

Ghana
Culture, Warmth & Much More

Making Tourism the Lead Sector of Ghana's Economy

National Tourism Marketing Strategy 2009-2012



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Tourist Map of Ghana



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About Ghana

FORMER NAME: The Gold Coast.

CAPITAL: Accra.

LOCATION: Western Africa, on latitude 8°00'N and longitude 2°00'W.

BORDERS: Atlantic Ocean (south), Togo (east), Burkina Faso (north) and La Côte d'Ivoire (west).

SURFACE AREA: 238,837 sq km (similar to Great Britain or the American state of Oregon), with 540 km of coastline.

CLIMATE: Tropical, with temperatures usually between 21 - 31°C.

NATURAL RESOURCES: Gold, Diamond, Bauxite, Manganese, Timber and Cocoa.

POPULATION: Approximately 23.8 million people.

LANGUAGE: Official language is English. There are more than 70 languages and major dialects, including Akan, Ewe, Ga-Adangbe, Dagbani, Nzema and Hausa.

RELIGION: Two-thirds of Ghanaians are Christian, another 15% are Islamic, and the remainder adhere to traditional animist beliefs.

GOVERNMENT: Constitutional Democracy.

INDEPENDENCE: 6th March 1957 from British Administration.

LOCAL TIME: Greenwich Mean Time (GMT).



Welcome Statement

Ghana's rich heritage, her naturally hospitable people and her commitment to democratic governance has made her a peaceful, secure and politically stable country. In terms of popularity, Ghana ranks third after Nigeria and Senegal in the West African Sub Region. This notwithstanding, Ghana is not known as a tourist destination.

Something is not going right: Ghana has not been able to realise her full potential in tourism development. Two obvious reasons for this are our lack of a marketing strategy, and our lack of awareness of the importance of tourism to Ghana and Ghanaians.

The tourism sector is an important contributor to Ghana's economic development. In 2008, an estimated 1.4 billion US dollars was realised from the tourism sector, making it the fourth highest foreign exchange earner after gold, cocoa and remittances from Ghanaians resident abroad. In the same year, 234,679 jobs were created (directly or indirectly) by the tourism sector.

When well planned, tourism can be a viable tool for environmental conservation and the preservation of local cultures. Tourism can also induce central and local governments to make necessary infrastructure improvements in host communities.

It is against this backdrop that I am personally happy about this National Tourism Marketing Strategy, which I consider the road map for improving the marketing of Ghana, enabling us to take our rightful place as the number one tourist destination in West Africa.

I must caution, however, that having a strategy in place, and implementing the strategy, are two different things. On my part, I will ensure that government gets more committed in allocating resources for implementation. I therefore urge our partners, especially the private sector, to also show commitment by supporting the implementation of the strategy.

I wish Ghana a successful marketing drive.



MRS. (HON) JULIANA AZUMAH-MENSAH
Minister of Tourism

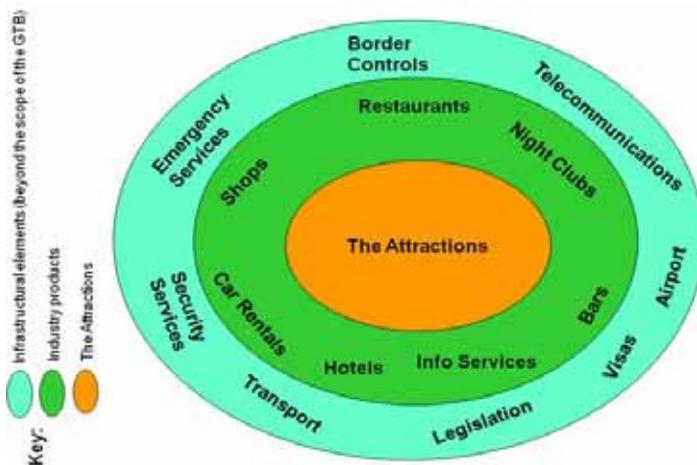


What is Tourism?

Tourism comprises the activities of persons travelling to and staying in places outside their usual environment, for a period of not more than one consecutive year, for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.

The tourism industry can be defined as those firms, organisations and facilities that incidentally or intentionally provide facilities and services for tourists, to cater for their needs from the time of planning for their trip, to their return home.

The tourism industry is one of the largest industries in the world, comprising 924 million international tourists in 2008, and accounting for 30% of the world's exports of services. Global tourism generated US\$ 856 billion (€ 625 billion) in revenues, in 2007.



Global tourism is forecast to continue to grow in the long term, though at a slower pace for 2009, due to the current global economic downturn. However, the good news is that Africa, as well as East Asia and the Pacific, the rest of Asia, and the Middle East, will have higher growth percentages than the rest of the world.

Tourism in Ghana: Facts & Figures

Structure of the Industry

The Ministry of Tourism (MOT) is the policymaking body for Ghana's tourism industry, with its implementing agency being the Ghana Tourist Board (GTB). The Ghana Tourism Federation (GHATOF) is the umbrella association for private sector tourism organisations and their affiliates.



Tourism's Contribution to the Ghanaian Economy

The tourism industry contributes greatly to the Ghanaian economy, through such means as corporate tax, income tax, value added tax, National Health Insurance Levies, customs/excise duties, GTB licence fees, property rates, property/asset fees, business registration fees, visa/work permits, airport service charges, and so on.

Between 2005 and the third quarter of 2008, the hotel sector had contributed GH¢ 647,296,664.15 directly to government revenue, and GH¢ 35,011,773.43 to non-governmental/quasi-governmental agencies. During the same period, the restaurant sector contributed GH¢ 28,129,876.26 directly to government revenue, and GH¢1,888,216.42 to non-governmental/quasi-governmental agencies.

Share of the West African Tourism Market

In 2004, Ghana had its highest ever visitor arrival figures, amounting to 584,000 visitors in that year. However, this figure must be doubled within three years, if we are to achieve our target of attracting one million visitors to Ghana by mid-2012. This requires an increase of Ghana's share of West African tourists from 12% to 20%, by mid-2012.

By targeting visitors from the UK, Germany, USA, The Netherlands and Nigeria, and by the active involvement of all at large, we need to increase our marketing efforts and close the widening gap between Ghana and Senegal, so that Ghana may eventually be the top tourist destination in West Africa.

Strengths, Weaknesses, Opportunities and Threats

Ghana's Strengths as a Tourism Destination:

- Authentic and unspoiled.
- Strong cultural and heritage tourism products.
- Nature and ecotourism.
- Safe and secure.
- Plenty of sunshine.
- High satisfaction rating by visitors.
- Friendly people.
- Anglophone country.
- Well-connected flight network.
- Developing telecommunications.
- Political stability.



Ghana's Weaknesses as a Tourism Destination:

- Lack of active promotion of Ghana as a tourist destination.
 - Lack of integrated channel strategy.
 - Poor visa regime.
 - Poor online strategy.
 - Little tourist information.
 - No international information offices (Senegal has one in New York).
 - Poor infrastructure (especially domestic and international transportation, roads, rest stops, and tourist information offices).
 - Poor product quality and low excitement over products and services.
 - Lack of service and professional tourism orientation.
 - Inadequate accommodation facilities.
 - High prices relative to quality.
-

Opportunities facing Ghana as a Tourism Destination:

- Worldwide trend towards special-interest and adventure tourism.
- Increasing interest on the part of African-Americans in their heritage.
- Tourist potential from West African neighbours such as Nigeria.
- Currently a 'best kept secret': no established image on the world tourism market.
- Attractive to business travellers due to location and safety (potential conference market).
- An estimated four million Ghanaians living abroad.

Threats facing Ghana as a Tourism Destination:

- Increasing competition from other African countries as emerging tourism destinations.
- High cost of travel to Ghana.
- Lack of appreciation of tourism's importance by government and society alike.
- Increasing worldwide security concerns about overseas travel.
- Negative associations with qualities generally associated with Africa (famine, disease, poverty, instability).
- Global financial crisis.



Tourism in West Africa

It is expected that Africa will have an additional 27 million visitors by 2010, and 57 million visitors by 2020. We therefore have a good opportunity to grow Ghana's share of African tourist arrivals.

Currently, out of the four sub-regional blocs in Africa (northern, southern, eastern and western), West Africa has the smallest share of visitors. Though West Africa seems to have lagged behind in attracting visitors compared to other African regional blocs, this might present the countries in the West African sub-region with an opportunity to market themselves as virgin and unspoilt tourist destinations.

The current global financial crisis still calls for caution, since many households may cut back on travel spending. However, in the more developed countries, holidays are considered essential. Research suggests that the economic downturn will have less of an impact on holiday growth than on other areas of consumer spending.



Highlights

Ghana is one of approximately 200 countries and territories in the world. With so many destinations to choose from, tourists are spoilt for choice. The challenge is how we can increase our tourism marketing efforts to maximise our share of tourist arrivals and revenue.

We have come to realise that with the current quality of our tourism products and services, we cannot adequately compete against all tourist destinations: as such, we have decided to measure our tourism performance against our West African competitors, namely Senegal, The Gambia, Mali, Benin and Sierra Leone.

We now consider Senegal, the most developed tourist market in West Africa, to be Ghana's primary competitor.

Ghana will henceforth be positioned on the basis of the diversity of her tourism offerings and the warmth of her people.

The primary objective is to attract one million visitors to Ghana by mid-2012, mainly from the UK, Germany, USA (African-Americans) and Nigeria, but also from Ghanaians living abroad, as well as Ghanaians and expatriates living in Ghana.

This requires that we develop our tourism products and services; inform and educate the public; build a reputation as a 'must see' tourism destination in West Africa; and improve accessibility to the country.



Vision, Mission, Goals and Objectives

Vision

The vision is for Ghana is ***to be the tourism hotspot of West Africa.***

Mission

The mission is ***to outperform Senegal as the tourism hotspot in West Africa.***

Strategic Goals

The primary goal is ***to differentiate Ghana from the competitor countries in West Africa.***

The secondary goals are as follows:

1. To position Ghana as an eclectic 'must see' destination that offers diverse tourism opportunities in West Africa
2. To raise awareness of Ghana as a tourist destination
3. To improve the knowledge of Ghana among international tour operators and package holiday companies
4. To educate Ghanaians living in Ghana about tourism products and tourism's potential
5. To encourage Ghanaians in the diaspora to visit Ghana and invite their friends to also visit Ghana.

Strategic Objectives

The primary objective is ***to increase Ghana's share of West African tourists from 12% to 20% by mid-2012.***

The secondary objectives are:

1. To increase the number of tour operators that offer packages to Ghana
 2. To Increase the average expenditure of tourists
 3. To improve the geographic spread of tourists
 4. To increase the length of stay of tourists
 5. To smoothen seasonal demand
 6. To increase the propensity to recommend to friends
 7. To increase loyalty, measured through repeat visits.
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How Can We Achieve our Target of One Million Tourists by 2012?

Our target of one million tourists by 2012 can be realised if we try to capitalise on our strengths, minimise our weaknesses, seize our opportunities, and overcome the threats. In particular, efforts must be focused on the following areas:

- Accessibility of Tourism Sites
- Attendance at International Exhibitions
- Development of a Crisis Communications Strategy
- Development of Airlines, National and Regional Airports
- Development of Human Resources in Tourism
- Development of Integrated and Consistent Marketing Communications
- Educating the Local Human Resources
- Enhanced Links with International Tour Operators and Package Holiday Websites
- Establishment of Tourist Information Offices
- Exploitation of Technology
- Heightened Public Relations Efforts
- Improved Awareness in Key Source Countries
- Improved Direct Marketing
- Improved Packaging of Tours
- Improved Quality and Pricing of Hotels
- Improved Tourist Attractions
- Offering Better Value-for-Money
- Simpler and Cheaper Visa Regime
- Use of Guerrilla Promotional Methods.



The Critical Success Factors

The critical success factors for achieving the goals set out in this Strategy are as follows:

1. Product Improvement and Development

Accessibility of Tourism Sites

Although progress has been made in the last ten years with the construction of roads, the access to and from many tourist sites outside major cities remains poor. This lack of access significantly diminishes the benefits to the local communities of their tourism products. The result is that those that are accessible are over-visited, with the risk of environmental degradation, while others are hardly visited. Rail and water transport remain underdeveloped in Ghana.



Development of Airlines, National and Regional Airports

The popular tourist destinations – including South Africa and Kenya - all seem to have strong national airlines that serve their countries, complemented by international airlines. In emerging destinations such as Ghana, international airlines dominate, supported by weaker national carriers.

The number and frequency of flights coming into Ghana has improved, with increasing sub-regional flight activity, especially to and from Nigeria. Though major European carriers like British Airways and KLM fly daily to Ghana, this is only to Accra, with no flights to other major cities like Kumasi or Takoradi. Airlines like Alitalia and Emirates combine flights to Nigeria and Ghana, probably to boost revenues per mile. This is understandable, but it creates the perception that Ghana is not as accessible as other popular African destinations like South Africa or Kenya.



Presently, the visitor experience at Kotoka International Airport is a mixed one. Staff at the airport, including the immigration officials, are pleasant and professional, but information is scarce, and airport amenities such as washroom facilities are below par.



Improved Packaging of Tours

Tours need to be packaged to reflect eclectic experience, and tour operators must be encouraged to develop interesting names for their tours.

Improved Quality and Pricing of Hotels

There is a need for more reasonably priced, good quality hotels across the country, before Ghana can compare with her regional rivals, notably Senegal.



In addition, the rating criteria for hotels and restaurants should be reviewed to reflect today's business environment.



Improved Tourist Attractions

Tourist attractions need to be improved to make them more engaging and interesting. The presentation of the tourist attractions like the castles should be made more engaging and memorable, perhaps through dramatisation.

Offering Better Value-for-Money

With Ghanaians being friendly people, tourists have a good experience in Ghana. However, the presentation of the tourism products (sites and attractions) is thought to be boring and uninspiring. Hotels and restaurants are being improved, but there are still issues about price, quality and service delivery. Visitors to West Africa believe that tourism services here are expensive, compared to the quality of service received.



Simpler and Cheaper Visa Regime



Senegal's visa fees range from £3.15 to £10.50 for visas for one to ninety days. Most visas are processed within three working days. Citizens of EU member states, Canada, Israel, Japan, Taiwan and the United States, do not require a visa for a visit of up to ninety days. In contrast, visas to Ghana cost £30 for a single entry, and take between four and ten working days to process.

Government should be lobbied to ease visa requirements: if not completely (which would have revenue implications for the affected high commissions), then an alternative could be to let visitors pay for their visas on arrival in Ghana. That way, access is facilitated, visitor numbers will increase, and tour operators will have one big hassle taken care of.

At the inter-governmental level, the idea of a West African Schengen equivalent should be put forward, to boost regional tourist traffic.

2. Information and Communications Technology (ICT)

Exploitation of Technology

In Ghana, the use of ICT amongst industry players tends to be restricted to word processing. The exploitation of the internet and related technologies is still relatively low. Most players do not have websites or online booking platforms, and they are therefore cut off from the global supply chain. However, half of all internet users worldwide browse travel related websites for information.



With increasing access to broadband, it is easier for travellers to search for information about destinations, book their trips, and post feedback online. Online booking has doubled in the last four years. Total online travel sales in the UK are estimated at £10.8 billion. In the US, total online sales were worth \$114.6 in 2004. The internet is becoming a major distribution channel for travel-related products and services.

The larger the number of industry organisations that are online, the better the perception of the accessibility of a destination. Here in Ghana, we need a policy to encourage the operators of hotels and related organisations to have websites. Deadlines need to be set for hotels, restaurants, car rental companies and the like, to develop their websites and other

electronic products. *PayPal* is a very popular payment platform that offers any organisation's website e-commerce capability.

Online initiatives should include the use of videos on *YouTube* and relevant travel websites. Travelblogs should be maintained, so that visitors can share their experiences. Banner ads should be placed on relevant websites such as *expedia.com* and *lastminute.com*.

We also need robust marketing information systems to help with the collection, analysis and dissemination of market intelligence for decision-making. This is especially important when it comes to the allocation of scarce resources.

3. Marketing

Attendance at International Exhibitions

Attendance at international tourism exhibitions is critical for the competitiveness of Ghana's tourism. Exhibitions in the major source markets (for example, ITB and WTM) should be given investment priority, and the cost of attending exhibitions must always be weighed against the likely long-term benefits.



Development of Integrated and Consistent Marketing Communications

Marketing communications must ensure that Ghana is recognised as a brand, and that Ghana is perceived as distinct from the other competing destinations in West Africa. All efforts should be made to ensure that all marketing communications are integrated, to disseminate a consistent message and thus avoid the errors of past initiatives where there tended to be different messages for every campaign.



The recommended promotional methods are:

- Local TV advertising
- Local newspaper and magazine advertising
- Local road and pedestrian signage (with universal features) directing visitors to tourist attractions and showing distances to attractions
- International and local outdoor advertising.

Enhanced Links with International Tour Operators and Package Holiday Websites

Tourist destinations that have strong relationships with large international tour operators tend to perform better than those who do not.

The number of tour operators and package holiday websites that feature Ghana is very low. This makes it difficult for tourists to access the market, as no one is really selling the country.



We must increase the number of tour operators that offer packages to Ghana, and improve the knowledge of Ghana among international tour operators and package holiday companies.

Establishment of Tourist Information Offices

In order to increase visibility and provide information with a personal touch, we must have tourist information offices across Ghana and in the major source countries. These can be complemented by tourist information desks - manned by well qualified personnel - in the various Ghana High Commissions.

Improved Awareness in Key Source Countries

We must build Ghana's reputation as a 'must see' tourist destination in West Africa. The four million Ghanaians in the diaspora must be encouraged to visit Ghana and invite their friends to also visit Ghana.



Ghana should be marketed as a destination that offers diverse opportunities for the tourist. This will help to increase average tourist spend per visit, average length of visit, and loyalty (measured by repeat visits).

In view of this, the campaign logo and catchphrase adopted is
“ **Ghana** Culture, Warmth and Much More”,
 completed with the stripe of Ghana colours. All promotional items must be branded accordingly.

Improved Direct Marketing

Tourist information should be made available through professionally produced leaflets and brochures. These also must be available online for downloads. All images used on websites, brochures, leaflets and all promotional materials should be taken by professional photographers. The websites should be developed to include features that can enable the capture of contact details for subsequent email marketing and relationship building.

Use of Guerrilla Promotional Methods



Ghanaian footballers who play for top European clubs should be persuaded to wear *Visit Ghana* t-shirts under their strips. These can be made visible after matches. On and off the pitch, they can wear Ghana memorabilia, like wristbands, etc. This can generate a lot of PR in Europe, if it is picked up by the press.

4. Public Relations

Development of a Crisis Communications Strategy

There must be a crisis communications strategy in place, should anything bad happen to tourists. Our response to crises will either improve or diminish tourist confidence. A public relations firm should help plan for such eventualities.



Heightened Public Relations Efforts



Public Relations should be used to ensure that positive messages are seeded in relevant international travel media. Familiarisation visits should be organised for travel journalists to explore the sights and sounds of Ghana, with priority placed on those journalists from target source countries, and researchers from companies that publish travel guides such as *Lonely Planet*.

Local journalists should also be encouraged to research and report positive tourism stories, as a cost-effective means of information dissemination. Local journalists should also be encouraged to develop competences in travel writing. A suggestion would be to create a category for travel journalism in the annual tourism awards, as well as journalism awards.

Regular destination news should be written and circulated to internet news sites as well as traditional media, to keep Ghana top-of-mind.

5. Education and Training

Development of Human Resources in Tourism

The quality of Ghana's human resources in tourism is still poor. Many tourism establishments still hire relatives with no knowledge or experience in dealing with tourists. This dilutes the total visitor experience, and hurts the destination brand.

Training can help increase the average spend per tourist, as service staff are trained on how to encourage guests to spend more.

Industry-wide training interventions should be implemented, and evidence of training and development should be included in the criteria for the renewal of operating licenses.

Continuous professional development must be encouraged, perhaps through partnerships with international organisations.

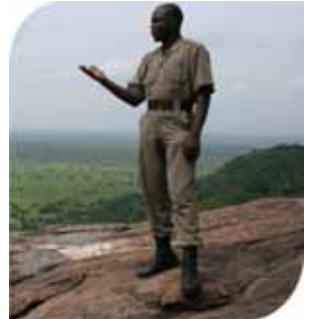
Continuous training of frontline staff at various tourist touch points must be seen as priority. All staff at various information points must have the necessary training to communicate the right product information with the right attitude. They must be helpful and professional: this will help reinforce the tourists' perception of Ghana as a friendly destination, and enrich their holiday experience.

Educating the Local Human Resources



There are currently about 38% of Ghanaians under the age of 14. This presents an opportunity to educate the younger generation on the importance of tourism to Ghana, and help them develop a mind-set that sees the connection between tourism, national development and environmental sustainability.

Ghanaians living in Ghana must be educated about our tourism products and tourism's potential.



Action Plan

Key Issues	Activity	Timeframe
1. Ghana needs to develop its tourism proposition (product improvement and development).	Develop receptive facilities for use by travellers.	July 2009 - June 2010; June 2011 - June 2012
	Enforce law on establishing and making places of convenience accessible at rest stops on tourism routes.	July 2009 - June 2010; June 2011 - June 2012
	Train staff at the entry points on customer care and the importance of tourism.	July 2009 - Dec 2009; July 2010 - Dec 2010; June 2011 - June 2012
	Install modern toilet facilities at all tourist attractions, airports and border posts.	July 2009 - June 2010; June 2011 - June 2012
	Install tourist signage to direct tourists to attractions, using international symbols and colours.	July 2009 - June 2010; June 2011 - June 2012
	Provide disposal bins at all attractions, to ensure that the sites are kept clean.	July 2009 - June 2010
	Develop proposals to make the tourist attractions more exciting.	July 2009 - Dec 2009
	Conduct research and development into other attractions that deserve to be included in the directory of world heritage sites.	May 2010 – June 2011; Aug 2011 - Jun 2012
	Improve capacity for monitoring and evaluating tourism development by establishing robust information systems.	July 2009 - Apr 2010; May 2010 - June 2011
	Conduct training, and develop needs assessment for the entire industry.	July 2009 - Dec 2009; May 2010 - June 2011
	Develop training policy for the industry	Jan 2010 - Mar 2010
	Develop minimum requirements for different job positions, ensuring that this becomes a requirement for the renewal of licenses, so that service providers have the requisite professional backgrounds.	Jan 2010 - Mar 2010
	Coordinate training of tourism personnel. This will include in-house training, external training (leading to recognised qualifications such as diplomas from the Confederation of Tourism and Hospitality), targeted skills, workshops, conferences, etc.	July 2009 - June 2012
Establish a Human Capital Monitoring Department within GTB or MOT to monitor the development of the human resources within the industry.	July 2009 - Dec 2009	
2. Ghana needs to build the brand inside (with nationwide integrated campaign to inform and educate the public about the economic benefits of tourism and its contribution to national development).	Appoint committee to source for communications agencies to undertake the internal marketing communications of Ghana's tourism proposition.	July 2009 - Sept 2009
	Source and shortlist agencies.	Sept 2009 - Sept 2009
	Brief agencies, and hold pitching sessions.	Sept 2009 - Oct 2009
	Appoint and brief the selected agency.	Oct 2009 - Oct 2009
	Develop a multimedia integrated communications programme.	Nov 2009 - Jan 2010
	Make an interim presentation to GTB/GHATOF.	Dec 2009 - Dec 2009
	Finalise the approval of the internal communications campaign.	Jan 2010 - Jan 2010
	Roll out the internal communications campaign.	Feb 2010 - Jun 2012
	Conduct tourism outreach programmes at primary, JHS and SHS schools.	July 2009 - June 2012
	Lobby GES to include tourism in the curriculum of schools.	July 2009 - June 2012
	Develop tourism programmes on television; quiz shows on radio; etc.	July 2009 - June 2012
	Set up schools tourism website where schoolchildren can write about their experiences at tourist attractions, and post their pictures.	July 2009 - Dec 2009
	Organise familiarisation visit for domestic journalists.	July 2009 - Dec 2009; July 2010 - Dec 2010; July 2011 - Nov 2011

3. Ghana needs to build a reputation as a 'must see' tourist destination in West Africa.	Organise familiarisation visit for international travel journalists.	July 2010 - Nov 2010
	Appoint committee to source for communications agencies to undertake the external marketing communications of Ghana's tourism proposition.	Feb 2010 - Apr 2010
	Source and shortlist agencies.	Apr 2010 - Apr 2010
	Brief the agencies, and hold pitching sessions.	Apr 2010 - May 2010
	Appoint and brief the selected agency.	May 2010 - May 2010
	Agency to develop multimedia integrated communications programme.	Jun 2010 - Aug 2010
	Interim presentation to GTB/GHATOF.	July 2010 - July 2010
	Give final approval of internal communications campaign.	Aug 2010 - Aug 2010
	Roll out external communications campaign.	Sept 2010 - Jan 2011; July 2011 - Nov 2011
	Appoint internet marketing consultant to advise on online strategy.	July 2009 - July 2009
	Review Touringghana website against search engine optimisation benchmarks.	Aug 2009-Sep 2009
	Implement online strategy for the GTB. This will include search engine optimisation; development and maintenance of databases for email marketing; blogging; website monitoring; development of relevant links; website usability; website tracking and reporting; online competitor monitoring and reporting.	Oct 2009 - Jun 2012
	Development of tourism collaterals. This includes videos, photographs and high quality brochures (for give-aways and downloads).	July 2009 - Dec 2009
	Get international sports personalities like Michael Essien and Sulley Muntari to wear Ghana branded t-shirts under their club strips.	July 2009-Dec 2009
4. Ghana needs to improve accessibility to the country.	Set up representative offices in major source countries, as identified in the report.	July 2009 - June 2009
	Set up information desks at foreign missions.	July 2009 - June 2009
	Organise tour of Ghana trips for information desk representatives at foreign missions and representative offices.	Aug 2010 - Nov 2010; Aug 2011 - Nov 2011
	Develop Crisis Management Strategy.	Sept 2009 - Sept 2009; Sept 2010 - Sept 2010; Sept 2011 - Sept 2011
	Set up committee to review the online utilisation of the hospitality sector, especially of hotels and tour operators.	July 2009-Sept 2009
	Ensure that hotels and tour operators have corporate websites.	June 2010 - June 2010
	Participate in key industry fairs and exhibitions, e.g. ITB and WTM.	Sept 2009 - Sept 2009; May 2010 - May 2010; Sept 2010 - Sept 2010; May 2011 - May 2011; Sept 2011 - Sept 2011; May 2012 - May 2012
Lobby government to revise/simplify visa regime, and upgrade tourism infrastructure.	July 2009 - Jun 2012	
Develop an annual directory of qualified and accredited operators in the industry.	July 2009 - Sept 2009; July 2010 - Sept 2010; July 2011 - Sept 2011	
Visit major tour operators in targeted source countries (not during exhibitions).	Apr 2010 - June 2010; April 2011- June 2011; April 2012 - June 2012	
Explore opportunities to get onto global online platforms such as <i>PayPal</i> and <i>ixeo.com</i> .	July 2009 - Dec 2009	

Monitoring and Evaluation Mechanisms

For our goals and objectives to be realised, it is imperative that all initiatives are regularly monitored, to ensure that tasks or projects are being implemented in line with the marketing strategy.

The progress of this plan should be reviewed quarterly. The review committee must have high-level representation from MOT, GTB and GHATOF.

The Action Plan provides clear indications of the start and completion times for individual projects within the plan. This will serve as a useful benchmark when evaluating the progress of all initiatives contained within this Strategy.

It is also worth reiterating that some elements within the Action Plan are not within the control of marketing, even though their effects and impacts on the tourism industry have been clearly established.



Glossary

Action plan	Intentions for a specific action that help to achieve a particular goal.
Diaspora	The movement of people from any nation or group away from their own country.
Direct marketing	Selling by means of direct contact with the prospective customer.
Eclectic	Not following one style or set of ideas but choosing from or using a wide variety.
Guerrilla promotional methods	Unconventional, yet very aggressive ways of distributing promotional messages to the public. Emphasis is placed on time, energy and imagination rather than a large marketing budget.
Heritage	The history, traditions and qualities that a country or society has had for many years and that are considered an important part of its character.
Human resources	Available people or personnel, along with their skills, knowledge and experience.
Marketing communications	Message and related media used to communicate with the section of the population that might buy a particular product or service.
Integrated channel strategy	The process of managing the various means through which marketing messages and related media are used to communicate with a market.
Marketing strategy	A process that can allow an entity to concentrate its limited resources on the greatest opportunities, to increase sales and achieve a sustainable competitive advantage.
Propensity	A tendency to a particular kind of behaviour.
Public relations	The business of giving the public information about a particular entity in order to create a good impression.
Tourism	The activities of persons travelling to and staying in places outside their usual environment, for a period of not more than one consecutive year, for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.
Tourist	A person travelling to and staying in places outside his or her usual environment, for a period of not more than one consecutive year, for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited.
Tourist attraction	A place of interest where tourists visit, mainly for its inherent or exhibited cultural value, historical significance, natural or built beauty, or amusement opportunities.
Tourist destination	A geographical area that is dependent to a significant extent on income generated by tourism.
Tourist product	The activities and experiences that a tourist participates in.
Visa regime	The process of obtaining an official permit to enter another country.

The National Tourism Marketing Strategy for Ghana is a deliverable of the Public-Private Partnership Forum in Tourism. This project was completed in 2009, in association with the Ministry of Tourism (MOT), the Ghana Tourist Board (GTB) and the Ghana Tourism Federation (GHATOF), with support from the Japan International Cooperation Agency (JICA) and SNV Netherlands Development Organisation.

The project consultant was Princewill Osaro Omorogiuwa of Simon Page Business School, Accra.

Partners:



Republic of Ghana
Ministry of Tourism



Ghana
Culture, Warmth & Much More



