DIAMOND

Summary of initiatives and work streams:

21 Create the National Tourism Competitiveness Management Unit (TCMU)

- Operate the Tourism Management Competitiveness Unit (TCMU)
- Elaborate National and Local Competitiveness Plans
- Elaborate Competitiveness Plans for each Business Model

22 Improve the Competitiveness Diamond

- Follow-up and coordinate other relevant competitiveness programs
- Promote innovation, technology and best practices
- Elaborate a Tourism Infrastructure Program (TIP)
- Develop a Land and Sea Transport Program
- Set up an Air Transport Program
- Initiate a World Economic Forum Travel & Tourism Competitiveness Program

23 Update the Tourism Legal Framework

- Update the Oman Tourism Law
- Update ITC regulations and foreign capital investment law
- Create a Public Electronic Depository of Tourism Laws and Regulations

24 Reengineer the Tourism Licensing and Approval System

- Update the licensing and accommodation classification system
- Set up a One-Stop Shop for licensing
- Activate a licensing and classification support system

Initiative 21

Create the National Tourism Competitiveness Management Unit (TCMU)

1. Current situation

Competitiveness for destinations is the capacity to obtain superior performance compared with other top destinations. Competitiveness is key to attracting investments, which in turn, will generate employment and prosperity. Otherwise, investment slows and prosperity stops.

Oman lacks formal and specialized mechanisms to permanently promote favorable conditions for tourism competitiveness both at national and local levels (factor conditions; demand conditions; related and supporting industries; firm strategy, structure and rivalry). These conditions are indispensable for Oman's destinations to compete successfully in international markets. Without these conditions, the Government's goal of transforming the Tourism industry as a key engine in the post-oil economy scenario is jeopardized.

2. Desired situation

Favorable conditions for competitiveness are fostered in a permanent and efficient manner by the Administration, in close collaboration with the private sector based on professional planning. This planning effort is focused on the development of playgrounds (14) and business models (9).

3. Initiative description

This initiative elaborates a National Competitiveness Tourism Plan that covers the 14 playgrounds and nine business models, which comprise the Oman Tourism Strategy. It is pursued with the cooperation of all other entities of the Administration through a new National Tourism Competitiveness Unit in the Government.

4. Do Wells

- Establish a Tourism Competitiveness Unit with a clear framework.
- A clear framework definition should be established with key pillars to plan, coordinate and manage the permanent process of improving competitiveness.
- Position this Unit at the appropriate level in the Administration.
- The Unit Director must establish effective relationships with other leaders such as Undersecretaries, General Directors, and CEOs of the main public and private companies.
- Recruit public servants who are well-prepared for competitiveness and well-skilled in coordination, negotiation and achieving consensus-based agreements.
- Train a team to lead the Unit. A 100-hour program is advisable, which addresses subjects such as the tourism value chain, the competitiveness diamond, clustering of tourism offers, and destination management. The team should be especially competent in designing National and Regional Competitiveness Plans.

5. Key work streams to implement this initiative

- 21.1 Operate the Tourism Management Competitiveness Unit (TCMU)

21.2	Elaborate national and local Tourism Competitiveness Plans
21.3	Elaborate Competitiveness Plans for each Business Model

6. Contribution of the initiative to achieving the objective

This initiative will contribute to achieving the objective by establishing National, Local and business model Plans that set the priorities needed to develop favorable conditions for the competitiveness of the Tourism industry. Based on this, it will become easier to encourage specific improvements within the departments of the Administration.

7. Benefits resulting from a successful initiative implementation

The Competitiveness Plans (national, local and business model) will establish priorities and designate government departments that should be involved in implementation. In addition, by bringing together a broad range of stakeholders to elaborate these plans, the process will generate deeper knowledge, cooperation and awareness of the priorities and thus boost synergies.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 21.1

Operate the Tourism Management Competitiveness Unit (TCMU)

1. Work stream description

Establish a Competitiveness Unit in the MoT with qualified personnel, resources and leadership. The Unit will report to the Strategy Officer and have a clear mandate and action plan to improve Oman's Tourism Competitiveness. Through the Unit's actions, one KPI – Oman's ranking in the World Economic Forum's Travel and Tourism Competitiveness Index -- can be improved and key objectives of Oman's Tourism Strategy can be achieved. These actions will cover areas such as Marketing, Transport Infrastructure, Human Resources & Quality Assurance, and Enabling Legal Environment.

2. Expected results and benefits

Expected results

- Strengthen Oman's tourism supply chain and the competitiveness performance of enterprises.
- Strengthen tourism economic contribution indicators, i.e. international visitor expenditures, domestic expenditures, employment figures, foreign direct investment, the tourism balance of payments, taxation, ticketing and other possible revenue for the treasury.

Expected benefits

- Enhanced human resources productivity, quality of service and certification.
- Strengthened innovation and the use of ICT technology in the tourism industry.
- Reduced seasonality of Oman tourism.
- Ensure integration of tourism marketing and promotion with destination management practices.

3. Main tasks to perform the work stream

- Develop business support mechanisms and benchmarking activities to improve business performance.
- Consult with tourism industry and sector representatives to define priority business support needs for the period.
- Create support tools and resources that respond to global and sector needs and ensure that this support is easily accessible.
- Identify international best practice in tourism business management and disseminate to operators and managers.
- Create opportunities and platforms that facilitate benchmarking of key business processes.
- Introduce a "Tourism Business Excellence Award" based on International Criteria to promote and recognize better business practices and management in tourism organizations.

4. Deliverables

- Increased number of tourism enterprises serving international tourists.
- Increased number of internationally accredited and award-winning tourism enterprises.
- Increased number of partnerships with the private sector for destination management and promotion initiatives.
- Strengthened level of service for tourists and decreased complaints.
- Create an inclusive eco-system for tourism enterprise and investment, including joint ventures and partnerships.
- Strengthen Oman Air and land transport accessibility, transparency and quality.

5. Critical success factors

- The Competitiveness Unit should report directly to the Oman Tourism Chief Strategy Officer and periodically report to the Inter-Ministerial Commission of Tourism based on Key Performance Indicators and indexes of variables that can help track the performance of Oman's tourism competitiveness on national, regional and international levels.
- Effective communication and leadership.

6. Project team & interactions

Project team

- Under review by the MoT.

Interaction with other departments

- Marketing Department, Tourism Investment Department, Future Destinations Management Organization, Tourism Human Resources Institutions, Planning, Statistics, Information and Research, Regional Tourism Directorates and Quality Assurance.

Interactions with stakeholders

- National Chamber of Tourism, Professional Associations, Tourism Enterprises, Oman Air, Omran

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	750,000	150,000	150,000	\$150,000	\$150,000	\$150,000

Funding sources	Source	Public	Private
	%	MoT 43% SPC, Ministry of Commerce and Industry 57%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lack of necessary personnel to staff the Unit.	Recruit on the basis of potential and include immediate training on competitiveness.
2. Competitiveness Unit actions do not result in improvements.	Unit analyzes reasons for lack of improvements and attempts to

Work stream 21.2

Elaborate national and local Competitiveness Plans

1. Work stream description

Elaborate a national and regional tourism competitiveness plan focused on the clusters, playgrounds and supporting tourism sectors and products. The national tourism competitiveness program should be based on available human resources and certification. The program should help create an inclusive business environment, stimulate enterprise growth, develop tourism products and experiences and strengthen private sector associations. The program will also help create self-regulation frameworks and medium term regional tourism destination management organization and decentralization.

2. Expected results and benefits

Expected results

- Strengthen the Oman tourism supply chain and enterprise competitiveness performance on national and regional levels.
- Reduced seasonality of Oman tourism and extend tourists' length of stay.
- In the target regions, grow the number and quality of tourism enterprises i.e. destination management companies, tour operators, travel agencies, tour organizers, tour guides, restaurants, and suppliers etc.
- Regional tourism competitiveness plans in Musandam, Dakhiliyah, Sharqiya, Dhofar, etc.
- Enhanced human resources productivity, quality of service and certification.

Expected benefits

- Strengthened innovation and the use of ICT technology in the tourism industry.
- Strengthen private sector international and regional marketing intelligence and knowhow.
- Protect and promote national heritage handicraft producers through a national and regional "Made in Oman" certification and labeling program and marketing channels.

3. Main tasks to perform the work stream

- Elaborate national and regional tourism competitiveness plans in the target regions.
- Create technical support tools and resources that respond to global and sector needs and ensure that this support is easily accessible.
- Identify international best practice in tourism business management and disseminate to operators, services, suppliers and handicraft and artisan industry.
- Create plans for incubators or business parks with enabling environments for tourism and travel industry joint ventures, technology and knowhow transfer in the areas of innovation, technology, and creative industries that support experiences and playgrounds.
- Protect Omani handicrafts producers and artisans from fake local or imported replicas with a national certification and labeling system (Omani Authentic Heritage certification) including tariffs or fees on imported cheap imitation, technical assistance and marketing and promotion.

4. Deliverables

- Increased number of tourism enterprises serving international tourists.
- Increased number of internationally certified and award-winning tourism enterprises in the regions.
- Decentralized tourism destination management services in the tourism regions.
- An inclusive eco-system and incubators for tourism international joint ventures and partnerships.

- Strengthen regional brands and denomination of origin for heritage and natural foods such as Frankincense & Coconut (Salalah), Dates (Sharqia), Seafood or Omani Halwa.

5. Critical success factors

- Decentralization of tourism destination management services in key regions.
- Regional based vocational and technical assistance training institutions in tourism, handicrafts and supporting sectors.
- Engagement of private sector and local communities in planning and implementation. .
- Incubation or special zones for joint ventures or partnerships with tourism service providers and organizers.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Marketing Department, Tourism Investment Department, Future Destinations Management Organization, Tourism Human Resources Institutions, Planning, Statistics, Information and Research, Regional Tourism Directorates and Quality Assurance.

Interactions with stakeholders

- National Chamber of Tourism, Professional Associations, Tourism Enterprises, Oman Air, Omran

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	900,000	300,000	150,000	150,000	150,000	150,000

Funding sources	Source	Public	Private
	%	MoT 40% SPC, Ministry of Commerce and Industry 60%	0%

8. Associated risks

Main risks	Mitigation measures
1. Competitiveness plans deviate from national tourism development planning.	Ensure that the Competitiveness Unit and Planning Unit coordinate from the beginning of the planning processes.
2. Competitiveness plans lack the human and financial resources for implementation.	Competitiveness Director ensures that sufficient resources are available from the start.

Work stream 21.3

Elaborate Competitiveness Plans for each Business Model

1. Work stream description

Elaborate tourism competitiveness plans for each Business Model:

Relaxing vacations, touring and culture, nature and adventure, special interest, short breaks, festivals, day visitors and meetings/events. The national tourism competitiveness program in regards to the Business Models should be based on available human resources and certification. The program should help create an inclusive business environment, stimulate enterprise growth, develop tourism products and experiences and strengthen private sector associations. The program will also help create self-regulation frameworks.

2. Expected results and benefits

Expected results

- Plans for enhancing the competitiveness of each of the eight business models mentioned above.
- Actions on each plan that improve the quality and selling proposition of each business model.
- Stimulate suppliers to grow and build on each model.
- Reduced seasonality.
- Enhanced human resources productivity, quality of service and certification.

Expected benefits

- A more competitive tourism industry that is a sustainable source of employment and income growth.
- Higher quality tourism offers of international renown and reputation.
- Successful implementation of the “Made in Oman” certification that stimulates increased handicrafts production and employment.

3. Main tasks to perform the work stream

- Elaborate tourism competitiveness plans for each business model.
- Create technical support tools and resources that respond to the specific needs of suppliers in each business model and ensure that this support is easily accessible.
- Identify international best practice in tourism business management and disseminate to operators, services, and suppliers in each business model.
- Include the development of incubators for each business model that enable tourism and travel industry joint ventures, technology and knowhow transfer in the areas of innovation, technology, and creative industries.
- Include a system for protecting Omani handicrafts manufacturers and artisans from fake local or imported replicas with a national certification and labeling system (Omani Authentic Heritage certification) including tariffs or fees on imported cheap imitation, technical assistance and marketing and promotion.

4. Deliverables

- Increased number of tourism enterprises in each business model serving international tourists.
- Increased number of internationally certified and award-winning tourism enterprises in the regions in each business model.
- An inclusive eco-system and incubators for tourism international joint ventures and partnerships in each business model.

- Strengthen regional brands and denomination of origin for heritage and natural foods such as Frankincense & Coconut (Salalah), Dates (Sharqiya), Seafood or Omani Halwa.

5. Critical success factors

- Linking tourism destination management services in key regions to each business model.
- Regional based vocational and technical assistance training institutions in tourism, handicrafts and supporting sectors ensuring sufficient personnel for each business model.
- Engagement of private sector and local communities in planning and implementation for each business model.
- Incubation or special zones for joint ventures or partnerships with tourism service providers and organizers in each business model.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Marketing Department, Tourism Investment Department, Future Destinations Management Organization, Tourism Human Resources Institutions, Planning, Statistics, Information and Research, Regional Tourism Directorates and Quality Assurance.

Interactions with stakeholders

- National Chamber of Tourism, Professional Associations, Tourism Enterprises, Oman Air, Omran.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	600,000	200,000	100,000	100,000	100,000	100,000

Funding sources	Source %	Public	Private
		MoT 43% SPC, Ministry of Commerce and Industry 57%	0%

8. Associated risks

Main risks	Mitigation measures
1. Competitiveness plans for each business model deviate from national tourism development planning and competitiveness planning.	Ensure that the Competitiveness Unit and Planning Unit coordinate from the beginning of the planning processes.
2. Competitiveness plans for each business model lack the human and financial resources for implementation.	Competitiveness Director ensures that sufficient resources are available from the start.

Initiative 22

Improve the Competitiveness Diamond

1. Current situation

Oman has the fundamental components to be a more internationally competitive tourist destination. However, improvements are needed in what global competitiveness guru Michael Porter calls the “Competitiveness Diamond.” The “Diamond” is comprised of four main parts: 1) factor conditions, 2) demand conditions, 3) related and supporting industries and firm strategy, 4) structure and rivalry. Urgent improvements are needed in areas such as human resources, technology, regulations and licensing, innovation, infrastructure, and marketing.

Oman lacks the mechanisms to develop the components of the “Competitiveness Diamond” in a concerted, permanent and effective way. Consequently, it is challenging for the tourism industry to grow sustainably and compete more effectively in world tourism.

2. Desired situation

Oman is progressively achieving the best possible conditions for a more a competitive tourism industry. Through implementing the Competitiveness Plans developed in Initiative 21 in coordination with key public and private sector stakeholders, the country will become a more competitive higher quality destination. Close coordination, especially between MoT and other public administrations, is critical to ensuring maximum competitiveness.

3. Initiative description

The Tourism Competitiveness Unit must coordinate and follow up on the implementation of the National Competitiveness Plan.

- Intra-agency coordination is critical, thus between the Unit and other departments in the MoT.
- Inter-agency coordination is also critical, thus between the MoT and other Government agencies.
- Public-Private Partnerships are prioritized based on competitiveness potential and pursued accordingly led and/or coordinated by the Unit.
- Specific plans for competitiveness and actions based on the components of the Competitiveness Diamond are promoted with a broad range of public and private sector actors: Tourism Infrastructure Program (TIP).
- Land and Sea Transport Program.
- Air Transport Program.
- Etc.

4. Do Wells

- Each component of the Competitiveness Diamond is addressed through implementation of the Competitiveness Unit’s plans, especially focused on the adoption and integration of technology and infrastructure improvements, particularly related to transport.
- Implementation is monitored by the Unit based on World Economic Forum Travel & Tourism Competitiveness Index indicators that are matched, to the extent possible, with each component of the Diamond.
- Training and capacity building are provided to the Unit and other public-private sector stakeholders involved with maximizing and monitoring competitiveness.

5. Key work streams to implement this initiative

22.1	Follow-up and coordinate other relevant competitiveness programs
22.2	Promote innovation, technology and best practices
22.3	Elaborate a Tourism Infrastructure Program (TIP)
22.4	Develop a Land and Sea Transport Program
22.5	Set up an Air Transport Program
22.6	Initiate a World Economic Forum Travel & Tourism Competitiveness Program

6. Contribution of the initiative to achieving the objective

By using the Competitiveness Diamond as a framework for structuring implementation of competitiveness plans, Oman could achieve a higher level of global tourism competitiveness more quickly and effectively. And with increased competitiveness, the quality and value of Oman tourism increases, thus stimulating higher levels of spending, employment and business opportunities.

7. Benefits resulting from a successful initiative implementation

By successfully adhering to the Competitiveness Diamond as a framework for implementation, Oman will achieve higher quality results in each component of the Diamond. As a result, all stakeholders could potentially benefit. Visitors will benefit from higher quality experiences and a richer selection of offers. Local businesses will benefit from increased demand for their offers, as well as potentially more interest from investors. Government will benefit from realizing increased employment, especially among youth and women, increased tax and service fee revenue, and increased revenue to protect and preserve cultural and natural heritage.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 22.1

Follow-up and coordinate other relevant competitiveness programs

1. Work stream description

The Competitiveness Unit will be responsible for following up and coordinating with other national competitiveness programs and projects, especially in seeking opportunities for clustering and leveraging related value and supply chains in other service sectors, as well as manufacturing. These opportunities could be pursued with institutions and programs such as the following:

- Public Authority for Investment Promotion & Export Development (ITHRAA).
- Special Economic Zone in Duqm (SEZAD).
- National CEO Program.
- Public-Private Partnership Committee (SHARAKA).
- Institute of Capability Development (ICD).
- Oman Competitiveness Forum.

The Competitiveness Unit would coordinate with these institutions and programs in prioritizing travel, tourism and hospitality as a sector of choice for new leaders and CEO's, and new Public Private Partnerships. Partnerships would be pursued especially for investment, infrastructure, human resources development and certification projects.

The Unit would also encourage and promote bilateral free trade and double taxation agreements with potential tourism investment source markets. These agreements could include the Oman – USA Free Trade Agreement (FTA) and the GCC-Singapore Free Trade Agreement, as well as future trade negotiations with the European Union. Through these and other agreements, the Unit would pursue linkages that benefit both tourism and trade liberalization and help build cross-sector alliances and partnerships.

2. Expected results and benefits

Expected results

- Ensure that the tourism sector is a catalyst and contributor to the national competitiveness.

Expected benefits

- Benefit from incentives and initiatives for strengthening Oman's manufacturing and service industries in relation to tourism and travel.

3. Main tasks to perform the work stream

- Advocate for greater awareness of the importance of tourism competitiveness as both a direct and indirect contributor to other sectors. Ensure buy-in and support from national competitiveness programs and projects.
- Organize, participate in and/or sponsor key conferences and forums on Competitiveness, i.e. the Oman Competitiveness Forum and present the MoT Competitiveness Programs and Results.
- Establish a culture of enterprise and innovation across the tourism industry and supporting sectors through programs that help drive continual investment in new products and services.
- Encourage travel sector competitiveness to improve access and ease of travel in and to Oman, balanced with the need to adopt environmentally competitive standards and energy efficiency in the sector. Actions would include efforts to reduce carbon emissions and encourage the adoption of hybrid and clean energy technologies.
- Adopt and replicate quickly national certification quality and e-government programs and free zones. Included in these programs should be regulations to help create an enabling environment for enterprise competitiveness and the facilitation of licensing and MoT public services in the sector.

4. Deliverables

- A public-public partnership program to support the MoT competitiveness plan.
- Tourism becomes a key target sector in competitiveness projects and programs.
- Tourism induced sectors of suppliers and manufacturers endorsed for competitiveness strategies.
- Tourism competitiveness initiatives and programs presented at the Competitiveness Forum.
- MoT publishes annual reports on the competitiveness of a tourism-induced economy with data on the impact on growth and quality supporting sectors and services.
- MoT pioneers government institutions in adopting national competitiveness programs and e-government initiatives.
- Incentives, capacity building and certification programs for strengthening competitiveness on a national level that are applied to tourism and supporting sectors.

5. Critical success factors

- Support from national competitiveness programs and projects.
- Strong advocacy and communication with sectors that are stimulated by tourism growth.
- Quality reports and analysis on the economic and induced impacts of tourism on other sectors.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Marketing Department, Tourism Investment Department, Future Destinations Management Organization, Tourism Human Resources Institutions, Planning, Statistics, Information and Research, Regional Tourism Directorates and Quality Assurance.

Interactions with stakeholders

- National Chamber of Tourism, Tourism Enterprises, Oman Air, Omran, Travel Industry, ITHRAA, Duqm Special Economic Zone, Public & Private Partnerships Committee, Oman Competitiveness Forum.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	350,000	--	50,000	100,000	100,000	100,000

Funding sources	Source	Public	Private
	%	MoT 60% Ithraa 40%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lack of interest in tourism by the other sectors and associated institutions and programs.	MoT presents benefits of cooperation on competitiveness to the Inter-Ministerial Commission of Tourism. A "Tourism is Everybody's Business" campaign is conducted in cooperation with the institutions and programs listed above.
2. Insufficient quality of local supplies for the tourism industry.	Focus on those supplies and suppliers that provide the necessary quality, thus stimulating local competition.

Work stream 22.2

Promote innovation, technology and best practices

1. Work stream description

The Competitiveness Unit will be responsible for creating an innovation, technology and best practices program and fund with the aim of stimulating developments in these areas for the tourism industry. These developments would be especially focused on the adoption of travel-related internet and mobile applications for the increasing numbers of “free independent travelers” (FIT) worldwide. The increased use of technology and best practices will also enable better access to market intelligence that will assist the industry with improved product and service offers. Through Oman’s pioneering work in tourism intelligence, companies and visitors will both benefit from innovative ways of matching local supply with domestic and international demand.

2. Expected results and benefits

Expected results

- Support the Oman Tourism Strategy for Competitiveness.
- Development of products to support new vertical markets.

Expected benefits

- Strengthen Oman’s appeal as a destination and stimulate innovation and product development in tourism through the use of market intelligence and best international practices.

3. Main tasks to perform the work stream

- Create greater awareness of marketplace and customers trends. Use the market intelligence for the benefit of new and improved products and services.
- Better management of the quality of overall visitor experiences.
- Establish a culture of enterprise and innovation across the industry to drive continual investment in new products and services.
- Improve access and ease of travel in and to Oman, balanced with the need to protect the environment.
- Integrate marketing efforts based on a common brand. Focus on effectively using online information and sales channels for the industry. Emphasize tourism development that is sustainable –economically, socially and environmentally.

4. Deliverables

- Tourism Innovation Support Program.
- Tourism Innovation Group– industry leadership group. The unit or organization drives innovation.
- Tourism Innovation Toolkit Workshops -- facilitated sessions that bring together collaborative groups of businesses or in-house teams to develop new ideas and ways of working. Drive growth by using a range of tools to identify innovative opportunities based on market intelligence.
- Tourism Innovation Fund and technical assistance program
- Tourism market intelligence and best practices portal and e-magazine.

5. Critical success factors

- Support from industry and other innovation and research funds.
- Strong alliance with the ICT and Internet industry.

- Technical assistance and financial grants.
- Market intelligence to provide best practices and avant-garde content and state of the art industry innovation speakers and workshops.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Marketing Department, Tourism Investment Department, Future Destinations Management Organization, Tourism Human Resources Institutions, Planning, Statistics, Information and Research, Regional Tourism Directorates and Quality Assurance.

Interactions with stakeholders

- National Chamber of Tourism, Professional Associations, Tourism Enterprises, Oman Air, Omran

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	100,000	100,000	100,000	50,000	50,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Lack of interest in tourism by the technology providers and programs.	MoT presents benefits of cooperation on competitiveness to technology and innovation groups. A "Tourism is Everybody's Business" campaign is conducted in cooperation with groups.
2. Lack of MoT capacity to provide the level of market intelligence needed by the industry.	Conduct market intelligence needs assessment with the industry and involve them in the process of improving the intelligence collection and analysis.

Work stream 22.3

Elaborate a Tourism Infrastructure Program (TIP)

1. Work stream description

The TIP's objective is to secure high level strategic and financial support for key projects and clarify the precise roles of each stakeholder. A TIP that is supported across government is more likely to be delivered in a timely and cost-effective manner, and provide the forecasted benefits. Project proposals that have strong government backing are also more likely to attract private sector development. Assessment of proposals would be based on criteria to determine the highest economic, cultural and environmental benefits, as well as sustainability and competitive positioning.

2. Expected results and benefits

Expected results

- A higher rate of project approvals and delivery.
- Optimal usage of Omran's expertise as a master plan developer and asset manager.
- A clearly defined development approvals process that will be 'case managed'.

Expected benefits

- A shared strategic approach to the delivery of nationally and regionally significant projects in the shortest time possible.
- Improved competitive positioning.
- Proportional increase in FDI tourism investment.
- Reduced dependency on government funding and risk taking.

3. Main tasks to perform the work stream

- Develop the TIP framework and work plan.
- Design a MoT-Omran Memorandum of Understanding.
- Draft the Oman National Spatial Strategy (ONSS) in coordination with the Tourism Planning Unit.
- Develop executive approvals for significant projects.

4. Deliverables

- Broad scale five year plan backed by fine-tuned annual plans for each project in planning and/or development.
- Land zoning and permitted to maximize open cooperation.
- Up to five major projects to be approved and delivered by 2025.

5. Critical success factors

- Shared vision and coordination.
The first step is to reinforce the objectives and vision of the Oman Tourism Strategy to 2040. This will enable agencies to align their respective roles and responsibilities. There is also an opportunity for better consultation between agencies through a TIP Executive comprised of the Minister of Tourism, Minister of Commerce and Industry (MoTC), Head of the Supreme Planning Council (currently Omran's Chairman) and Omran's CEO.
- MoT – Omran Memorandum of Understanding.
A MOU would formalize how project planning, management and development, investor relations, and joint venture arrangements would be managed between agencies and Omran's subsidiary

companies. The MOU will lead to significant cost efficiencies and clear pathways for investors and development approvals.

- **Assessment process.**

All parties must agree on the criteria to assess project significance, value and levels of support needed to deliver the project on time. Criteria would include sustainability and the need to spread tourism benefits to as many regions as possible. The TIP Executive would recommend a portfolio of projects for each five year plan, and for which there would be a joint approach for funding.

- **Increase the proportion of private sector investment.**

The TIP program must create an environment for an increased proportion of private sector development in the sector. This will be possible through JV projects.

- **Development and ITC approvals.**

Endorsed projects will be promoted along with a clearly defined development approvals process, in most cases with respective agencies' seeking approvals in advance so that the potential for delay is reduced.

- **Tourism Land Bank.**

Land for future projects would be identified, documented and included in a tourism land bank managed by the MoT and Planning Unit. Land would be released under development agreements endorsed by the TIP and managed by the Planning Unit.

6. Project team & interactions

Project team

- Under review by the MoT.

Interaction with other departments

- MoT, SPC, Omran

Interactions with stakeholders

- Governorates, Community groups

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	6,000,000	1,000,000	2,000,000	1,000,000	1,000,000	1,000,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Omran uses its SOAC status to operate independently.	Invite Minister-level discussions.
2. Omran will commit to TIP provided MoT compensates for any commercial loss caused by MoT delays.	Invite Minister-level discussions.
3. The MoT not providing the SPC with site information or development plans under consideration.	Director General Planning to ensure close working relations with SPC.
4. Other investors may assert favored treatment for others.	Publish criteria and thresholds for Executive approval.

Work stream 22.4

Develop a Land and Sea Transport Program

1. Work stream description

The initiative is intended to ensure that:

- Investment in the sector prioritizes the integration of transport modes (land, sea and air), improved connectivity and compatible on-line booking systems.
- Transport companies are more closely linked to the travel trade.
- Wider socio-economic benefits are realized through increased integration and coordination.
- Cruise lines are involved with MoT on ground transport needs and shore excursion expansion.

The initiative requires the following from a travel and tourism perspective:

- Higher quality supporting infrastructure (e.g., serviced air conditioned lounges).
- Higher quality services (e.g., booking systems, updated schedules, travel Apps).
- Master planning of highway and roadway services.
- Improved buses - Current bus services provide basic economy travel only. With improved vehicles, high yielding fares will be possible.
- Development of fast rail - Fast rail services from 2018-19 will increase demand for complementary 'feeder' bus services from Muscat to regional areas.

Integrated land and sea transport system may offer other mutual advantages e.g., passenger travel insurance and sales systems.

2. Expected results and benefits

Expected results

- An integrated and improved transport system.
- A faster rate of improvement in transport services and assets.
- More travel options (self-drive discovery tours and short-breaks), including unique quality experiences.

Expected benefits

- An increased demand for travel to and within Oman.
- Boost in destination competitiveness.
- Greater economic and job opportunities for regional communities.

3. Main tasks to perform the work stream

- Formulate a Ministry of Transport Working Group on tourism.
- Implement a National Highways Plan in coordination with MoT
- Develop Road touring circuits

4. Deliverables

- The proposal has strategic outcomes for transport companies, but there are significant tourism outcomes as well. Subject to Group endorsement, the MoT would seek commitments to:
 - Inter-modal arrangements that streamline travel planning and booking, including shared terminal arrangements (bus-ferry, bus-rail etc.).
 - Include travel companies in MoT sponsored trade, media familiarization trips and exhibitions to strengthen the linkages between the travel trade and transport companies.

- Proposals to improve travel within Oman including:
 - ‘Closed’ shuttle bus services between Al Batinah and Musandam to exclude UAE passport checks for non-stop passage between Oman governorates,
 - Tendering existing and new regional coach services to the private operators. Performance-based contracts would specify driver qualifications, coach standard, terminal support services and on-line booking and sales systems.
 - Combined bus/ferry ticketed travel (e.g. Muscat-Masirah Island, Salalah-Masirah Island, fly/ferry Muscat-Musandam)
 - Business class coach services between Muscat and Nizwa, Muscat and Sohar and Muscat and Salalah.
- Confirmation of development sites and cluster components for highways (larger and greater levels of assistance and services) and roadways (basic services and support).
- Ten self-drive road tours originating from Oman’s major cities and the UAE. Each tour would be appropriately branded to convey distinct visitor experiences.

5. Critical success factors

This initiative relies on the MoT positively influencing the Ministry of Transport and Communications (MoTC) and transport companies to become more active in tourism by:

- Forming and participating in a tourism transport working group.
- The group (Undersecretary-Director General level) would have an operational focus on improving intermodal connectivity, encouraging transparent/common consumer-direct booking systems and developing links between the companies and travel wholesalers. Additionally, the Group would consider community-related initiatives.
- Travel experiences.

Land and sea travel experiences are not part of Oman’s tourism narrative even though ‘state of art’ fast ferries, a rail journey and even certain coach trips could offer unique value-based travel experiences in their own right. More experiential travel options such as these increase visitor length of stay and yield.
- Promotions, trade and media education.

Including transport companies in MoT media and trade familiarization programs to form links between the trade and transport operators, and to promote fast ferry services as part of the Musandam Peninsula and Masirah Island travel experience.
- Master planning visitor services and touring routes.

Planning for visitor information and interpretation centers should include consultation with travel companies. This includes consideration of transport ticketing and schedules, including the possibility of an ‘intermodal’ Oman Pass that could include, for example, bus and ferry services from Muscat to Masirah Island. Selected road touring routes should be branded and promoted for independent travelers.
- Road touring.

The completion of a quality national road system provides a unique road touring product in the Gulf. This needs to be complemented by documentation on self-drive discovery tours that can be promoted jointly by the MoT, Ministry of Tourism and hire car companies.
- Innovation.

The many ideas to build demand for public transport for Omanis and visitors should be explored e.g., the possibility of a ‘closed’ shuttle bus service between Tibat/Dabba (Musandam) and the boarder entry gate at Khatmat Malahah (Oman) would save up to four passport checks in each direction, and make Musandam more attractive to a wider range of packaged tours. Another is a single bus/ferry fare to/from Masirah from both Muscat and Salalah.
- Research.

To date, travel on land and sea transport has not been fully considered in tourism statistics, nor have transport companies had the opportunity to analyze tourism markets and trends. There is significant opportunity to exchange data and identify commercial opportunities.

6. Project team & interactions

Project team

- Under review by the MoT.

Interaction with other departments

- Marketing and Promotions – MoTC, Governorates, Supreme Council for Planning.

Interaction with stakeholders

- Coach companies, Oman Air, Oman Airports Management Company, Public Authority for Civil Aviation, Royal Oman Police (Customs), National Ferry Company, DMCs, Motoring travel channels.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	2,800,000	100,000	700,000	700,000	700,000	600,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Working group does not form.	MoT work directly to transport companies.
2. Proposals not supported by MoTC.	Invite Minister to Minister talks.
3. UAE companies continue to introduce competing coach lines and car hire services.	Competitor response by Oman including improved MoT and MoTC regulation and enforcement.
4. No government capital works funding.	Seek government endorsement to a private sector delivery model or for Governorates to sponsor the project.

Work stream 22.5

Set up an Air Transport Program

1. Work stream description

Policy reform would stimulate air services to and within Oman, boost the asset value of resorts and hotels through improved market access, and generate hundreds of quality jobs. The initiative takes advantage of Oman's impressive roll-out of international and regional airports, as well as relatively under-utilized military air strips and helipads that are near major attractions and resorts. Joint campaigns with Oman Air and selected carriers will build market share from targeted markets.

2. Expected results and benefits

Expected results

- Increased air services competition.
- Clarification of national policy on air services competition and procedures for new and expanded air services (RPT, Charter and tourism services).
- Policy approval for the entry of an Oman low cost carrier and Omani domestic carriers.

Expected benefits

- Boost tourism sector performance and growth.
- Increase in regional travel and visitation to Oman, including stop-overs.
- Competitive positioning and visibility boost in strategic markets.

3. Main tasks to perform the work stream

- Publish the Sultanate of Oman air services policy and procedures.
- Foster Oman Air synergies.
- Foster airline partnerships.

4. Deliverables

- Publicly available policy and procedures on which air services improvements can be perused.
- A comprehensive and highly competitive year-round set of campaigns to attract repeat and first time visitors to Oman on Oman Air. Also, the MoT and Oman Air may wish to consider joint market entry strategies e.g., China with the start of Oman Air's Muscat-Shanghai service.
- Competitive and cost-effective campaigns in strategic markets that are not served by Oman Air on a point-to-point basis.

5. Critical success factors

- Positively influencing the Public Authority for Civil Aviation (PACA), Oman Airports Management Company (OAMC) and Royal Oman Police/Military.
The MoT must form proactive relations with all agencies to urge support for more liberalized and responsive arrangements. The MoT must take the opportunity to urge for reform through inter-governmental discussions as part of the Oman Tourism Strategy vision (as it did for revisions to Tourism Visas).
- Oman Air.
The MoT and Oman Air have a shared objective to increase travel to Oman, there is no joint tactical marketing relationship. This is vital to realize the tourism vision.
- Destination Oman Tactical Working Group.

The MoT should reform the DOT Working Group comprising Oman Air, resorts and hotels so that Oman Air tactical campaigns can be fast tracked. This platform supports trade and B2C campaigns.

- Airline partnerships.

The MoT should build on the experience of many other NTOs and enter into cooperative marketing agreements and campaigns with selected carriers. This opens access to global sales and promotions networks and consumer targets. Campaign results reported by airlines are very useful for market studies and performance monitoring. The MoT should also encourage DMCs, resorts and hotels to list on airline holiday arms.

- Research.

Existing and new carriers welcome data exchanges and joint studies. These activities build trust that can lead to campaign proposals.

6. Project team & interactions

Project team

- Marketing Department based, with links to the Business department.

Interactions with other departments

- PACA, MoTC, OAMC, ROP (Air Operations and Customs), Oman Air and other selected airlines

Interactions with stakeholders

- Resort and Hotel Directors of Sales and Marketing

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	5,250,000	900,000	1,050,000	1,500,000	1,000,000	800,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. MoT does not have qualified and experienced staff for this task	Consider consultant services
2. PACA has concluded consultation on policy reform	Seek Minister to Minister talks with MoTC and PACA
3. MoT does not have the financial authority to commit funds in advance of campaign roll-out	Update financial authorities and accounting procedures with the Ministry of Finance

Work stream 22.6

Initiate a World Economic Forum Travel & Tourism Competitiveness Program

1. Work stream description

The Competitiveness Unit will create a World Economic Forum Travel & Tourism Index program and ensure that the index indicator “pillars” are woven into the Oman Tourism Strategy and monitored at least on a quarterly basis. The Unit will emphasize the most current and weakest index pillars, especially focusing on a lack of products and experiences (cultural resources and business travel), an enabling business environment for tourism and travel, country openness for travelers and air transport connectivity and infrastructure. The Unit will communicate these weaknesses and investigate the root causes to ensure that they are addressed by the stakeholders. If necessary, recommendations will be made to the Inter-Ministerial Steering Committee to strengthen destination management, seasonality, infrastructure, transport accessibility, visas and border procedures, as well as other issues that may be identified.

2. Expected results and benefits

Expected results

- Improve Oman's ranking in the World Economic Forum Travel & Tourism Competitiveness Report.

Expected benefits

- Sustain its ranking versus regional and international competitors and international benchmarks.

3. Main tasks to perform the work stream

- Monitor the Oman Tourism Strategy performance indicators and include these with the relevant WEF Competitiveness Index indicators. Address key issues relevant to Oman's ranking.
- Communicate key results and progress in addressing the key issues to strengthen Oman's tourism competitiveness to private sector and key stakeholders.
- Network and communicate with international tourism industry associations and organizations, such as WTTC, IATA, UNWTO, Arab Tourism Organization, major hotel chains, and global tour operators on the advances made in Oman's tourism sector and new initiatives to address them.
- Promote applications for international tourism certification and awards to industry stakeholders and encourage them to participate or adopt.

4. Deliverables

- Improved ranking of Oman in the WEF and addressing key weak indexes and pillars.
- Increase awareness of the key issues of Oman's tourism competitiveness ranking and build industry partnerships/alliances to address them.
- Periodic reports on the advancement of Oman's tourism competitiveness performance that enable stakeholders to build partnerships with MoT to address these issues relevant to quality and certification.

5. Critical success factors

- Ability of the Ministry of Tourism to respond to changes affecting Oman tourism would be strengthened if an independent Destination Marketing and Management organization were created. [From SW – where is this coming from? It seems disconnected from the above.

- The importance of creating partnerships and engagement with the private sector depends on organizing the sector in collaboration with tourism associations and other related entities such as the National Chamber of Tourism.
- Communication and leadership are crucial to raise awareness and buy-in from other government institutions.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Marketing Department, Tourism Investment Department, Future Destinations Management Organization, Tourism Human Resources Institutions, Planning, Statistics, Information and Research, Regional Tourism Directorates and Quality Assurance.

Interactions with stakeholders

- National Chamber of Tourism, Professional Associations, Tourism Enterprises, Oman Air, Omran.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	340,000	100,000	60,000	60,000	60,000	60,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Insufficient data to monitor the WEF pillars.	Use and build on existing data. Include capacity building to expand existing data.
2. MoT unable to respond to needs identified through the WEF rankings.	Focus on the highest priority needs, analyze the causes and decide on possible solutions through the Competitiveness Unit.

Initiative 23

Update the Tourism Legal Framework

1. Current situation

Oman's tourism legal framework is rapidly evolving and difficult to navigate for several reasons:

- The emergence over time of governmental functions from 1970, starting with core institutions being established with 'empowering' rights.
- Subsequent government functions mostly formed by 'single focus' legislation with fewer transitional clauses to other relevant legislation, other than by Ministerial Directions and regulations.
- Ministerial Directions directly or indirectly apply to tourism activities, events and projects that not are publicly available.
- The recent start to codifying Oman Law to provide a systematic and accountable check of legal powers and functions. The absence of codification can lead to inefficiencies and duplications in Regulations, by-Laws and procedures.
- The lack of 'open court' legal cases that are documented in detail and against which legislation and procedures are clarified.
- The lack of an updated compendium (Arabic and English language) of Royal Decrees, Omani laws and regulations, or Government/Ministerial Directions. As a result, documentation examined in this review includes unofficial translations into English.
- In addition, tourism is a relatively new sector for Oman and its development to recent times has necessitated a high degree of government intervention to 'shape' and 'guide' sector growth. Accordingly, tourism law to date is highly prescriptive and drafted with an 'operating' perspective in-mind, with less emphasis on industry standards, consumer protection and product development.

As a result, investors and operators are faced with complex and fragmented tourism legal and regulatory framework. The laws, regulations and executive orders are overly complex while at the same time some areas remain unregulated. This creates a barrier to investment and prevents the development of a healthy tourism business environment. At its formation, the MoT took responsibility for sector business regulation from the Ministry of Commerce and Industry and the incremental revisions since then have made the regulatory framework cumbersome. Regulations (e.g., accommodation grading, hospitality and entertainment, liquor licensing, tour guide assessments and approvals etc.) outweigh investment attraction and industry development. Furthermore, currently these laws, regulations and executive orders are not readily available for investors and operators to review and do not have official English translations.

2. Desired situation

Implement a streamlined legal and regulatory framework that is free from duplications, overlaps and gaps. The laws, regulations and executive orders are readily accessible to investors and operators through an electronic platform. Official English translations of the key laws, regulations and executive orders are also available.

3. Initiative description

The initiative will include the review, updating and streamlining of the tourism legal and regulatory framework. The Oman Tourism Law and of the ITC regulations will be updated and the initiative will see the setting up of a public electronic depository with all the streamlined tourism laws and regulations. This will involve implementation of a suitable electronic platform, collection of all laws and regulations, cancelling of unnecessary laws and regulations and development of new laws and regulations to stimulate tourism industry growth and facilitate investment and the provision of official translations key laws and regulations.

Key areas to be reviewed and updated are:

- MoT and Omran roles and responsibilities. The MoT and Omran are key to Oman's tourism competitiveness, but they operate independently and overlap in areas such as investment attraction programs, master planning and development processes. It is not in the MoT's or Omran's interest to let the blurring of roles and functions continue.
- Tourism investment law. The current Foreign Capital Investment Law provides general provisions, but does not contain tourism industry specific laws and regulations and there is a need for tourism specific laws and regulations.
- Air space for commercial services. Oman's air space is closed to small commercial aircraft with charters permitted on a one-off basis after an approval process that takes weeks. These restrictions are out of step as Oman makes record investment in airports and regional resorts where road access is problematical. Improved air access would increase visitation to regions, increase revenue and yield outcomes for resorts and hotels, increase the capital value of regional investments, and boost jobs.
- Freehold business rights outside ITCs. Freehold business rights would boost Investment in tourism accommodation, attractions and services. The requirement for foreign investors (outside of FTA signatories) to form partnership arrangements with Omani companies is regarded as too restrictive by some classes of investors. There is also concern that while foreign companies may enjoy 70% ownership, there is no effective control under usufruct obligations relating to property and business expansion, as well as the requirement to comply with Oman labor law.
- Support for a GCC Tourism Visa. Oman holds a neutral line on several GCC policy initiatives (e.g., forming a trade zone, common currency and Visa procedures). The introduction of a shared Tourism Visa has been promoted since 2008. A shared Tourism Visa would significantly ease travel to Oman, especially for road touring from the UAE which can involve expatriates being delayed for boarder passport processing. Travel between greater Oman to its Governorate of Musandam currently involves three separate check points. A fast rail service between the GCC and Oman increases the case for a shared Tourist Visa.
- Special measures for Musandam. Musandam's tourism situation is precarious. It is mostly exploited by the UAE travel trade that provide the vast majority of business and invest nothing in the destination. This situation will be exacerbated with the (a) construction of the Etihad Rail network to the Musandam and (b) the commencement of fast ferry services between Khasab and Qesham, Iran. Special measures to increase economic benefits relate to (a) fees for UAE travel trade, (b) air space liberalization for an Omani commercial air services operator providing scheduled air services between- UAE, Khasab and UAE-Dibba, (c) tourism development stimuli etc.
- Industry Insurance. Consideration needs to be given to minimum public liability insurance for several ranges of tourism companies etc. As well, industry and professional associations must be encouraged to lift standards and as a means to adopting internationally recognized codes or standards (e.g., ISO1400, 2600).

4. Do Wells

- Clearly define Ministry of Tourism's role
Clearly define the ministry's role vis-à-vis other governmental institutions, resolve jurisdictional overlap, strengthened decision-making capacity, define Ministry's mandate according to international best practices.
- Conduct thorough overhaul of the legal and regulatory framework
Avoid piecemeal changes, cancel overlaps and duplications and develop legislation and regulations where needed.
- Strengthen public private sector partnership
Strengthening the role of private sector & Public Private Partnerships: The law could allow further room for enhancing and activating the role of the private sector in management and growth of tourism resources and experiences and putting in place a modern system to regulate main professions to attain best practice standards in services.
- Develop bylaws

Bylaws development: improved bylaws will afford greater quality control in the tourism sector and improve how tourism professionals are regulated; it will create a transparent system for licensing and monitoring tourism practices and ensure that MoT utilizes the appropriate regulatory tools to improve competitiveness of Oman's tourism services.

5. Key work streams to implement this initiative

23.1	Update the Oman Tourism Law
23.2	Update ITC regulations and foreign capital investment law
23.3	Create a Public Electronic Depository of Tourism Laws and Regulations

6. Contribution of the initiative to achieving the objective

The reduction in the number of regulations, streamlining procedures and making the laws, regulations and executive orders accessible to investors and operators will stimulate investment and contribute to the creation of a dynamic and business friendly tourism business environment.

7. Benefits resulting from a successful initiative implementation

Updating the tourism legal and legislative framework will bring the Omani legal and regulatory environment in accordance with international best practices and Oman Tourism Strategy objectives. A more inclusive legislation will promote public-private partnerships, facilitate increased investments, and help improve standards and quality of products and services in Oman. It will create a transparent system and ensure that MoT utilizes the appropriate regulatory tools to improve competitiveness of tourism services.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 23.1

Update the Oman Tourism Law

1. Work stream description

Update the existing Oman's Tourism Law in a comprehensive manner to bring it in line with international best practices, create an enabling environment for the tourism industry and provide legal and regulatory support for the implementation of the Oman Tourism Strategy.

2. Expected results and benefits

Expected results

- Improved understanding of organizations, roles, functions, structure and processes for tourism in Oman.

Expected benefits

- Greater efficiencies in tourism business regulation and growth and a more competitive sector.

3. Main tasks to perform the work stream

- Comprehensive review of Oman Tourism Law

In general and according to international best practices, the tourism law should define a coherent organisational structure for public sector management of tourism in Oman including functions and powers of the Ministry of Tourism, Omran and the new Convention Bureau, set the framework for assistance for tourism projects, define a tourism enterprise, classify tourism companies, define types of tourist accommodation, define rights and responsibilities of tourism enterprises and define the tourism industry tourism funding mechanism.

The proposed amendments include:

 - upgrading tourism planning and policy (Article 3)
 - updating licensing requirements (6-7)
 - updating governance (8-10)
 - revision of resort and hotel registration and classification (13-17)
 - revision of tourism guidance to include indemnity cover (19)
 - as well as linkages to Oman's laws and regulations relating to Development Agreements for ITC's and real estate as they affect tourism.
- Cabinet submission for approval

This would seek approval to updated Tourism Law.

4. Deliverables

- Text of updated Oman Tourism Law, cabinet endorsement, official English translation

5. Critical success factors

- MoT acceptance
- Government approval

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Interdepartmental and Omran briefings.

Interactions with stakeholders

- Industry updates via briefing updates and newsletters, as appropriate.

7. Financial resources needed

Estimated cost (mill. USD)	Total	2016	2017	2018	2019	2020
	Incidental	Incidental	Incidental	Incidental	Incidental	Incidental

Funding sources	Source	Public	Private
	%	MoT 50% Omran 50%	0%

8. Associated risks

Main risks	Mitigation measures
1. MoT does not support machinery of government changes.	Highlight the cost of on-going regulatory performance.
2. MoT proposed incremental change.	Highlight the value of a one-step process.
3. Not supported by Omran Board.	Ensure Omran's Board is regularly updated and asked to support the proposed changes.

Work stream 23.2

Update ITC regulations and foreign capital investment law

1. Work stream description

Streamline ITC regulations and foreign capital investment law to speed government handling of application, provide a clear approvals process and stimulate investment.

2. Expected results and benefits

Expected results

- A clearly understood pathway for consideration and approval of ITC projects and a more favorable investment climate.

Expected benefits

- Efficient delivery of major investment, job creation and a more competitive tourism sector. The ITC law should be revised to include incentives to the developers and making sure that the viability of projects does not contradict with the principles of mixed use development with incentives to develop resorts, hotels and accommodation venues outside Muscat into the regions and emerging destinations.

3. Main tasks to perform the work stream

- Interdepartmental and Omran support for a revised ITC approvals process.
ITC development approvals processes are over complicated and come without guidance or obligation by government on timing of consideration.
- Tourism Law Interdepartmental Working Group.
Current governing laws and rules that apply to ITC involve several Ministries, with some requiring the prior approval of the MoT for example. Many other complexities arise from multi-departmental handling, delayed advice and complex financial models such as 'build, own, operate, transfer' (boot) applicants that are 'outside' the profile given in the Standard Development Application etc. Changes to approved master plans are also problematical. Agreement to parallel approvals process led and coordinated by the MoT need to be clarified in updated law.
- Review and update Foreign Capital Investment Law.
The current law is general and needs to have specific regulations related to the tourism industry.
- Cabinet Submission.
This may or may not involve separate law to the Oman Tourism Law.

4. Deliverables

- Cabinet endorsement for change, updated ITC procedures, new law.

5. Critical success factors

- MoT acceptance of the need for a change
- Omran backing
- Interdepartmental backing

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Interdepartmental and Omran briefings.

Interactions with stakeholders

- Industry updates via briefing updates and newsletters, as appropriate.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	--	--	--	--	--	--

Within budget allocation

Funding sources	Source	Public	Private
	%	MoT 50% Omran 50%	0%

8. Associated risks

Main risks	Mitigation measures
1. Omran does not support MoT leadership of ITC applications and JV negotiations	MoT-Omran Memorandum of Understanding sets out responsibilities and obligations
2. MoT proposes incremental change	Highlight the value of a one-step process

Work stream 23.3

Create a Public Electronic Depository of Tourism Laws and Regulations

1. Work stream description

Create public electronic depository of all effective tourism laws and regulations to make them fully accessible to investors and operators.

2. Expected results and benefits

Expected results

- Clear, streamlined and transparent legislative and regulatory environment.

Expected benefits

- A business friendly tourism legal and regulatory environment, increased investment and more competitive tourism industry.

3. Main tasks to perform the work stream

- Start the logistics of coordinating the platform creation
Liaise with the relevant MoT departments regarding the creation of the electronic platform for the depository.
- Definition of the structure and design
Define electronic platform structure, design and functions.
- Implementation of contents
Identify documents to be included and implement content upload.
- Official presentation of the platform
Launch the platform ensuring 100% functionality from the launch time and make other government departments, prospective investors and tourism operators aware of the depository and its functions.

4. Deliverables

- Depository platform with full content.

5. Critical success factors

- Technological excellence
- Functionality of the platform
- Completeness and correctness of documentation
- Awareness about the depository

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Interdepartmental and Omran briefings.

Interactions with stakeholders

- Investor and industry updates via briefing updates and newsletters, as appropriate.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	400,000	300,000	100,000	--	--	--

Funding sources	Source	Public	Private
	%	MoT 50% Omran 50%	0%

8. Associated risks

Main risks	Mitigation measures
1. MoT proposes incremental change	Highlight the value of a one-step process
2. Documents are not realized on time for sharing	Clear plan is implemented with strong control

Initiative 24

Reengineer the Tourism Licensing and Approval System

1. Current situation

At its formation the MoT took responsibility for sector business regulation from the Ministry of Commerce and Industry and since then incremental revisions have made the framework cumbersome, fragmented and time consuming.

2. Desired situation

A tourism licensing system that is transparent, streamlines, fast, user friendly and is based on the concept of One-Stop Shop with an active advisory service included.

3. Initiative description

Implement a comprehensive review and update of the tourism licensing and accommodation classification system and create an on-line One-Stop Shop function for applications and approvals with a related advisory service. This function would be included with Initiative 2 on Tourism Investment.

4. Do Wells

- Conduct thorough overhaul of the licensing and classification framework.
Avoid piecemeal changes, cancel overlaps and duplications.
- Technological excellence.
Ensure that the One-Stop Shop is implemented with technological excellence and full functionality.
- Awareness about the One-Stop Shop.
Ensure that stakeholders are fully aware of the availability and function of the One-Stop Shop.
Coordinate with MoT officials responsible.

5. Key work streams to implement this initiative

24.1	Update the licensing and accommodation classification system
24.2	Set up a One-Stop Shop for licensing
24.3	Activate a licensing and classification support system

6. Contribution of the initiative to achieving the objective

The MoT's current business model is well suited for sector establishment however the national imperative for tourism requires the MoT to transition to a proactive business development model. This will allow people and companies wishing to enter the tourism sector to do so faster, investors being more confident of outcomes, improved sector planning and policy, and sector wide benefits being achieved sooner.

7. Benefits resulting from a successful initiative implementation

The main benefits are greater efficiencies and certainly in investing in tourism. New arrangements will lead to the MoT investing more in industry development, investment attraction and business mentoring, all aimed at attaining the tourism vision more effectively.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 24.1

Update the licensing and accommodation classification system

1. Work stream description

Licensing of tourism businesses and enforcement would be managed by MoTC as it does for other sectors, and assisted by policy and guidelines provided and/or developed by the MoT.

2. Expected results and benefits

Expected results

- Streamlined procedures, updated operating standards and guidelines to for tourism businesses, and for these to assist business operations.

Expected benefits

- Quicker rate of industry development.

3. Main tasks to perform the work stream

Since 2000 there have been several reviews of resort/hotel accommodation classification for Oman. The most recent by Atout France considered accommodation using the European Hotelstars system in 2012. As well, Oman's 4 and 5 star branded operators promote their own ratings, as is the case in other jurisdictions.

The MoT must adopt and promote its preferred system for hotels, apartments and guest houses. This will assist accommodation planners and managers alike understand requirements.

4. Deliverables

- Cabinet endorsement for change.
- Updated policies and guidelines for business licensing.
- Accommodation classification templates for MoTC and Governorates.

5. Critical success factors

- MoT acceptance of the need for a change
- Omran backing
- Interdepartmental backing

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Interdepartmental and Omran briefings.

Interactions with stakeholders

- Industry updates via briefing updates and newsletters, as appropriate.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	--	--	--	--	--	--

Within budget allocation

Funding sources	Source	Public	Private
	%	MoT 50% MoTC 50%	0%

8. Associated risks

Main risks	Mitigation measures
1. Omran does not support MoT leadership of ITC applications and JV negotiations.	MoT-Omran Memorandum of Understanding sets out responsibilities and obligations.
2. MoT proposes incremental change.	Highlight the value of a one-step process.

Work streams 24.2

Set up a One-Stop Shop for licensing

1. Work stream description

Establish a One-Stop Shop (OSS) for tourism licensing. The OSS will take care of nearly every aspect of licensing and allow those seeking a tourism license to arrange all formalities through the One-Stop Shop. This will include obtaining general information on how to enter the tourism sector, detailed information of the application and approval processes and other matters such as labor requirements, together with the obtaining of all documentation, permits and payment of fees.

2. Expected results and benefits

Expected results

- Clarity on licensing processes and fees.
- Targeted advice.

Expected benefits

- More business friendly business environment.
- More vibrant tourism industry.

3. Main tasks to perform the work stream

- Staffing, systems and resources in place.
The OSS's success will rely on the quality of the appointed staff to build positive 'client' relationships, and their ability to manage the range and quality of print and web content (Arabic and English language).
- Accessibility and linkages.
Access to the shop would be via a dedicated 'landing page' on the MoT's web site. Linking the landing page to relevant government web sites is vital. The web site would have the ability to download relevant law, regulations and application forms.
- Licensing inquiries and feedback.
The OSS's web functionality must include the ability to respond to inquiries as well as to receive feedback on the efficacy of the system.

4. Deliverables

- User activated web-based information to make setting-up in tourism simpler, clearer and faster for the public and stakeholders.
- Directory of MoT roles, functions and services.
- Industry description, licensing rules and regulations, careers and openings, capacity building activities, advisory services, downloadable application forms, 'make an appointment' functionality and newsletter option.
- Over time, the OSS would be linked to the geographic information data base on the ONSS.

5. Critical success factors

- Design of landing page, the range and quality of content.
- Regular updating.
- Effective B2C operational performance.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Linkages to Omran and Governorates.

Interactions with stakeholders

- National Chamber of Tourism.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	640,000	150,000	250,000	80,000	80,000	80,000

Funding sources	Source	Public	Private
	%	MoT 50% MoTC 50%	0%

8. Associated risks

Main risks	Mitigation measures
1. Delay in securing staff.	Consultants to cover set-up phase.
2. Technical issues with MoT server.	Outsource URL/server.
3. Content supply.	Outsource.

Work streams 24.3

Activate a licensing and classification support system

1. Work stream description

The licensing and classification support system provides expert advice and in-house guidance for major proposals through the planning and approvals stages, and to ensure that project delivery targets are met.

2. Expected results and benefits

Expected results

- Better scoped and planned proposals that are attuned to the tourism vision.
- A higher rate of approvals success.
- Real-time tracking of applications.

Expected benefits

- Better informed private sector operators.
- Recognition of MoT's stewardship and mentoring.

3. Main tasks to perform the work stream

- Licensing and classification advisory team established.

The licensing and classification advisory team and OSS will likely be an investors first contact with the Oman government. The team/OSS's ability to assist and facilitate a key project is highly valued, especially for international investors with no background in Oman. The advisory team will also have proven communications networks and be able to guide the applicant objectively while maintaining neutrality.

- Support systems operating.

Drawing on the resources of the One-Stop-Shop the support system would be able to provide accurate information on how applications can be better managed through the process e.g., contact lists in Ministries. For each project deemed of high priority, a project liaison /contact officer will be identified.

4. Deliverables

- Improved stewardship and pro-active advice for licensing.

5. Critical success factors

- Human capital skills and understanding of the complexities of licensing.
- Effective B2C operational performance.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Linkages to Omran and Governorates.

Interactions with stakeholders

- Oman Chamber of Commerce.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	incidental	incidental	incidental	incidental	incidental	incidental

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Delay in securing staff.	Consultants to cover set-up phase.

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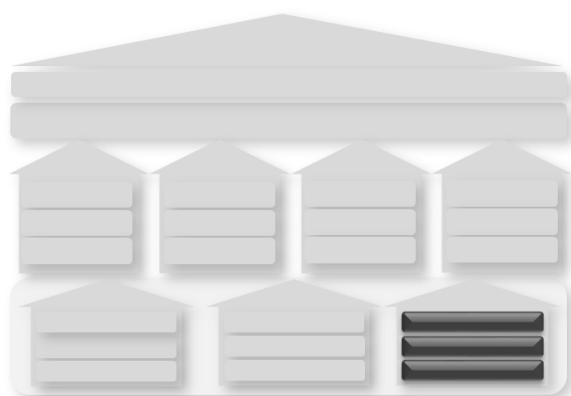
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Theme 7: Govern and manage the system

Strategic objective	KPIs	Target	Initiative
S Implement an efficient Tourism Governance System	% of the system implemented	<ul style="list-style-type: none"> 2016: 70% 2017: 90% 2018: 100% 	25 Set up a Tourism Governance System
T Implement a world-class Tourism Management System	% of the system implemented	<ul style="list-style-type: none"> 2016: 70% 2017: 90% 2018: 100% 	26 Implement an improved National Tourism Management System
U Implement a cutting edge Tourism Management Information System (TMIS)	% of the system implemented	<ul style="list-style-type: none"> 2016: 30% 2017: 50% 2018: 70% 2019: 90% 2020: 100% 	27 Reengineer the Tourism Management Information System

THEME 7: GOVERN AND MANAGE

Summary of initiatives and work streams:

25 Set up a Tourism Governance System

- Activate the Inter-Ministerial Commission of Tourism (IMCT)
- Set up specialized governmental Tourism Task Forces
- Activate the Office of the Strategy Manager (OSM)
- Reformulate the National Chamber of Tourism (NCT)

26 Implement an improved National Tourism Management System

- Reengineer the MoT
- Launch an integrated Oman's Tourism sector website
- Organize a yearly Oman Tourism industry forum
- Develop a National Media Program

27 Reengineer the Tourism Management Information System (TMIS)

- Set up the TMIS management board and team
- Design the TMIS Roadmap
- Identify, secure and implement sources of information
- Specify the content and development plan
- Implement an inbound tourism expenditure survey
- Develop a Business Intelligence Platform

Initiative 25

Set up a Tourism Governance System

1. Current situation

Governance is the way in which relevant tourism development decisions are made and who makes them. It means that power is wielded to make good and major decisions that have an effect over the tourism sector and reinforces leadership.

Implementation of the Oman Tourism Strategy is a complex process that requires a lot of effort and cooperation by a variety of key actors both from the public and private sectors. This means it needs less government and more governance.

Oman's tourism current governance system is complex which makes it difficult for the Government to address the broad spectrum of challenges faced by the national tourism industry.

2. Desired situation

Oman has implemented a competitive and efficient governance system that sets and guides the rules and mechanisms for a common tourism policy, as well as the business strategies to pursue it, by involving all relevant institutions and individuals.

3. Initiative description

Provide a solid framework for leading and partnering with the country's tourism industry, for streamlining the environment and for maximizing the effectiveness of inter-agency and public-private sector collaboration, through a new Tourism governance system.

The Tourism governance system will be led by the Ministry of Tourism, in a context of involvement and exchange between Government bodies and relevant stakeholders, thus enabling sustainable and accountable decision-making processes.

4. Do Wells

- Establish a "Good Governance" model.
A fair and successful governance model is acknowledged and ruled by principles of accountability, transparency, responsiveness, equitableness, participation, efficiency and effectiveness.
- Build consensus and foster exchange among stakeholders.
Governance relies greatly on credibility, confidence and reputation. Hence, accomplishing the governance leadership role depends to a large extent on achieving the right consensus on vision, goal, strategies, objectives and plans for the destination.
- Encourage partnerships, joint strategies and collaboration among public and private sectors.
Boost the territorial business and product development through partnerships. Foster active participation and reinforce industry networks and associations so that they become more effective partners for the MoT.
- Consider the context of community expectations, values and aspirations.
Economic development by itself does not lead to healthier, happier and more sustainable communities. To ensure this outcome, it is essential to broaden the scope of the destination governance to include not only the business needs but also the community expectations, values and aspirations.
- Communicate clearly.

As the direct performance of a Governance system is difficult to measure, it is important to communicate effectively the policies and results within both the external and internal audiences.

- Define adequate organization and leadership.
Set the direction for a “Good Governance” system, ensure the necessary resources and define an action-oriented team with clear guidelines for efficient and effective decision-making and communication processes.
- Use an efficiency and efficacy criteria.
Maximize the existing entities and work units and streamline the management of public authorities.

5. Key work streams to implement this initiative

25.1	Activate the Inter-Ministerial Commission of Tourism (IMCT)
25.2	Set up specialized governmental Tourism Task Forces
25.3	Activate the Office of the Strategy Manager (OSM)
25.4	Reformulate the National Chamber of Tourism (NCT)

6. Contribution of the initiative to achieving the objective

This initiative will contribute by providing Oman with a much more efficient governance system (better decisions, better consensus, and better leadership) which will help in implementing the Tourism Development Plan in a much quicker and effective way. This will be done with the following mechanisms:

- Greater consensus among key actors in relation to the objectives and strategies for tourism development.
- Greater support to the Plan and shared complicity about it, from the key stakeholders.
- Higher quality (technical and operational) in the decisions which will favor the successful execution of the Plan

7. Benefits resulting from a successful initiative implementation

- The Tourism Strategy implementation process will be eased and strengthened.
- The efficiency and responsiveness to market trends will increase.
- The level of communication and collaboration among industry partners will be strengthened.
- The MoT’s responsiveness to stakeholders and citizen needs will be more efficient.
- The competitiveness of the tourism industry as a whole will be increased.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 25.1

Activate the Inter-Ministerial Commission of Tourism (IMCT)

1. Work stream description

Create the Inter-Ministerial Commission of Tourism (IMTC), as the highest coordination and meeting point between the different Ministries affected by and involved in the development of the Oman Tourism Strategy. Its main objective is to create strong consensus, a sense of priorities, maximize cooperation regarding tourism activities and improve resource efficiency to boost and enhance the Strategy for the next 10 to 20 years.

The Commission will coordinate and observe the implementation of the Oman Tourism Strategy, meeting on a regular basis to monitor the progress towards reaching the targets. Through its members and relevant competent authorities, it will be the decision body regarding the evaluation of the Tourism Strategy.

2. Expected results and benefits

Expected results

- A highly efficient, coordinated and collaborative approach to the new tourism scenario.
- A critical component of the Governance system of the tourism industry in Oman.

Expected benefits

- A comprehensive follow-up of the new Oman Tourism Strategy.
- High-level political intervention, if required.
- Road map boosted.

3. Main tasks to perform the work stream

- Define the composition, scope of activities and meeting schedule of the Inter-Ministerial Commission. The Commission will be established and formed taking into consideration the nature, functions and organizational body that each member represents. The Commission will work in plenary, standing committee and, when appropriate, through the establishment of specialized task-forces (see work stream 25.2). The following are examples of Ministries that can be part of the IMTC: Foreign Affairs and Cooperation, Finance and Public Administration, Internal Affairs, Education, Culture and Sports, Employment and Social Security, Agriculture, Food and Environment, Economy and Competitiveness, and Health, Social Services and Equality.
- Inform the Members on objectives of the IMTC, the scope of activities and the frequency of meetings. The contribution of each Member in the Commission depends on their domain of activity and functions. The Commission will be organized and structured according to the needs of the sector. The speakers designated by each Ministry will have rank of Secretary of State or Sub-secretary and shall be appointed by the special impact that their competencies have on the tourism industry.
- Create the "Secretariat" of the IMTC and assign the corresponding services to the Office of the Strategy Manager. Undertake an official presentation of this new Commission. Carry out a press conference and inform on various media about this new body in charge of coordinating the performances of the various Ministries involved in the implementation of the OTS.

4. Deliverables

- Document containing the composition, role, scope of activities and meeting system.
- Decisions made by the IMTC distributed very selectively.
- A press conference after each meeting of the IMTC.

5. Critical success factors

- Ensure that the IMTC will be presided by the equivalent of the Prime Minister
- Encourage attendance to make sure that at least 80% of the Ministers are present.
- Try to have a majority of decisions made, first have been agreed upon by the Inter-Ministerial Commission of Under-Secretaries and when it applies, include the sector's key players.
- Control that the IMTC decides at least 3 relevant subjects.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Other Ministries.

Interactions with stakeholders

- High Authorities of Governmental Authorities.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	40,000	20,000	20,000	--	--	--

	Source	Public	Private
Funding sources	%	MoT 30% Ministries involved in the Inter-Ministerial Commission 70%	0%

8. Associated risks

Main risks	Mitigation measures
1. The Ministers do not attend the meetings.	The presidency falls on the Prime Minister or equivalent. The Minister of Economy and Competitiveness is also suitable.
2. The Ministers take time to implement the decisions that relate to them.	The IMTC reports its progress briefly every quarter and once a year in further detail to the Tourism Industry Forum.

Work stream 25.2

Set up specialized governmental Tourism task forces

1. Work stream description

These Task Forces will propose programs and/or solutions to relevant problems that can have an impact on a competitive development of Oman's tourism industry and competitiveness diamond. The output of their work is to be shared with the ITC, the National Chamber of Tourism and high authorities of the governmental bodies involved.

It will merge Government representatives, key industry actors and related sector members and it is recommendable to have between 8 and 15 members in total.

The task forces can be established as a permanent group (i.e. infrastructure) or ad-hoc (i.e. reform of a particular tourism law), for time-bound and specific issues.

2. Expected results and benefits

Expected results

- A support and advisory group to ease and fast track the duties of the Inter-Ministerial Commission of Tourism, the high levels of the Administration and the Industry.

Expected benefits

- A better coordination of efforts and leveraged synergies, as an added value for the successful development of the Strategy.
- A better diligence and agility in decision-making processes.
- An improved level of collaboration and cooperation among the different players.

3. Main tasks to perform the work stream

- Establish the necessary Task Forces, the rules of the game, scope of activities and inform its members. The following are some Task Forces suggested to be created in 2016: air transportation and airports, immigration and visas, new tourism law, planning of Playgrounds (clusters) and sites, SMES promotion, Human Resources, competitiveness, etc.
- Assign a General Manager from the MoT (or from other Ministries) to each Task Force and a Deputy managing officer to act as the secretary of each Task Force assuming responsibilities of activity management for each one.
- Publish every quarter a progress report of all the duties performed by each Task Force and a detailed annual report with all tasks consolidated.

4. Deliverables

- Document with the rules of the game and scope of activities of each Task Force
- Minutes of the meetings.
- Special reports prepared by the different Task Force teams.
- Quarterly report with conclusions and proposals.
- Consolidated annual report.

5. Critical success factors

- Select accountable, dedicated and supported cross-functional teams with a skilled leader.
- Adopt a collaborative approach to set directions and solve problems.

- Involve the stakeholders, as it guarantees efficient policies and a wider participation and commitment.
- At least once per year a Task Force meeting will be held chaired by highest authorities and always under the presidency of a General Director.
- Hire qualified experts and consultants to give advice on the Task Force duties and deliver technical reports with high quality standards.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- High authorities of Governmental bodies, National Chamber of Tourism.

Interactions with stakeholders

- Non applicable.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	405,000	75,000	75,000	75,000	90,000	90,000

Funding sources	Source	Public	Private
	%	MoT 30% Ministries involved in the Inter-Ministerial Commission 70%	0%

8. Associated risks

Main risks	Mitigation measures
1. Not achieving cohesion in a highly transversal tourism sector.	Positive leadership from the General Director and highest authorities.
2. Low attendance and involvement.	Clear rules of the game. Clear rewards and "penalties" system. Very efficient Secretariat.
3. Low level and quality of discussions and proposals.	High status level of members of the Task Force. Top level key note speakers in key meetings. Efficient role of the President of the Task Force Strong leadership from some key members (public or private)

Work stream 25.3

Activate the Office of the Strategy Manager (OSM)

1. Work stream description

The Office of the Strategy Manager (OSM) will oversee the development, alignment, implementation, and management of the Oman Tourism Strategy in order to meet the Vision, reporting directly to the Highest Authorities. More specifically, the OSM will:

- Serve as a central function that ensures that the Ministry of Tourism (MoT) sustains its focus on strategy – from development to execution – by integrating strategy-focused concepts, principles, and best practices into the making, pace and processes of the organization.
- Provide an integrated approach to the strategy management process that bridges traditional functional domains such as Finance, Business Planning, HR and Performance Management.
- Drive performance management through Balanced Scorecard (BSC) reporting and Strategy Review Meetings at different levels within the Ministry of Tourism
- Ensure integration of governance systems to the strategy management process throughout the Ministry of Tourism and Inter-Ministerial Commission for Tourism.

2. Expected results and benefits

- Better efficiency in executing the strategy
- Improved / increased /enhanced stakeholders involvement
- Reduced failed strategy projects
- Align organization with the strategy

3. Main tasks to perform the work stream

- Launch the OSM. Agree on the role, scope and outcomes. How and where the OSM will fit within the MoT should be determined (roles, responsibilities, organizational structure...)
 - Establish the strategic processes: strategy planning, alignment, strategy performance management, initiative management, strategy communication and change management, strategic learning, best practices and knowledge sharing
 - Plan the implementation of the OSM. Once the purpose of the OSM has been determined, an execution plan should be prepared, identifying resources and timelines.
 - Approve OSM management model and its business processes and procedures. An OSM management model should be agreed, including reporting mechanisms, strategic project or approval processes.
- Review the OSM Performance. Mechanisms to regularly review the performance of the OSM (yearly) should be established. During the execution of the OTS, MoT organization become more mature, new methodologies will emerge and structures will evolve, so the role and scope of the OSM should change as well.

4. Deliverables

- Strategy communication documents.
- Quarterly reports to monitor performance.
- Minutes of the meetings.
- Technical assistance reports.
- BSC reports
- Project Management reports of service delivered.

5. Critical success factors

- Adequate profile of the strategy manager and its main team.
- Deliver top level education and training to the team.
- Very easy access to His Excellency the Minister of Tourism.
- Strong and transparent cooperation with Her Excellency the Undersecretary.
- Access to a top level team of advisors, consultants and experts.
- Launch the Strategy implementation Support Unit and the Single Point of Contact in each Directorate

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- All departments in the MoT involved in OTS.

Interactions with stakeholders

- Inter-Ministerial Commission of Tourism

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	7,500,000	1,000,000	2,000,000	1,500,000	1,500,000	1,500,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Not being able to communicate the Strategy clearly.	Wide diffusion of the strategy content A minimum of 30 specific workshops for Strategy presentation and discussion (In all areas of the Government).
2. Low speed in strategy implementation.	Publish the levels of performance. Performance report quarterly.

Work stream 25.4

Reformulate the National Chamber of Tourism (NCT)

1. Work stream description

The National Chamber of Tourism will become a reference in the industry, acting as a vehicle to:

- Raise awareness and promote a better understanding of the importance of tourism.
- Promote and encourage the highest degree of sustainable competitiveness for the Omani tourism industry.
- Foster business-to-business linkages and advocate for Corporate Social Responsibility and best industry quality practices to its members.

The Chamber is formed by leading tourism industry actors and is a key private-private sector ally and partner of the Ministry of Tourism. The Chamber will have a board of directors (elected) with representative members of each of its industry chapters (such as hotel industry, inbound tour operators & destination management companies DMCs, travel agents association, resort investors and developers, tour guide professionals, Omani restaurants, etc.).

2. Expected results and benefits

Expected results

- Achieve a highly functional National Chamber of Tourism that advocates for quality and competitiveness in the sector.

Expected benefits

- Inclusive tourism sector, working in partnership with the MoT as a key stakeholder to implement initiatives and programs regarding industry competitiveness, quality, promotion investment and streamlining of licensing procedures.

3. Main tasks to perform the work stream

- Draft the National Chamber of Tourism legal framework.
Research and develop the draft law, bylaws and regulations for the Chamber of Tourism to be established and sustained by members and tourism industry partners. The Chamber of Tourism will have a clear vision, mission and mandate for the industry sectors, members and professionals. The Chamber will have the following main lines of action: membership services center, projects center, training center, careers and professional accreditation center, etc. The Chamber will hold elections every 4-5 years.
- Establish the National Chamber of Tourism Consultative Committee.
Start coordinating with the private sector industry chapters' key stakeholders and Chamber founding committee to assess the readiness, cooperation and regulatory aspects of opening the Chamber of Tourism. The Chamber will be partner with the private sector and MoT to organize off season programs, promote investment, organize incubation of startups and SMEs, develop industry internship programs for tourism and hospitality graduates, etc.
- Establish the National Chamber of Tourism self-regulatory and industry representation role.
To strengthen the Chamber of Tourism ensuring that membership is mandatory for key tourism industry chapters as a pre-requisite for the MoT licensing procedures and regulations. The Chamber will have branches in key tourism regions and clusters empathized in the OTS.
- Appoint Chamber of Tourism CEO and Executive Team.

Hire the Chamber of Tourism management team to kick off the inauguration of the Chamber and commence mandate and services. The Chamber will have permanent Executive Director, administrative and professional staff with independent budget (Membership services, training).

- Establish founding members and arrangement to hold first elections to appoint Chairman and Board Members representing industry.
- Start working on tourism competitiveness and industry professionalism development initiatives and stakeholders meetings to ensure maximum representation, awareness & communications.

4. Deliverables

- Document with the legal framework of the Chamber of Tourism
- Minutes of the meetings.
- Special reports
- Quarterly report with conclusions and proposals.
- Consolidated annual report.

5. Critical success factors

- Industry cohesion.
- Members support and engagement.
- Services well provided and highly valued by the private sector.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- All departments in the MoT involved in OTS.

Interactions with stakeholders

- Hotel industry, tour operators, destination management companies, etc.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	630,000	100,000	180,000	150,000	100,000	100,000

Funding sources	Source	Public	Private
	%	MoT 30%	70%

8. Associated risks

Main risks	Mitigation measures
1. National Chamber of Tourism not properly constituted and/ or managed	Chamber founded on solid laws, bylaws and regulations Carefully chosen management team
2. Misalignment with other bodies set	MoT pays special attention that no overlaps or contradictions take place between the work of the Chamber and other bodies

3. Services provided by the Chamber are not appreciated by the private industry	Satisfaction survey carried out annually
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Initiative 26 Implement an improved National Tourism Management System

1. Current situation

Tourism destinations have to manage, fundamentally, three areas: competitiveness (the value of experiential tourism offered to its customers), its marketing and sustainability of the system. The national DMOs or the Ministries of Tourism must use the proper management tools to be able to analyze situations, set objectives, assign responsibilities, execute management actions, monitor results and strengthen leadership permanently. And they should do it in tight cooperation with a diversity of key actors within and external to the Government, in Oman and in determined international environments.

To undertake the grand mission of implementing the Oman Tourism Strategy, the MoT will have to develop considerable management abilities to lead the national tourism system which will drive to the adequate strategies, policies and programs and to perform an efficient management.

2. Desired situation

Oman has implemented an efficient destination management system capable of improving permanently the industry's competitiveness, and also to attract more and better yielding tourists, maintaining sustainable manners.

3. Initiative description

The initiative consists in strengthening, institutionally speaking, the MoT, to improve management qualifications for the tourism system on a national and local scope, and to establish improved mechanisms to relate with the industry and the society in general. This means to act upon the MoT, the industry and the Omani society.

4. Do Wells

- Reorganize functional areas of the MoT and train its officials to improve the capacities of the MoT to manage tourism in Oman, either on a national basis as regionally (Governorates).
- Set up a permanent and efficient communication system with the industry and the Government.
- Promote networking and exchanging ideas and know-how among the tourism sector members and key actors of the Administration (see work stream 25.1 "Activate the Inter-Ministerial Commission of Tourism).
- Fully support the Government in the task of communicating to the Omani society (and especially to its leaders) about the objectives, performance, and benefits that tourism will convey to the Omani people, being very professional and rigorous in the way it is done. (see work stream 5.1 Launch a national "Tourism is Everybody's Business" Campaign.)

5. Key work streams to implement this initiative

26.1	Reengineer the MoT.
26.2	Launch an integrated Oman's Tourism Sector website.

26.3 Yearly organize the Oman Tourism Industry Forum.

26.4 Develop a National Media Program.

6. Contribution of the initiative to achieving the objective

These initiatives will improve leadership and management of tourism in Oman and, as a result, the objective will be easier achieved which is to have a world-class Tourism Management System.

7. Benefits resulting from a successful initiative implementation

Improved and efficient management dimension driving to a higher competitiveness, a better marketing and an upgraded sustainable tourism in Oman.

8. Accountability

- Owner: Under review by the MoT.
- Sponsor: Under review by the MoT.

Work stream 26.1

Reengineer the MoT

1. Work stream description

This work stream is about aligning the organizational structure of the MoT with Oman Tourism Strategy. This includes performing new functions and rearranging others.

2. Expected results and benefits

Expected results

- Improved MoT, from an organizational and technical point of view.

Expected benefits

- This new organization will be much more effective and the critical point in the process towards a World Class Tourism Management System that will support the successful execution of Oman's Tourism Development Plan.

3. Main tasks to perform the work stream

- Identify the functional areas of the new Ministry of Tourism. Based on the requirements to implement Oman's Tourism Development Plan, establish the necessary functional areas of MoT. Identify then those areas that need to be created, maintained and maybe eliminated / modified. Define also the promotion and rewarding system.
- Assign the right people responsible for conducting each functional area. Identify the areas that can be covered by current MoT top management professionals and those that cannot. Hire a reputed recruiting firm to find the most adequate professionals.
- Develop the strategy maps and the BSCs for each functional area. When the manager takes hold of the position, this is the first document he / she will receive in order to lead his / her team to implement it.
- Elaborate a training and technical assistance plan for the managers and staff in each functional area. The Plan will be drawn based on the responsibilities of the job position and the current skills / experience. Training and technical assistance will take place on a permanent basis.
- Review the role of local tourism management in the Governorates. Given the new MoT organizational structure and Oman's Tourism Development Plan, review the responsibilities at local level. Include Local Tourism Management Units professionals in the Training and technical assistance Plan.

4. Deliverables

- A new organizational chart for the MoT.
- Strategies and BSCs for each functional area.
- Materials needed to deliver the training courses.

5. Critical success factors

- Choose the right person to manage each functional area.
- Quality in training courses and technical assistance.
- The rewarding and promotion system.
- Quality in leadership flowing from top management.
- Efficiency performed by the Local Tourism Management Units.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Governorates authorities

Interactions with stakeholders

- Does not apply

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,050,000	350,000	300,000	150,000	150,000	100,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
2. Wrongly chosen area managers and primary staff.	Procedure to certify the officials. Use specialized consultants.
3. Inadequate / bad technical assistance.	Use highly qualified professionals.
4. Poor buy-in of the Strategy.	The Strategy will be widely communicated, going into details, thoroughly explained. Appoint 3-5 Strategy Champions within MoT. They will have an in-depth knowledge of the Strategy and will be able to translate it to the rest of the organization.

**Work
stream
26.2**

Launch an integrated Oman's Tourism sector website

1. Work stream description

Create an Oman tourism sector website providing corporate and business information and resources for the tourism industry and related stakeholders. This website will show the contribution of tourism to the economic growth and social development.

Among other sections, it will include: travel and tourism statistics, business intelligence reports, legal compilation, directory of tourism companies, regulatory framework, licensing facility, investments support, industry news, press releases, a debate forum, etc. It will be managed by the Ministry of Tourism in cooperation with the National Chamber of Tourism and operated by the MoT.

2. Expected results and benefits

Expected results

- A perfect place to disclose relevant information and knowledge to all the tourism industry stakeholders, including the Government and Media.

Expected benefits

- Better informed industry and stakeholders.
- Easier management of the system.

3. Main tasks to perform the work stream

- Develop the business model of the website: Stakeholders it will address, customer value proposition for them (which problem will the website solve for them), key activities & resources, key partners, communication of the work stream, revenue streams and costs. Establish the business and functional requirements to guide the implementation.
- Select the team of professionals that will manage the website, from a technical, service and content point of view. Define the roles and skills required by the team in charge of feeding and updating the site.
- Develop the technology platform and site content. Data, information, knowledge, directories, forums, etc.
- Test the technology platform and fine-tune it. Maintain the platform to be operational and updated and manage the "community".
- Select the right operator for the platform (yet managed by the MoT).

4. Deliverables

- A fully operational website and its corresponding team.

5. Critical success factors

- A well-conceived business model.
- Quality and utility of the information delivered.
- Quality of the "community/ies".
- Capacity and motivation of the leading team.
- Capacity of the chosen operator.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- National Chamber of Tourism.

Interactions with stakeholders

- Destination management services, transport services, accommodation services, associations, etc.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	140,000	50,000	20,000	20,000	25,000	25,000

Funding sources	Source	Public	Private
	%	MoT 100%	0%

8. Associated risks

Main risks	Mitigation measures
1. Low customer value proposition of the site.	Use the experts' advice.
2. Difficult browsing.	High quality of the platform developer.
3. Contents not updated.	Necessary resources in place to keep content timely updated.

Work stream 26.3

Organize a yearly Oman Tourism industry forum

1. Work stream description

This work stream consists in organizing a meeting once a year with all the tourism industry members in Oman (public + private + international stakeholders). The objective is to generate a “sense of belonging” to the industry, exchange opinions and ideas, have access to the newest know-how, innovation and technologies...and to give an opportunity to the IMTC, the MoT, other Ministries and the NCT to have great exposure and reaffirm its leadership.

Oman Tourism Forum must become a must: “the” event that “the” industry will attend every year.

2. Expected results and benefits

Expected results

- Forum with an estimated attendance of 800-1000 people, which is an opportunity for 5-7 Ministers to be present every year.

Expected benefits

- The participants will get:
- Key note speeches delivered by the Ministers
- Great networking opportunities
- Rich exchange of ideas and knowledge
- Awareness of new opportunities, threats, innovation and technology, etc.

3. Main tasks to perform the work stream

- Develop the concept and the business model for the Forum. Stakeholders that will address the Forum, customer value proposition for them (which problem will the forum solve for them), key activities & resources, key partners, communication of the work stream, revenue streams and costs.
- Select the full-time team that will be in charge of planning and managing each year's Forum.
- Organize the team in specialized task forces, required to organize such kind of events: Ministers attendance, keynote speakers management, development of main topic of the year, organization of networking sessions and group, etc.
- Develop a simple marketing plan for the event. The use of new technologies, online and social media will be key in this plan.
- Ensure a great media coverage to give the event the importance that it deserves.

4. Deliverables

- An executed forum
- Report on the event and learnings

5. Critical success factors

- Ministers' participation
- Key note speakers of the highest level
- Networking opportunities

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Ministry of Commerce and Industry, Ministry of Heritage and Culture, Ministry of Environment and Climate Affairs, Ministry of Education and Higher Education, Ministry of Transport and Communications, IMTC, NCT, etc.

Interactions with stakeholders

- Private industry and international stakeholders

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	425,000	150,000	100,000	75,000	50,000	50,000

Funding sources	Source	Public	Private
	%	MoT 70%	30%

8. Associated risks

Main risks	Mitigation measures
1. Low number of participants.	Ministers guaranteed. Marketing performance. Support from the National Chamber of Tourism. Very convenient location.
2. Low satisfaction of participants.	Quality and attractiveness of keynote speakers Performance of networking sessions

Work stream 26.4

Develop a National Media Program

1. Work stream description

Make the necessary arrangements with 1 or 2 top media in Oman (printed or TV) in order to get Tourism related information published or broadcasted on the economic / financial pages/sections of these media. The published/broadcasted data, articles, interviews and news will be linked to the main projects being developed in the country, the opening or approval of relevant tourism facilities and infrastructures, the existing tourism opportunities, etc. On an exceptional basis, once every two months, a Minister or top official of other tourism-related government areas will publish a letter speaking of the important role that Tourism plays in the development of the economy, hence reflecting the great transversality of the sector. Also, relevant members of the NCT will be offered the opportunity to publish in these pages / TV sections.

2. Expected results and benefits

Expected results

- Regular publication of relevant tourism information in key national media.

Expected benefits

- Gain notoriety, give visibility to the tourism industry and reinforce its positioning as a strategic key socioeconomic development sector.
- Build trust among potential investors and foreign partners.
- Raise awareness and promote better knowledge and understanding of the industry and its opportunities.

3. Main tasks to perform the work stream

- Define the research and content creation team. This team, under the supervision of MoT, will generate the selected news on the projects, programs, initiatives, etc. to be communicated.
- Establish the terms of collaboration with the selected media. Build relationships with the chief editors of key generic and specialized national newspapers/TV channels and close commercial agreements with them.
- Manage the intervention of Ministers and the production of the content to be published. Content has to be relevant. It is much more effective to give fewer news, but relevant and very well narrated, than to produce a load of information of no interest for neither editors nor the public.
- Renew agreements for a period of, at least, 2 years.

4. Deliverables

- Published content.
- Annual report on everything published and its impact.

5. Critical success factors

- High quality / relevance of the content.
- Selection of appropriate media.
- Engagement of other related Ministries and key players.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- The various Ministers involved in the IMTC, the NCT, Governorates, Municipalities, etc.

Interactions with stakeholders

- Editors of key generic and specialized national newspapers / TV, private investors, etc.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,100,000	200,000	200,000	225,000	225,000	250,000

Funding sources	Source	Public	Private
	%	MoT 70% National Chamber of Commerce 30%	0%

8. Associated risks

Main risks	Mitigation measures
1. Low interest from the media	Pay for it. Guarantee of Ministers contributions.
2. Low quality of content	Create a good editorial team.

Initiative 27

Reengineer the Tourism Management Information System (TMIS)

1. Current situation

To adequately manage the tourism development in Oman, the public and private sector need to have abundant information and intelligence about environment in general and about the industry in the markets in particular. Without this information, it will not be possible to make quality strategic and operative decisions, and therefore, the tourism sector management will have a diminished performance.

It is now more important than ever to have a deep understanding of current and potential tourism demand, changes in consumer behavior, new distribution models, worldwide transportation trends, the increasing competition of new destinations, the impact of new technologies, the new branding and identity building online practices and all the challenges facing the Omani tourism industry to compete globally.

Oman does not have, nowadays, a Management Information System that will respond optimally to the need of the Country, and even less if considering the complexity and volume of the Development Plan willing to be implemented.

2. Desired situation

The objective is to remedy the current shortage of information to the Omani tourism companies, organizations and MoT, enabling them to make better-informed decisions and policies based on objective real-time tourism data. The solution is to provide them with a surveillance technology-based instrument for detecting and anticipating trends, track competitors destinations, improve tourism services, evaluate online positioning, and assess the quality of tourism services and the tourist satisfaction levels.

3. Initiative description

Oman requires the design, development and implementation of a Tourism Management Information System (TMIS) to develop appropriate strategies and take advantage of new market opportunities, increasing the profitability of the tourism industry in its objective to consolidate its international recognition as a destination of reference.

Oman needs then to establish a strategy to improve its tourism knowledge and to follow up the evolution of the tourism market, including aspects such as: Domestic and international tourism statistics, Major source markets, Demand evolution and forecasts, Air connectivity, Competing destinations, Country image (branding and identity building), Current trends and challenges (Societal, market and technology), New segments, niche products and target groups, Distribution, promotion and sales channels, Tour operators and travel agencies booking status, Potential business partners, Travel behavior, Hotel performance.

The TMIS should include:

- A dedicated team and a Management board
- The adoption of a consensual Roadmap and allocated budget
- Different sources of information, including a new Inbound Tourism Expenditure Survey
- A Business Intelligence Platform

The TMIS should be useful to:

- Improve the current sets of tourism data collected by the MoT, in terms of scope, accuracy, usefulness and international comparability.

- Identify their statistical and information gaps and providing guidance on how to fill them.
- Monitor the evolution of the tourism activity in Oman and in the region to anticipate new trends and market shifts in major countries of origin.
- Understand the structure, profile and expenditure patterns of different potential new market segments.
- Design and implement new marketing strategies and promotional activities abroad, and measuring their impact.
- Bring tourism stakeholders (public administration and tourism companies) the information they need when it is required and in a form that will empower better decisions.
- Support the monitoring and analysis of the implementation of the new Oman Tourism Strategy.

4. Do Wells

- Creation of an Inter-Institutional Platform with representatives participating at the TMIS management board to coordinate the implementation and development of the Management Information System. It would comprise representatives of all bodies involved in the collection and/or production of statistics or information relating to tourism including the NCS, the MoT, the Central Bank, the Royal Omani Police, the airport and port authorities, hoteliers representatives, tourism industries representatives, research and education centers.
- Reinforce the MoT Statistics and Research Unit to guarantee the adequacy of human and financial resources for the implementation of the Management Information System creating a real Tourism Intelligence Unit.
- Improve the current inbound visitor statistics using the information provided by the new eVisa system and adding information from a new survey of tourism expenditure, together with a further integration with data from other sources of information.
- Design and development of a set of sustainable tourism indicators.
- Implement a Tourism Statistical and Information Training Program at the MoT market evolution and new needs, in areas such as basic data collection, compilation, statistical methodology, metadata and classifications, dissemination and communications, International tourism recommendations and the use of statistical and related software.
- Rethink the information currently provided by the MoT through its web page considering the different user and stakeholder needs.
- Reinforce the collection of additional data on Domestic Tourism at a local level, especially during low and medium season, and improve the information collected on tourism employment.
- Update and update the available directories on tourism industries.
- Work on specific market segments and explore new opportunities in order to be top class destination.
- Positioning Oman as a referent destination includes giving the right tools, programs and influence the vision of the local citizens that tourism is a strong industry potentially successful, to the public administration as well as to private companies.

5. Key work streams to implement this initiative

27.1	Set up the TMIS management board and team
27.2	Design the TMIS Roadmap
27.3	Identify, secure and implement sources of information

27.4	Implement an Inbound Tourism Expenditure Survey
27.5	Develop a Business Intelligence Platform

6. Contribution of the initiative to achieving the objective

This initiative will provide Omani tourism companies and Omani tourism authorities with a powerful knowledge based tool to gain a competitive edge in the international and domestic tourism markets.

7. Benefits resulting from a successful initiative implementation

The industry and the MoT will have at hand the correct information and the effective tools to guide the country and convert it into a worldwide sustainable tourism model of reference, increasing visitor arrivals, average length of their stays and tourism expenditure.

8. Accountability

- Owner: Under review by the MoT
- Sponsor: Under review by the MoT.

Work stream 27.1

Set up the TMIS management board and team

1. Work stream description

Creating a strong and dedicated team and set up of the TMIS Management Board of Oman, including all the key players and stakeholders in the Omani tourism sector, will be the basis and first steps of the initiative.

2. Expected results and benefits

Expected results

All institutions which are related to tourism statistics and tourism intelligence, either as provider of information or as user, should be involved in order to coordinate and commit their active participation in the development of the TMIS.

- Identification of key stakeholders: the MoT, statistical technicians from the NCS, tourism operators, cities officials, Central Bank, Royal Omani Police, Airport and port authorities, other Ministries involved in the planning and developing of Oman (such as the Ministry of National Economy or the Ministry of Commerce and Industry).
- Establishing a set of agreements on the division of the responsibilities between the involved institutions is essential.
- Identification of the Legal Framework (Statistics related to tourism targets that are outlined in the legislation, obligations related to the provision of data provided by the law, etc.)

Expected benefits

- Once this work stream is carried out, the MoT will have a reliable team that will be responsible for implementing the new TMIS.
- MoT will have a clear speaker in order to transmit their needs of knowledge as the decision-making process requires.

3. Main tasks to perform the work stream

- Set up the Inter-Institutional Platform with representatives participating at the TMIS management board to coordinate the implementation and development of the Management Information System. It would comprise representatives of all bodies involved in the collection and/or production of statistics or information relating to tourism including the NCS, the MoT, the Central Bank, the Royal Omani Police, the airport and port authorities, tourism industries representatives, research and education centers.
- Set up the experts dedicated Team: Team Composition, assignment, and key Experts' inputs.
The vision and expertise are identified as key elements to express the main advantages the workforce brings to the project:
 - Objectivity. As the primary interest to achieve the objectives set in the project, coordination between members, experts and the Management Board is essential.
 - Experience. People involved in the initiative should have experience in statistics, tourism businesses, tourism planning, development, monitoring and evaluating systems.
 - Specialization: Tourism specialization, data scientist and consultancy specialization.
 The team could involve Project Managers, Consultants, Consultant Partners, Key Experts and Non-Key Experts
 - Meetings will be held with the maximum number of people involved in the project.
 - Start working on the TMIS Roadmap

4. Deliverables

- Status Quo Report, Road map, Strategy documents, Test and oversee reports, Results report, Minutes of all meetings.

5. Critical success factors

- Quality and expertise of the team and members of the board
- Change in the Human Resources involved

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Related MoT departments (marketing, planning and statistics), Royal Omani Police, NCS, Central Bank, Ministry of Finance and Omani Airport and port Authorities.

Interactions with stakeholders

- Tourism industry representatives (restaurants, accommodation, travel agencies, passenger transport companies, etc.).

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	920,000	120,000	300,000	200,000	200,000	100,000

Funding sources	Source	Public	Private
	%	MoT 75% National Chamber of Commerce 25%	0%

8. Associated risks

Main risks	Mitigation measures
1. Schedule Risk	Assure a good planning.
2. Lack of available team	Assure the information and coordination between all the actors.
3. Higher costs than budgeted	Assure a good financial planning.

**Work
stream
27.2**

Design the TMIS Roadmap

1. Work stream description

Adoption of a consensual Roadmap to put in place the TMIS together with all the relevant tourism stakeholders.

2. Expected results and benefits

Expected results

Once designed, the Roadmap will include references in terms of milestones, time and resources allocated to the following aspects:

- List of the relevant tourism key variables and indicators.
- Analysis of the existing information gaps and needs.
- Evaluation of the current system of tourism statistics (in terms of accuracy and consistency).
- Analysis of tourism data sources.
- Integration of additional information provided by new sources of information (such as opinion mining).
- Definition and implementation phases of the IT Platform.
- Training and support activities.

Expected benefits

- Having designed a clear Roadmap, there will be a general vision of the Project.
- The Mot will have clear critical milestones of the Project and will be able to monitor its due execution.
- The Mot will have a global vision of the information to be captured and handled in order to monitor the touristic activity in the Country.

3. Main tasks to perform the work stream

- Analysis of the best international practices: UNWTO recommendations will be analyzed, and the best practices in tourism administrations that have already implemented Observatories and similar competitive surveillance tools with further developed systems of tourism statistics (such as Spain, Canada, Australia or UK). A proposal will then be formulated regarding the adoption of those best practices.
- Analysis of the Omani Legal Framework: The objective is to determine targets and obligations related to tourism statistics that are raised in the legislation.
- Analysis of existing procedures: this could include (1) Validating other information sources that can provide useful data regarding tourism monitoring. (2) Desk study regarding the methodology of the operations. (3) Meetings with operational managers. (4) Meetings with entrepreneurs and other actors. And the work stream should be around:
 - Analysis of the processing and data collection procedures.
 - Analysis of the outputs obtained and its presentation.
 - Study of the contribution of those interviewed in the provision of information.
 - Diagnosis of existing operations together with other sources and information that may provide useful data so as to monitor tourism.
 - Identification of gaps between the legal requirements and the data obtained.
 - Proposed corrective measures and operational improvements.

4. Deliverables

- A consensual, dynamic and responsive Roadmap including goals and timelines to implement successfully the TMIS.

5. Critical success factors

- Change in Human Resources involved
- Evolution of the needs of the plan

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Related MoT departments (marketing, planning and statistics), Royal Omani Police, NCS, Central Bank, Ministry of Finance and Omani Airport and port Authorities.

Interactions with stakeholders

- Tourism industry representatives (restaurants, accommodation, travel agencies, passenger transport companies, etc.).

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	425,000	175,000	250,000	--	--	--

Funding sources	Source	Public		Private	
	%	MoT 75% National Chamber of Commerce 25%		0%	

8. Associated risks

Main risks	Mitigation measures
1. Schedule Risk	Assure a good planning
2. Higher costs than budgeted	Assure a good financial planning
3. Lack of available team	Assure the information and coordination between all the actors

**Work
stream
27.3**

Identify, secure and implement sources of information

1. Work stream description

The first step in this process is to know exactly what the current situation or starting point regarding the Omani information systems and identification of variables should be controlled.

Then, a thorough and comprehensive analysis of the most relevant sources of information will be carried out and targeted. The implementation of new surveys, the creation of new Data Bases and the acquisition of market intelligence information will be a priority in this work stream.

2. Expected results and benefits

Expected results

- Design and implement new sources of information, from new surveys to acquisition of tourism data and market intelligence, taking into account the status of current operations to monitor tourism and international best practices regarding Tourism Information Systems, etc. All the information obtained (both secondary and primary), will be rigorously sorted and processed under the most appropriate methodological tools.

Expected benefits

- The MoT will have an inventory on the sources of information that are needed to obtain the key information needed to feed the TMIS.

3. Main tasks to perform the work stream

- Work with the existing source of information that the MoT used to evaluate and improve it, such as the information provided by the Oman National Center for Statistics and Information or the border control information provided by the police or the e-visa system.
- Identify and analysis different international sources of information: UNWTO tourism statistics from other countries, cities and regions, data from the European Virtual Tourism Observatory, including country reports and profiles, tourism statistics illustrated, Eurostats, Eurobarometer surveys, the Organization for Economic Co-operation and Development (OECD), OAG, Air Connectivity, GFK, Tourism Reports, European Travel Commission (ETC) and The World Travel & Tourism Council.
- Evaluate the potential use of alternative sources of information (online sentiment analysis or hotel price crawlers tools): such as hotel online price indexes, obtaining visitor insights and guest intelligence from the social web and online review sites in order to better understand Omani visitors through hotel and restaurant reviews (the largest category of online travel feedback), benchmark guest satisfaction levels against other destinations, understand what guests like and dislike about their destination's hotel inventory, assist Omani hotel and restaurant management in improving the guest experience in their destinations and help tourism Omani SMEs to optimize sales, marketing and advertising by identifying areas of competitive.

4. Deliverables

Reports on activity, Strategy documents, Test and oversee reports, Results report, Minutes of all meetings, etc.

5. Critical success factors

- Evolution in the needs and design of the Plan
- Delays in getting responses from the data sources organisms.
- Change in Human Resources

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- Related MoT departments (marketing, planning and statistics), Royal Omani Police, NCS, Central Bank, Ministry of Finance and Omani Airport and port Authorities.

Interactions with stakeholders

- Tourism industry representatives (restaurants, accommodation, travel agencies, passenger transport companies, etc.).

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,580,000	180,000	400,000	400,000	400,000	200,000

Funding sources	Source	Public	Private
	%	MoT 60% National Chamber of Commerce 10%	3%

8. Associated risks

Main risks	Mitigation measures
1. Schedule Risk	Assure a good planning
2. Higher costs than budgeted	Assure a good financial planning
3. Lack of available team	Assure the information and coordination between all the actors

**Work
stream
27.4**

Implement an inbound tourism expenditure survey

1. Work stream description

The Inbound Tourism expenditure refers to the amount paid by Inbound visitors for the acquisition of consumption goods and services, as well as valuables, for own use or to give away, for and during tourism trips. The Departure Survey carried out by the NCS in 2001 included a detail breakdown of the different components of the tourism expenditure (for example, air ticket, accommodation, food, transport within Oman, car rental, cultural activities, shopping, etc.), but this information should be updated through a new Inbound Tourism Expenditure Survey.

2. Expected results and benefits

Expected results

- The Objective is to implement a new Inbound Tourism Expenditure Survey in Oman every two years.

Expected benefits

- The Mot will have a powerful tool to procure critical information to understand the consumers' behavior.
- The information obtained will allow the Mot to identify areas of improvement and make decisions to adjust the implementation of Oman Tourism Strategy in order to ensure that the objectives are achieved on the short, middle and long term.

3. Main tasks to perform the work stream

- Establishing a working schedule for the new survey.
- Conducting specific training for technicians that explain: objectives, information sources, data collection, sample of sizes to be obtained, sampling plan, periodicity, data cleaning, weighting processes, input and control of databases generated, statistical processes to be applied, filling in the standard reports defined, etc.
- Designing and preparing fieldwork.
- Training local interviewer teams.
- Supervising of fieldwork.
- Supervising of data cleaning and validation of the data obtained.
- Creating structured databases.
- Implementing statistical processes.
- Tabulation plan.
- Analyzing the results obtained.
- Developing standard reports to feed the TMIS.

4. Deliverables

- Reports on fieldwork, main results tabulated and data files.

5. Critical success factors

- Methodology.
- Questionnaire designed according to stakeholders and MoT needs.
- Sample design.
- Quality of the fieldwork carried out.
- Stakeholder's implication from the beginning.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- NCS, Royal Omani Police, Airport and port authorities.

Interactions with stakeholders

- Industry representatives to identify their needs and discuss the questionnaire and the tabulation.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	450,000	150,000	--	150,000	--	150,000

Funding sources	Source %	Public	Private
		MoT 34% Other Entities 66%	0%

8. Associated risks

Main risks	Mitigation measures
1. Schedule Risk.	Assure a good planning.
2. Higher costs than budgeted.	Assure a good financial planning.
3. Lack of available team.	Assure the information and coordination between all the actors.

Work stream 27.5

Develop a Business Intelligence Platform

1. Work stream description

The implementation of a Business Intelligence platform consists of four distinct phases:

- Planning.
- Architecture development (Dynamics, Oracle, SAP, Siebel).
- Data Management.
- Analytics and Information Delivery, including End-user tools and analysis, Advanced Analytics and Excel, Self Service Reporting; Dashboards.

2. Expected results and benefits

Expected results

- The Tourism Intelligence Platform should combine advanced statistical analytics, high-speed processing of large amounts of tourism data, and easy-to-use query and reporting tools. The result is accurate, reliable, and fast information with which to make decisions.

Expected benefits

- It will allow the MoT to build data warehouses, perform data mining, enable tourism stakeholders to query data and produce reports directly from a Web browser. It will make use of MoT's existing data assets, enabling the Ministry to integrate data from multiple sources of information and reports. Tools would be provided to help ensure the reliability, consistency, and standardization of tourism data.

3. Main tasks to perform the work stream

- Planning activities.
The planning phase is the most important of all for a successful implementation, it requires to select the right bundle of tools and define an architecture that is optimal for all activities and scalable to accommodate all the tourism data.
- Software selection.
Selecting the right software (open source or not) based on stakeholders needs as well as on MoT internal competencies. Define the architecture in terms of hardware resources, data size and anticipated usage of the Platform.
- Software implementation.
Supporting technicians in charge of implementing the platform, follow-up and validation of the work performed, preparation of proposals for improvement, if appropriate.
- Reporting.
Understanding the types of users that will be using the system, and the information need it, understanding also the types of graphics required.
- Training.
Training should be implemented just before or during your software installation and configuration to avoid the platform sitting dormant.
- Analytics & Reporting.
Understanding the analytics needs of the tourism stakeholders and MoT Departments is important in implementing the right analytic modules, type reports and dashboards (econometric analysis, time series analysis or time series forecasting).

4. Deliverables

- Elaborate reporting of tourism trends including detailed and reliable information about tourism trends and outbound tourism, macroeconomic context, demand forecast or competitors.
- Competitors' reports will have to be conducted, differentiated by priority product categories and markets, and considering political, social, economic and technological environment.
- Monthly and quarterly reporting of most important tourism indicators (demand, offer, prices, economic contribution of the tourist sector, balance of payment, employment...)
- Weekly presentation of relevant industry news with the most interesting news of the sector in the socio-political and economic environment, classifying the information that is generated in the media. This report should be distributed to the Omani tourism industry in order to keep them updated.
- Elaborate forecast on key tourism and economic indicators.

5. Critical success factors

- Evolution and delays in the design, needs, and getting data from other sources of information.
- Evolution and delays in the design and implementation of the software.
- Change in Human Resources involved.

6. Project team & interactions

Project team

- Under review by the MoT.

Interactions with other departments

- MoT IT department.

Interactions with stakeholders

- Architecture development companies.

7. Financial resources needed

Estimated cost (USD)	Total	2016	2017	2018	2019	2020
	1,220,000	120,000	200,000	600,000	200,000	100,000

Funding sources	Source	Public	Private
	%	MoT 60% National Chamber of Commerce 10%	30%

8. Associated risks

Main risks	Mitigation measures
1. Schedule risk.	Assure a good planning.
2. Higher costs than budgeted.	Assure a good financial planning.
3. Lack of available team.	Assure the information and coordination between all the actors.

List of Acronyms and Abbreviations

B2B	Business to Business
B2C	Business to Consumer
BI	Big Idea
BIS	Business Intelligence System
BM	Business Model
CARE	"Create, Add, Reduce, Eliminate" Action Framework
CBI	Centre for the Promotion of Imports
CEO	Chief Executive Officer
CNTB	Croatia National Tourism Board
CRM	Customer Relationship Management
CTC	Canadian Tourism Commission - Destination Canada
CVP	Customer Value Proposition
DG	Director General
DMC	Destination Management Companies
DVD	Digital Video Disc
ECE	Tourism Education Centers of Excellence
eMU	e-Marketing Unit
EOIs	Expression of Interest
ESI	Environmental Sustainability Index
ETC	European Travel Commission
EU	European Union
FAM	Familiarization trip
FB	Facebook
FDI	Foreign Direct Investment
FIT	Free Independent Tourist
FTA	Free Trade Agreement
GCC	Gulf Cooperation Countries
GDP	Gross Domestic Product
GE matrix	General Electric/Mc Kinsey matrix
GIS	Geographic Information System
GRPs	Gross Rating Points
GSTC	Global Sustainable Tourism Council
GUtech	German University of Technology in Oman
H.E.	His or Her Excellency
HCD	Human Capital Development
HR	Human Resources
IATA	International Air Transport Association
ICD	Institute of Capability Development
IMCT	Inter-Ministerial Commission of Tourism
ISO	International Organization for Standardization
IT	Information Technology
ITC	Integrated Tourism Complex
ITHRAA	Public Authority for Investment Promotion & Export Development
JV	Joint Venture

KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MBRs	Market Based Representatives
MECA	Ministry of Environment and Climate Affairs
Mill.	Millions
MIPIN	International Real Estate Show for Professionals
MM/DD/YY	Month/Day/Year
MoT	Ministry of Tourism
MoTC	Ministry of Transport and Communications
MOU	Memorandum of Understanding
MSM	Muscat Securities Market
MSMEs	Micro, Small and Medium Size Enterprises
N/A	Not Applicable
NCSRT	National Council of Social Responsibility for Tourism
NCT	National Chamber of Tourism
NHI	National Hospitality Institute
NTCMU	National Tourism Competitiveness Management Unit
NTDP	National Tourism Development Plan
NTOs	National Tourism Organization
NTPI	National Tourism Planning Initiative
NTQS	National Tourism Quality System
OAMC	Oman Airports Management Company
OCC	Oman Culinary Centers
OCEC	Oman Convention and Exhibition Centre
OEA	Oman Experience Agency
OECD	Organization for Economic Co-operation and Development
OHTA	Oman Hospitality and Tourism Association
OHTTF	Oman Hospitality and Tourism Training Fund
ONSS	Oman National Spatial Strategy
OPMDC	Oman Heritage Development and Project Management Company
OSM	Office of the Strategy Manager
OSS	One-Stop Shop
OST	Oman Observatory for Sustainable Tourism
OTA	Online Travel Agent
OTE	Oman Top Experience
OTS	Oman Tourism Strategy
OTSQU	Oman Tourism Services Quality Unit
OTTF	Oman Tourism Training Fund
PACA	Public Authority for Civil Aviation
PAIPED	Public Authority for Investment Promotion and Export Development
PG	Playground
PPP	Public-Private Partnership
PPS	Pre Post Season
PR	Public Relations
PR/MR	Public Relation/Marketing Research
Q & A	Questions & Answers

RD	Royal Decree
ROI	Return on Investment
ROP	Air Operations and Customs
RPT	Regular Public Transport
SAOC	Societe Anonyme Omanaise Close
SAP	Systems Applications and Products
SEM	Search Engine Marketing
SEO	Search Engine Optimization
SEP	Signature Experiences Program
SEZAD	Special Economic Zone in Duqm
SHARAKA	Public-Private Partnership Committee
SMART	Specific, Measurable, Actionable, Realistic and Timely
SME	Small Medium Enterprise
SPC	Supreme Planning Council
SPV	Special Purpose Vehicles
SSI	Social Sustainability Index
Tbd	To be discussed / To be determined
TEP	Tourism Entrepreneurship Program
TEU	Tourism Entrepreneurship Unit
TIES	The International Ecotourism Society
TIP	Tourism Infrastructure Program
TISU	Tourism Investment Special Unit
TMIS	Tourism Management Information System
TMU	Tourism Management Unit
TOR	Terms of Reference
TRPs	Target Rating Points
TSI	Tourist Satisfaction Index
TSQU	Tourism Service Quality Unit
TTOO / TO	Tour Operators
UAE	United Arab Emirates
UK	United Kingdom
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
US / USA	United States of America
USD	United States Dollar
VO	Visit Oman
WEF	World Economic Forum
WTTC	World Travel and Tourism Council
"Q"	Quality Label

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