



MIGIP
Mekong Inclusive Growth
& Innovation Programme

**Tourism Technical Industry
Working Group (TTIWG)**

**OPERATIONAL
HANDBOOK
2020**



swisscontact

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Introduction

About Mekong Inclusive Growth and Innovation Programme (MIGIP)

Mekong Inclusive Growth and Innovation Programme (MIGIP) is a four-year programme (2017-2020) funded partly by the Swiss Agency for Development and Cooperation (SDC). The programme aims to develop inclusive growth contributing to job creation and income generation.

MIGIP focuses on enterprise development in the agriculture and tourism sectors. Cambodia's agriculture sector which is a major employer and livelihood option for the majority of the poor, is one of the key engines for economic growth and poverty reduction in the country. MIGIP works closely with the Government agencies, private sector enterprises (both at the national and the local level), research companies and universities.

Tourism sector is a key driver for local economic development in Cambodia. MIGIP recognises that growth in the tourism sector has the potential to contribute to job creation, revenue generation, the improvement of people's livelihood and poverty alleviation. To increase the competitiveness of the tourism sector, MIGIP focuses on strengthening destination management structure, processes, marketing, and skills through public-private partnerships at the sub-national level. To achieve this vision in tourism, MIGIP is working in the following intervention areas:

- 1. Strengthen destination marketing:** by developing sub-brands through the Visitor Flows marketing strategy
- 2. Improve service quality and skills:** by providing in-house trainings aligned with the national standards for low-skilled workers
- 3. Strengthen specific visitor flows:** by supporting local businesses to develop new products and activities targeted to specific market segments
- 4. Enhance destination management structure:** by promoting public-private partnership in destination management.

About the Tourism Technical Industry Working Group (TTIWG)

The Tourism Technical Industry Working Group (TTIWG) is a public and private technical working group for destination management, established by Provincial Department of Tourism support by MIGIP. TTIWG provides platform for public and private sector stakeholders within the tourism sector of the destination to gather in a setting that allows for two-way communication.

MIGIP coined and facilitated the establishment of TTIWG to encourage public-private collaboration on a sub-working group level. TTIWGs four functions: destination management, marketing, product development and skills development are operated by members from the public and private sectors, with the support of the TTIWG Coordinator. TTIWG coordinator organizes Quarterly Meetings and Annual Planning Meeting with members to plan and discuss progress of the annual plan (activities), as well as distribute newsletter and reports to TTIWG members and relevant tourism stakeholders.

Purpose of the Handbook

The Handbook provides step by step the how-to of establishing and operating (run member meetings and coordination of sub-working group) the public-private technical working group based on MIGIP's work on TTIWG. The Handbook is structure with guidelines and list of relevant tools/templates (electronic files provided as part of handover documents).



Stage 1: Start-Up

The purpose of the start-up phase is to bring together the public and private stakeholders of the tourism industry within the destination to create a suitable platform for communication.

G1: Sensitize the visitor flows as sub-brand of destination

Purpose

To introduce and familiarise local stakeholders with the visitor flows as a sub-brand that they can utilise to market Kampot as a destination.

The Steps

Methodological Step	Purpose	Output
1 Form sub-working group	To gather information and feedback from local stakeholders from each of the various flows	Creation of sub-working group
2 Hire Marketing Agency	To create marketing designs and materials suitable for the visitor flow campaign	Designs for marketing VF (I-stands, brochures, brochure holders, motorized remorque signs, and a booth)
3 Create product list	To collect data regarding all the tourism facilities available within the four flows (business names, description of offerings available, contact number, etc)	Contact information, description, and other details from local private stakeholders to place in the VF booklets
4 Host workshop	Pitch strategy created by the marketing agency to local stakeholders	Validation and feedback
5 Produce materials for testing	To test the visitor flows campaign amongst local stakeholders	Marketing materials

Guidance on the Steps

1. Form sub-working group

The creation of the sub-working group occurs organically when the Visitor Flows are identified and shared with local stakeholders. During the TTIWG meetings, individual stakeholders from the four flows volunteer to participate in the creation of the campaign to promote Kampot as a tourism destination.

2. Hire Marketing Agency

A reputable marketing agency should be hired for this task. This agency should have prior experience and many satisfied clients that are NGO's and public/private stakeholders. This is what makes them suitable for this type of marketing campaign wherein many stakeholders provide different feedback that needs to be considered. The marketing agency conducts a field visit to Kampot to assess the destination and create content to utilize within the marketing campaign.

3. Create product list

The products and services available within the four visitor flows have to be categorized to inform the content of the booklets that are printed in English and Khmer. The sub-working group, along with the support from the TTIWG coordinator collects the relevant information required to create the product list.

4. Host workshop

Once the outline of the marketing plan is created, the ideas for the materials for the launch event are shared with local public and private stakeholders for a feedback session. TTIWG hosted a workshop in Kampot wherein the marketing agency hired pitches their ideas for the VF marketing campaign. The local stakeholders provide their feedback, and the marketing agency utilises the product list and feedback to create the materials outlined.

5. Produce materials for testing

After the workshop, the TTIWG coordinator communicates with the marketing agency to produce the products for testing. These products were then shared with local stakeholders, the feedback is communicated to the marketing agency, and the relevant needed changes are made based on the needs of the local stakeholders.



Tips

- Get more content from local stakeholders during workshop
- Appoint a lead within the sub-working group to increase accountability



Tools

- Utilise ToR template, listed as G1-A to hire marketing agency
- Utilise workshop materials template listed as G1-B

G2: Launch of visitor flow as sub-brand of destination

Purpose

To finalise and promote the visitor flow campaign as a sub-brand of Kampot within the province, nation and region.

The Steps

Methodological Step	Purpose	Output
1 Finalise test marketing materials	Prepare pre-launch (test materials) materials	Create finalised designs for sharing with local stakeholders
2 Produce validated initial test marketing materials	To display to local stakeholders	Feedback on how the designs/information need to be changed for the soft launch
3 Test finalised version X material	Final edits/changes made are important to make sure local stakeholders are happy with the materials that are utilised to market their destination	Soft launch in the form of small feedback sessions on how to improve the VF campaign
4 Provincial launch	Sharing and desensitizing local stakeholders and tourists in the province	Launch event with MoT, PDoT, and private sector stakeholders in the province
5 National and regional launch	Marketing the destination utilising the VF campaign	Launching VF in a national tourism event, and in a regional event

Guidance on the Steps

1. Finalize test marketing materials

Gaining feedback from private sector stakeholders can be done effectively through:

- Hosting workshops with private and public sector stakeholders and the marketing agency
- Coordinator conducting small group interactive feedback sessions with the sub working group and other private sector stakeholders who would like to provide input
- VF sub working group members sometimes must physically meet with marketing agency to convey their ideas for the changes required.

2. Produce validated initial test marketing materials

Information regarding business (ie: operating hours, services/facilities available, contact details) can be difficult to collect and keep up to date. Many stakeholders in Kampot are not tech savvy, and turnover for new tourism SME's is relatively high. Private sector stakeholders can help to provide accurate information, the VF sub working group should be contacted for these changes.

3. Test finalized version X material

Some stakeholders will be more satisfied with the campaign than others. It is important to listen to the stakeholders who have supported the campaign (ie: VF sub working group) when gaining feedback from private sector stakeholders. Gaining final validation/approval from PDoT for all the materials provided is essential.

4. Provincial launch

This occurs at PDoT's spaces, when they invite members from the local government and MoT. Some marketing materials are more suitable for the provincial launch than others. The booklets are utilized more than the booth; however, the booth is a good way to promote the VF campaign during tourism conferences, trade fairs and other events.

5. National and regional launch

There can be delays with launches when working with a variety of stakeholders. Ideally, the VF campaign can be renewed on an annual basis. However, when the provincial launch gets delayed past September, there cannot be a national and regional launch, as travel events must be registered for before October.



Tips

- It takes a while to validate materials, particularly long written translated content. It would be good to have a Khmer language expert understand their needs within the language to help speed up this process.
- Private sector working group volunteers can be difficult to gather. Small groups work better, in some cases enlisting a lead partner works better than a sub-working group.



Tools

1. Hard copies of testing marketing materials are utilised to gain feedback from local stakeholders. Meeting minute template for sub-working group meeting is listed as G2-A
2. The concept note for the launch event, in the form of a presentation is used to pitch the Campaign launch. Listed as G2-B
3. The agenda is then drafted for the launch event, template listed as G2-C

G3: Endorse with PDoT to form the sub-working group under TTIWG

Purpose

To increase accountability from PDoT, and to strengthen relationship with TTIWG and the VF sub-working group, and to increase long-term sustainability of VF as sub-brand of Kampot Tourism

The Steps

Methodological Step	Purpose	Output
1 Share created test marketing material with PDoT	To sensitise PDoT and local stakeholders that visit their office to the VF campaign	I-stands given to PDoT depicting the VFs
2 Provide test and finalised materials to the Tourist Information Centre	To sensitize local stakeholders and tourists that visit the tourist information centre	I-stands given, booth created to be placed
3 Co-creating the marketing campaign with PDoT	Having PDoT take up the VF's as a larger part of their marketing campaign for Kampot as a destination.	Billboards created by PDoT and MoT that are placed in the border of the province of Kampot, utilising the VF's as a part of their institutionalised marketing strategy.
4 Involve PDoT at final stage of feedback	Including PDoT's feedback and sharing private sector feedback with them	Validated materials, and campaign supported and endorsed by PDoT
5 Post launch feedback	Investigate if the VF can be expanded	New VFs suggested

Guidance on the Steps

1. Share created test marketing material with PDoT

- Creating visual marketing materials is essential – photos and videos are more popular materials with local stakeholders as it is more universal than written content.
- Utilizing the right logos in the right order is integral – this must be validated by TTIWG President
- Content in English and Khmer is important. More Khmer copies should be created as there is more domestic tourism to Kampot.
- The TTIWG coordinator must collect feedback from all volunteer stakeholders and PDoT, and it is more efficient to meet physically with the marketing agency for certain aspects of the VF campaign (i.e; maps)

2. Provide test and finalized materials to the Tourist Information Centre

Materials that would be placed in T.I.C has to be validated by the President of TTIWG. I-stands are placed in the T.I.C to inspire tourists to visit all the flows.

3. Co-creating the marketing campaign with PDoT

Providing PDoT with VF designs in the file format required. Changes, and small edits are sometimes made to the designs to make them more suitable for PDoT and MoT's needs.

4. Involve PDoT at final stage of feedback

Within the VF campaign materials created by TTIWG, final validation must be gained from PDoT. The marketing agency could be unhappy with the number of edits required; however, the campaign cannot be launched if PDoT is not happy with it.

5. Post launch feedback

The feedback session should be had, and the sub-working group should start promoting the campaign, whilst also working on renewing it.

Tips

- PDoT appreciates physical marketing materials, especially during the testing phase, this is an important step. I-stands are an effective way to convey concepts.
- Create booklets in French and Vietnamese to include more tourist markets.
- Digitalise booklets to increase global reach.

Tools

1. Latest versions of VF physical marketing materials can be found on the VF section of the Handover Files.



G4: Mobilize industry stakeholders for sub-working groups

Purpose

To encourage private sector stakeholders to increase involvement with marketing the destination that they in a way operate.

The Steps

Methodological Step	Purpose	Output
1 Identify leads and members of sub-working groups	Gaining contact with stakeholders who are interested in a collective project to improve Kampot as a destination	Participants at TTIWG meeting who are willing to meet at a later date to discuss a TTIWG project. Stakeholders who contact TTIWG coordinator to discuss future projects
2 Create informal meetings with sub working groups	Discussing the project with a smaller group who are willing to volunteer their time and support to work needed on the particular project.	Strategy to pitch during TTIWG meeting

Guidance on the Steps

1. Identify leads and members of sub-working groups

Identifying members within the private sector can happen during TTIWG members, certain members are more interested in specific projects, and they are more likely to be willing to provide time and support towards the project. The TTIWG coordinator usually must initiate contact and gauge the interest of the potential sub-working group lead/member.

2. Provide test and finalized materials to the Tourist Information Centre

Sub-working groups should generally include public and private representation; however, it is possible for certain working groups to be exclusively private or public. It depends on the individuals interested in volunteering their time towards the respective projects.



Tips

- Occasionally, some members do not provide their feedback during larger meetings. 2-3 people is an ideal number within the private sector, to gain honest feedback without fear of being penalised or criticised.
- Sometimes a meeting outside of PDoT is required with refreshments to strengthen bonds between PDoT and private sector members who volunteer their time towards TTIWG.
- Sub-working group members should be willing to present their ideas in TTIWG meetings, or else the project cannot continue as a part of TTIWG.



Tools

- To identify leads for new sub-working groups events such as coffee mornings, or afternoon cocktails should be held to gauge and recruit interest from industry stakeholders
- To institutionalize a sub-working group, an agreement is needed. This is formalised through signing of a partnership agreement, to create one, utilise template G4-A

G5: Announce sub-working group establishment

Purpose

To formalise and institutionalise 4P-T through private sector stakeholders co-working with public sector stakeholders to improve the destination together.

The Steps

Methodological Step	Purpose	Output
1 Institutionalise subworking group during TTIWG quarterly meetings	Pitching the idea during TTIWG quarterly meeting shows commitment to working with TTIWG.	Feedback from President of TTIWG, and approval of the project ideas from TTIWG members
2 Develop on approved working plan	To co-work on the activities as a public-private initiative in Kampot	Product/Activity plan (eg: walking heritage tour, mangrove self-guided tour, Kampot Pepper Trail, Skills development training, Destination Marketing plan,etc)
3 Monitoring and feedback collection	Collecting information to gage the success of the project	Feedback gained to work on future strategy and other TTIWG projects

Guidance on the Steps

1. Institutionalize sub-working group during TTIWG quarterly meetings

Validation from TTIWG President is essential, ideas also should be taken up by the project lead/sub working group. When sub-working group members pitch the project idea to the TTIWG President, the group is institutionalized as a sub working group of TTIWG.

2. Develop approved work plan

Coordinator encourages development on approved work plan that was pitched during TTIWG. This is conducted by coordinating meetings with sub-working groups to work on the activity/project plan. Coordinator should meet with sub-working groups on monthly basis to collect feedback and develop future strategy of the activity/product. These meetings inform the findings that are presented during quarterly meetings.

3. Monitoring and feedback collection

Monitoring in Kampot can often be difficult, as data collected is not always accurate. However, it is vital to gain feedback from the sub-working group/lead partners after the launch of the event, even though not all data anticipated can be collected.



Tips

- Sub-working groups must be present and prepared during the quarterly meeting with the TTIWG president in order to pitch the idea, accountable private sector members, or members of PDoT pitch the idea with the support of the TTIWG coordinator
- During launch events, PDoT, and the lead partner/sub working group should be present and give speeches
- To gain more accurate qualitative data, work with partners that have technological systems to collect information regarding their sales.



Tools

- Utilise preliminary sub-working group meetings (especially with lead partners present) to create strategy. This is disseminated through a presentation during the quarterly meeting. Template for a presentation is listed as G5-A.



Stage 2: Implementation

G6: Conduct annual visitor survey

Purpose

To determine how satisfied visitors were with the services and facilities available within the visitor flows of Kampot.

A visitor survey was conducted in Kampot to find out how satisfied visitors were with the touristic experience in Kampot Province. This survey provided data to analyse the needs of Kampot in order to become a more attractive tourism destination.

In this survey, the Visitor Flows were utilised to divide Kampot into the respective four segments. Within these four segments, tourists had to evaluate how satisfied they were with various goods and services offered.

The initial survey results depicted that Kampot lacked the facilities and services to encourage high end/luxury tourists to stay for longer than a day or two. The main issue that they faced was a lack of suitable accommodation options.

These results were shared with the stakeholders from Kampot's public and private sector. This encouraged them to utilise 4P-T to improve Kampot as a tourist destination.

The annual visitor satisfaction survey is meant to be implemented on an online platform to provide PDoT with real-time access to the data being collected. However, there were internal technical issues that prevented this outcome from occurring. Nonetheless, the visitor survey acted as a backbone to forming a plan for 4P-T activities, as the feedback was utilized to augment Kampot appropriately.

The Steps

Methodological Step	Purpose	Output
1 Create Visitor Satisfaction Survey	To create a quantifiable way to collect data for stakeholders in Kampot's tourism sector	Survey created
2 Data collection	To collect information regarding how satisfied tourists are/were with facilities and services available in Kampot	Data collected
3 Findings & Result Analysis	To sort the results collected from the survey to analyse how Kampot can be improved to increase visitor satisfaction	Results collected
4 Sharing of survey results	To inform local stakeholders of the tourism services utilised and visitor satisfaction	Suggestions of how to improve facilities in Kampot to improve Visitor Satisfaction
5 Start creating visitor satisfaction survey for next year	To collect recent information of the facilities available in Kampot and visitor satisfaction	More relevant new survey created to share with local stakeholders and tourists

Guidance on the Steps

1. Create Visitor Satisfaction Survey

The visitor satisfaction is created by splitting the destination into the 4 visitor flows. Within these flows, visitors are asked questions regarding their perception of the accommodation, food and beverage and transportation facilities available. Within the survey, visitors are asked open ended questions, but also questions wherein they had to rate facilities from 1-5 (Very poor- Very good)

2. Data collection

To collect the data, researchers, such as university students from Phnom Penh could assist to collect the data required in local settings such as Kampot Town Riverside, Pepper farms, resorts, and bus stations. Data can be collected on both, paper surveys and online survey formats.

3. Findings & Result Analysis

Statistical Package for Social Sciences (SPSS) should be utilized for collecting the findings and to monitor and measure the results, and a standard instrument for quantitative data collection can be used, such as Kobo Toolbox, which is an online tool. Survey results are analyzed by separating the visitor flows to gauge the visitor satisfaction on a quantitative level within each flow. Results are also separated into the various services available in Kampot (Accommodation, food and beverage, transportation, tour operators, and tour guide) to gauge visitor satisfaction through the province of the facilities.

4. Sharing of survey results

These results should be shared with local stakeholders to inform them of visitor satisfaction. This should be helpful to roadmap improving services and facilities in Kampot. The survey results create an 'icebreaker' effect within the 4-PT platform, as it creates a starting point for discussion to occur between public and private stakeholders in Kampot. These results are vital to the 4P-T process, as they form the backbone of many TTIWG projects/interventions to improve Kampot.

5. Start creating visitor satisfaction survey for next year

After sharing the survey results, strategy for improvement is created. However, more data needs to be collected. The satisfaction survey can be augmented based on the changes within the tourism sector of Kampot.

For example, the Visitor satisfaction survey can be:

1. Shortened -to gain more responses
2. Translated to other languages – to increase scope of sample group
3. Augmented for external changes – ie. Corona



Tips

- ⚡ The visitor satisfaction survey drafted needs to be validated by PDoT before data collection.
- ⚡ To collect data effectively, bus stations are a good option. Many tourists are usually bored when waiting for their bus to arrive. Utilising a tablet can be more effective than conducting paper surveys, as it makes it easier to organize the findings for the next stage. Kobo ToolBox, as mentioned above can be used to collect responses.
- ⚡ A researcher with prior experience in measuring results will be helpful in analysing data collected.
- ⚡ A workshop with public and private sector stakeholders is a good way to share results.
- ⚡ Asking private sector stakeholders regarding the information they require from visitors is a good first step to draft a new visitor satisfaction survey.



Tools

1. Utilise and finalise a questionnaire format such as G6-A
2. Create ToR for data collectors, using template G6-B
3. Use Kobo Toolbox to collect data for survey <https://kf.kobotoolbox.org>
4. Utilise a workshop to share results and collect feedback from private sector stakeholders
5. Utilise Visitor Survey report listed as G6-C as a template

G7: Carry out the annual plan meeting

Purpose

To share the results of the visitor survey and to brainstorm solutions, the stakeholders in Kampot have to meet. Public and private sector members of TTIWG outline the annual strategy for the group.

The Steps

Methodological Step	Purpose	Output
1 Finalize agenda	To decide meeting date and agenda	Agenda outlined; meeting date confirmed
2 Invite stakeholders	To host meeting with public and private stakeholders	Stakeholders RSVP
3 Host meeting	To discuss visitor satisfaction survey and annual plan	Meeting held
4 Write report	To inform stakeholders after the meeting	Meeting report

Guidance on the Steps

1. Create Visitor Satisfaction Survey

MIGIP propose the agenda/outline of the annual plan meeting to discuss and agree with the TTIWG president. A date is also set.

2. Data collection

Both public and private sector members need to be present for the annual meeting. Invitations can be sent to private sector stakeholders via email (attaching e-invitation), phone, formal meeting. Public sector stakeholders are invited by PDoT, this is done formally through paper invitations, and are conducted face-to-face.

3. Findings & Result Analysis

The annual planning meeting is held at a formal meeting room, wherein all the stakeholders congregate to discuss a strategy for the annual plan of TTIWG. This meeting begins with the Director of PDoT welcoming the stakeholders. It is conducted in Khmer predominantly, however, the Swisscontact consultant should help to translate speeches in English to increase inclusivity.

4. Sharing of survey results

After the annual planning meeting, a report is written to convey:

1. The minutes discussed
2. Responsibilities of various stakeholders that are agreed
3. General strategy

The meeting report is written in English to help private sector stakeholders who are not fluent in Khmer to understand the strategy. It also serves as meeting minutes regarding the discussion and agreed plans. This meeting report is shared with TTIWG members who were present and absent by the TTIWG Coordinator.



Tips

- Private sector stakeholders are best contacted by the TTIWG coordinator via email, however, reminder emails should be sent the day prior to the meeting with the agenda enclosed.
- Meetings should be hosted at either PDoT, or a private meeting room in Kampot. Attendance lists should be registered, and refreshments should be provided.



Tools

1. An e-invitation should be created by the coordinator to send to TTIWG members to invite them for the annual planning meeting, template listed as G7-A
2. An information pack with agenda, newsletter and annual working plan enclosed should be distributed to members attending the meeting, listed as G7-B
3. Attendance lists should be utilised to record stakeholder presence, template listed as G7-C
4. A report with minutes should be sent to PDoT and members, template listed as G7-D

G8: Visualize and sensitize the annual plan

Purpose

After the annual strategy was agreed on at the initial annual meeting, the plan had to be disseminated and shared with as many stakeholders in Kampot as possible. The key was to sensitize the annual plan to the stakeholders and to recruit the 'movers and shakers' to move the project forward. This was conducted through distribution of TTIWG calendars, showing a breakdown of the activities on a monthly basis. This provided stakeholders in Kampot with a better vision of the work conducted by TTIWG.

The Steps

Methodological Step	Purpose	Output
1 Create annual plan	To anticipate activities that will occur within the upcoming year	Annual plan of activities
2 Design material	To sensitize local stakeholders to TTIWG and the annual plan	Calendar
3 Disperse material	To introduce/remind local stakeholders of TTIWG and the annual plan	Visibility of TTIWG calendars in Kampot

Guidance on the Steps

1. Create annual plan

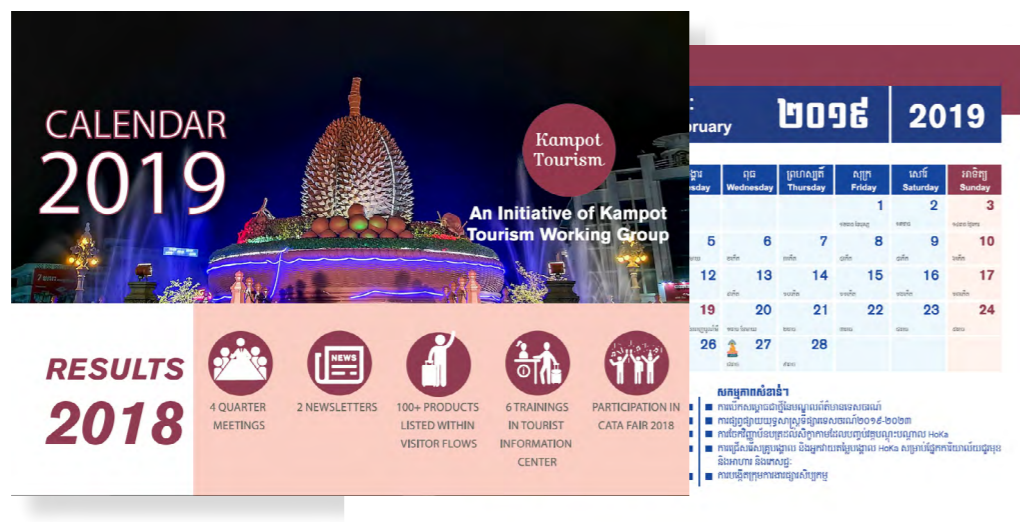
After the annual planning meeting, the annual plan for TTIWG activities should be drafted by the TTIWG coordinator. The quarterly meetings and activities planned for existing products (ie: workshops, launch events, etc) should be noted on a monthly basis.

2. Design material

Materials that will inform local stakeholders about TTIWG, its functions and its products should be created. A good way of doing this is to create traditional materials, such as calendars with the TTIWG annual plan included in it.

3. Disperse material

Once designed and produced, the materials should be dispersed personally by the TTIWG coordinator. This gives the TTIWG coordinator a good chance to explain TTIWG and 4P-T with private sector stakeholders. Materials should also be given to PDoT to share with other public sector stakeholders.



Tips

- 💡 When creating the annual plan, try to create an event/activity for every product/project every quarter.
- 💡 Other materials that can be useful on a daily basis for stakeholders can be utilised to sensitise the annual plan (ie: notebooks with calendar in it). During TTIWG meetings, materials as such can be discussed.
- 💡 The materials should be dispersed by the TTIWG coordinator by visiting private stakeholders one at a time, this gives them the opportunity to interact with stakeholders and educate them on the value that can be generated by participating in TTIWG.



Tools

1. The annual working plan based on discussion during the annual planning meeting acts as a tool for providing content for the materials to sensitise stakeholders.

G9: Carry out the quarterly meeting

Purpose

Quarterly meetings are organized by the TTIWG coordinator, either at a public or private sector venue. During quarterly meetings, members gather to discuss progress and plans for the working group. During these quarterly meetings, members present developments in the various activities and interventions, and new ideas are discussed as well. During these meetings, a newsletter and info pack is distributed. At the end of the meeting, a question and answer session are held. After the meeting, the TTIWG coordinator writes a report summarizing the minutes of the meeting, this gets approved by the TTIWG President and then is shared with TTIWG members.

The Steps

Methodological Step	Purpose	Output
1 Create agenda for quarterly meeting	To structure meeting and provide stakeholders with information regarding current and upcoming projects	Validated agenda by head of TTIWG
2 Invite stakeholders	To gain access to public and private stakeholders	Invitation sent; Newsletter created
3 Host meeting	To discuss progress per quarter	Minutes and newsletter distributed
4 Write report	To provide written evidence of meeting minutes, and to inform stakeholders who were not present regarding progress.	Report distributed
5 Work on projects with sub-working groups	To create a strategy for new/existing TTIWG products	Products within the VF

Guidance on the Steps

1. Create agenda for quarterly meeting

The agenda for the quarterly meetings should begin with a welcome speech from the head of TTIWG, and it should include a presentation depicting progress and plans for each project conducted by TTIWG. It should also include presentations with ideas for new products under the VF. This agenda should be drafted by the TTIWG coordinator and approved by the president of TTIWG.

2. Invite stakeholders

After the agenda is confirmed, the TTIWG coordinator should invite the private sector stakeholders. This can be done most effectively via email, and by creating an e-invitation. Public sector stakeholders are invited by PDoT personally. The TTIWG coordinator should send reminders (with the agenda enclosed) for the quarterly meetings to TTIWG members (private sector stakeholders) within 24 hours of the meeting.

3. Host meeting

The meeting is hosted every three months at either PDoT hall, or at a meeting room rented for the purpose of this meeting, usually Salty River Resort for small meetings. The meeting begins with the coordinator welcoming the local stakeholders and introducing the President of TTIWG for his welcome speech. After every presentation, there should be a brief Q&A session. The meeting should end with a closing speech from the President of TTIWG followed by a quick discussion and a plan for the next quarter. The TTIWG coordinator should moderate this meeting and take minutes to inform the report.

4. Write report

The quarterly meeting report should be written by the TTIWG coordinator. This report should be validated by the Swisscontact consultant, and then sent to the President of TTIWG for approval. After this, the report is sent to TTIWG members who were invited to the meeting.

5. Work on projects with sub-working groups

During the quarterly meeting, the TTIWG coordinator should gauge interest in various projects/products and include the respective members in sub-working groups. After the quarterly meeting, the TTIWG coordinator arranges informal smaller meetings to discuss strategy for individual projects.



Tips

- ⚡ The agenda should be created based on the projects focused on in the previous quarter, and the new and upcoming projects focused on in the upcoming quarter.
- ⚡ The meeting date should be decided a minimum of a week prior to the meeting, to let the stakeholders have enough notice to be able to attend.
- ⚡ When hosting the meeting, the TTIWG coordinator should be responsible for welcoming private sector stakeholders and should act as the MC for the meeting.
- ⚡ The report should include the following sections: Introduction, Outcomes of the meeting, Review of previous quarter progress, Meeting outcomes on the actions of the following quarter, suggestions and conclusions.
- ⚡ Informal meetings should be scheduled during or shortly after the quarterly meeting to encourage involvement and progress within the individual products/projects.



Tools

1. Agenda and e-invitation that have been validated should be sent to members prior to the meeting. Examples can be seen at G-9A1 & G-9-A2 respectively.
2. Presentations, newsletters and info packs should be prepared for members use during the meeting. G9-B1-3 respectively
3. After the meeting, a report with finalised quarterly working plan and meeting minutes should be sent to members after validation from PDoT, template listed as G9-C.
4. Phonecalls and emails should be utilised to initiate dialogue with sub-working groups.

G10: Identify new products within the visitor flows

Purpose

To collaborate with local stakeholders to create new products that could strengthen the visitor flows.

The Steps

Methodological Step	Purpose	Output
1 Invite new stakeholders to TTIWG sub-working group meetings	To involve stakeholders who are interested in a specific TTIWG project	Sub-working group created organically and functional
2 Discuss new project idea	To create a strategy and plan to implement the product	Plan/Strategy for new product
3 Create Partnership Agreement	To create an official contract holding the sub-working group accountable	Partnership agreement signed by both parties
4 Pitch project at TTIWG meeting	To officially announce the sub-working group and creation of the new product	Approval and suggestions from TTIWG members
5 Launch new products within the flows	To launch the new product within the VF regions	New product created

Guidance on the Steps

1. 1. Invite new stakeholders to TTIWG sub-working group meetings

During discussions that occur during TTIWG quarterly meetings, members share information regarding other stakeholders who could be interested in specific projects. It is the role of the TTIWG coordinator to reach out to stakeholders within the meeting room, and out to brainstorm ideas for new projects. The TTIWG coordinator then conducts small informal meetings with these members to create a plan for the new project.

2. Discuss new project idea

During this meeting, the TTIWG coordinator should take minutes but also encourage stakeholders to share their ideas on how to evolve and grow the new project. Ideally, 4-6 members should be involved within these meetings, and they should be held regularly, on a monthly basis at the minimum.

3. Create Partnership Agreement

Partnership agreement should be drafted by the TTIWG coordinator. This partnership agreement should state what the roles and responsibilities of each partner are, and how long the duration of the partnership will be. The implementation plan and strategy should also be enclosed. The partnership agreement should be signed by both parties before any activities are conducted.

4. Pitch project at TTIWG meeting

Pitching the new project/product during the TTIWG quarterly meeting officially acknowledges the establishment of the sub-working group and the creation of the product. The project should be pitched by the lead partner of the sub-working group, but also can be presented by the TTIWG coordinator if they are unable to participate.

5. Launch new products within the flows

Once approved, the products should be launched formally by hosting an event in Kampot Province. The president of TTIWG could invite members of the public sector at his discretion.



Tips

- Depending on the job roles of the stakeholders, different timings are more suitable than others. Coffee mornings and late lunches are usually suitable times for sub-working group meetings.
- During discussion of the new project, the TTIWG coordinator should encourage members to think financially efficiently and to have then consider other sources of funding aside from TTIWG.
- The presentation for pitching a new product should be co-created by the TTIWG coordinator and the product sub-working group.
- Media could be invited to the launch event to showcase the new product available in Kampot.



Tools

- Phonecalls and emails are used to communicate with stakeholders to host sub-working group meeting to discuss new project ideas after the quarterly meetings.
- Informal meetings with sub-working group wherein the coordinator takes minutes and notes project plan and strategy.
- Partnership agreement to institutionalise the group and incorporate the project as a function of TTIWG.
- Presentation to pitch the idea to the working group, template can be found at G10-A.

G11: Promote new products within the visitor flows

Purpose

To strengthen the visitor flows campaign through the new products, also to market the new products within the visitor flows.

The Steps

Methodological Step	Purpose	Output
1 Discuss products during quarterly meeting and sub working group meetings	To discuss progress and plans for each product	Plan for the next quarter
2 Discuss new project idea	To gain new ideas from stakeholders in TTIWG	Suggestions for improving the product
3 Meet Visitor Flows sub working group	To gain access to marketing the product as a sub-brand of the destination	Product identified within the Visitor Flows
4 Discuss with PDoT	To gain access to PDoT assets for the product	PDoT suggestions and marketing
5 Implement changes to marketing plan	To market the product within the Visitor Flows	Product marketed within Visitor Flows

Guidance on the Steps

1. Discuss products during quarterly meeting and sub-working group meetings
During meetings when new products are pitched, the TTIWG coordinator should encourage participants to get involved, and take notes on points mentioned during the discussion, and bring up during the next sub-working group.

2. Collect feedback
Once feedback is collected from TTIWG members, the product sub-working group assesses their plan and feasibility of the suggestions offered. Sometimes a new member can be invited from the TTIWG meeting to join the sub working group, this depends on their willingness and ability to participate in the sub-working groups activities.

3. Meet VF sub working group
After the product has been launched, and feedback has been evaluated, the product sub-working group meets with the VF sub-working group to discuss marketing plans and how to include the product within VF marketing. After both sub-working groups agree on a marketing strategy that is workable, this result is noted by the TTIWG coordinator.

4. Discuss with PDoT
The marketing strategy for the product within VF is then presented by the coordinator to the President of TTIWG/Head of PDoT for approval. Sometimes PDoT has different ideas on how to further market the product as a part of MoT's marketing plan.

5. Implement changes to marketing plan
Once validated, the product gets implemented and featured as a sub-brand of VF to market Kampot as a destination.



Tips

- 💡 TTIWG Coordinator should ask open ended questions such as:
'What do you think about this project?'
'What would you do to improve this product?'
'Any suggestions on how to improve the marketing strategy?'
- 💡 When taking minutes, TTIWG coordinator should note critique provided and possible solutions
- 💡 When marketing the product within the visitor flows, caution should be taken to not overshadow other products within the marketing strategy.
- 💡 PDoT will have different ideas and incorporate the products marketing strategy into their own (aligned with MoT). It is important to let them carry on with this and not critique their use of the materials.
- 💡 Once changes are implemented to include the product within the visitor flows, the TTIWG coordinator is responsible for ensuring that the information marketed is current.



Tools

1. Utilise presentation to share plan and progress with TTIWG members during quarterly meeting.
2. Coordinator collects feedback and minutes, and these are shared with the sub-working group during the informal meeting after the feedback was collected during the quarterly meeting.
3. Coordinator collects information regarding plans and progress for sub-working groups from PDoT personally after meeting with the sub-working group.

G12: Activate the sub-working groups to implement the work plan of TTIWG

Purpose

To encourage initiation and implementation of sub-working group plans as a part of TTIWG.

The Steps

Methodological Step	Purpose	Output
1 Meet with sub-working group prior to quarterly meeting	To align agenda of TTIWG quarterly meeting with sub working group activities	Presentation created for quarterly meeting
2 Present during quarterly meetings	To share progress and plans for sub-working group product/project	Feedback and discussion on product/project
3 Support implementation of activities	To support implementation of activities that create product/project	Product/project existent and evolving

Guidance on the Steps

1. Meet with sub-working group prior to quarterly meeting

The TTIWG coordinator should schedule meetings with respective sub-working groups prior to the meeting to discuss the agenda of the respective presentations. The coordinator is responsible for outlining the structure of the presentation, and the sub-working group should agree on the content.

2. Present during quarterly meetings

During the quarterly meetings, the lead partner within the sub-working group should present the progress and plans of the previous and upcoming quarters respectively. The project/product needs to be aligned with the annual plan of TTIWG, and suggestions should be discussed at the end of the presentation.

3. Support implementation of activities

After presenting the work plans of the sub-working group during the quarterly meetings. The TTIWG coordinator should schedule a smaller informal meeting with the sub-working group to discuss the implementation plans for the upcoming activities.



Tips

- 💡 Meeting with the sub-working groups has to occur several times before the quarterly meeting: to discuss the presentation agenda, to discuss the presentation after design, and to discuss the presentation speech after approval.
- 💡 During the quarterly meeting if the lead partner presents the product/project, the head of TTIWG is more likely to interact with and approve/endorse the product/project.
- 💡 TTIWG coordinator should host weekly to monthly strategy meetings with sub-working groups to stimulate progress within the work plans.



Tools

1. Meetings should be organised with the sub-working group or leads of the sub-working group to create a presentation to reflect progress and future plans to TTIWG members during quarterly meetings. Template listed as G12-A.
2. Coordinator should utilise minutes to record feedback provided during quarterly meetings to discuss further with sub-working groups during monthly informal meetings. Template listed as G12-B.

G13: Capacity building for TTIWG members

Purpose

TTIWG members gain support in terms of capacity building by strengthening their relationships with other public and private stakeholders during the quarterly and annual meetings. Aside from this, TTIWG also provides support by encouraging collaboration between stakeholders to work on products together.

The Steps

Methodological Step	Purpose	Output
1 Encourage discussion during quarterly meetings	To discuss issues, problems and potential solutions amongst tourism industry stakeholders	Emergent strategy for improving facilities within the destination
2 Meet with individual sub-working groups	Encourage stakeholders to co-work to build stronger relationships amongst each other	Create proposal plan to implement project
3 Discuss progress at quarterly meetings	Encourage public and private stakeholders to discuss ways to improve implementation of the project	Improve project through feedback provided

Guidance on the Steps

1. Encourage discussion during quarterly meetings

During presentations informing TTIWG members with updates, the TTIWG coordinator should instigate discussion amongst stakeholders and note their input.

2. Meet with individual sub-working groups

After the discussions at the quarterly meetings, the TTIWG coordinator should follow up with relevant parties and follow up on the topic of discussion.

3. Discuss progress at quarterly meetings

The work conducted by the sub-working groups should be disseminated during quarterly meetings to the other TTIWG members. This step is integral to increase capacity building, not only amongst stakeholders, but amongst individual projects conducted by TTIWG.



Tips

- Always host a Q&A session after every presentation, and at the end of quarterly meetings.
- Create a proposed plan of action after quarterly meeting to share during sub-working group meetings to kick-start progress within respective activities.
- Share quarterly progress and future plan during quarterly meeting for all sub-working group activities.



Tools

- Open ended questions in a focus group setting are useful to gain feedback from TTIWG members in quarterly meetings. This session should be moderated by the coordinator.
- Minutes from the meeting should be turned into a proposed action plan for the sub-working group, template listed as G13-A.

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