



STRATEGIC PLAN FOR
SUSTAINABLE
TOURISM 2025
TIERRADEL FUEGO

EXECUTIVE
Summary



A new STRATEGIC approach

A new planning and management model adapted to the current scenario and the evolution of tourism as a productive sector. This implies a change of approach based on the articulation and cooperation of the agencies and institutions responsible for managing the factors of development of the activity. It also focuses on the two-way relationship between the destination and tourists, intelligence applied to management, systematization for the implementation of the operational plan and the importance of communicating the Plan in order to achieve its appropriation.

PARTICIPATIVE planning and co-responsibility of stakeholders

Participatory planning has characterized this process of updating the SPST, as local stakeholders from different spheres of action have been convened in the territory. However, the role of these actors is not limited only to the contribution of their vision and knowledge in the strategic definition instances. On the contrary, they are the ones who act on a daily basis on the development factors of the activity. They are therefore jointly responsible for the implementation of the Plan and for accompanying IN.FUE.TUR's management in achieving the proposed objectives.

Sustainable Tourism and SDG

The Province of Tierra del Fuego, Antarctica and South Atlantic Islands signed the Cooperation Agreement with the National Council for the Coordination of Social Policies (CNCPS) on November 4, 2016, with the aim of implementing the SDGs in the provincial territory by integrating them with the strategic axes of government policy and becoming one of the 17 Focal Points of the Federal SDG Network. Following this guideline, each project was analyzed in light of the SDGs and their Goals, in order to contribute to the fulfillment of the provincial strategy through the SPST.



Principles of the PLAN

Tourism planning in the Province of Tierra del Fuego, Antarctica and South Atlantic Islands is conceived from four cross-cutting premises relevant to the management of SPST:

Identity and integration: each destination defines its own tourist identity complementing with the rest, integrating a diversified offer.

Sustainability: each proposed action considers its viability from a political, economic, social, cultural and environmental sustainability criterion.

Innovation: planning and management seek to be flexible and adaptable, taking advantage of new tools and technologies.

Smart management: the organizations and individuals responsible for tourism management, as well as the relationship between the destination and the tourist, are supported by updated, complete, validated and analyzed data and information.



Vision

To make Tierra del Fuego a tourist destination of excellence with a strong integrated identity throughout the province, more sustainable, inclusive and competitive, that contributes to the development of society, considering tourism as a transcendental component of its productive matrix.

General Objective

To organize actions so that the tourism activity develops in a sustainable manner, contributing to improve the quality of life of the local population, promoting inclusion, providing a higher quality travel experience for visitors, maintaining the balance of the environment, obtaining higher levels of economic profitability of the tourism activity for the benefit of the local population.

Specific objectives

In order to establish more concrete goals to achieve the general objective, seven specific objectives have been identified that can synergistically achieve the SPST' main objective.

1. Increase the number of overnight stays in the Province- Increase the length of stays
2. Distribute tourist flows territorially
3. Decrease the seasonal nature of the tourist activity
4. Increase the quality of tourist services
5. Diversify the tourist offer
6. Increase levels of sustainability, accessibility and inclusion.
7. Contribute to the provincial strategy of Sustainable Development Goals from the tourism sector.



Strategic Aims



1. Tourist experience

It considers the necessary actions for the design of experiences and/or products that highlight the attributes of the destination, placing value on the resources. The contribution of value and innovation of the producers of goods and services to provide competitive advantages to the provincial tourist offer. Sustainable management, environmental impact and accessibility in tourism development processes.

2. Relationship between the sector and the tourist

It is built up of three essential elements, since the promotion of the destination cannot and should not be separated from the quality of the tourist experience. Both poles of the relationship between the destination and the tourist are connected in a market equation that today has new rules.

Continuous improvement: it focuses on the satisfaction of the complex network of actors that interact in the tourism process and that coexist with different interests. It involves residents, tourists and visitors, public and private organizations and third sector organizations. It requires a process of cooperation, integration and participation among the actors of the sector and at the different levels of public administration.

Marketing and communication: refers to the development and implementation of marketing strategies and communication actions that position and promote the destination, with special emphasis on market research as a source of strategic information for decision making and monitoring of results.

Market relations: it understands that a large part of today's consumption habits are not reached by traditional promotion, so it requires specific strategies that act on social networks, distribution channels and communication and marketing technologies. Cooperation and national strategic partnerships, as well as international relations, have become an exclusive requirement to bring supply and demand closer together.



3. IN.FUE.TUR. management and articulation with the key actors.

It focuses on the institutional leadership of the organization in charge of tourism planning and management, in order to sustain the institutional framework of the sector and the sustainability of its policies. It reviews the design of the organization and its information system, the management of change and its planning processes. Promotes the formation of human capital, its motivation and productivity, taking care of the quality of management processes.

4. Cross-sector cooperation and horizontal Integration of government and legislative management

It represents a central strategic axis of the Plan, which assumes that the Tourism management agency does not control all the key variables for the development of the destination. Therefore, it requires a cooperative and transversal action that integrates the development objectives of the different governmental portfolios, for the realization of road works, infrastructure, connectivity and communications, for the management of migratory flows, the legislative adaptation of the regulations that affect the sector and territorial planning. It also recognizes that the development of the destination requires a process of public and private investment that will benefit the local population through the generation of foreign exchange, job creation and an increase in their quality of life. To this end, actions must be aimed at attracting domestic and foreign investment, modernizing the supply of services, adapting regulations and generating tax incentives.

5. Tourism Intelligence

It focuses on the destination's capacity to develop an intelligent management based on the generation of strategic information. To this end, it is essential to be able to visualize the economic structure of the destination and the impact of tourism activity, the structure of tourism demand and supply, its price level, the economic profitability of the sector, its degree of diversification and specialization, seasonality and the competitiveness of the destination.



Aim 1»TOURIST EXPERIENCE

PROGRAM 1.1 » Management of tourist products

Project »1.1.1 Development of nature products

Project »1.1.2 Development of cultural products

Project »1.1.3 Development of new products

Project »1.1.4 Innovation and strengthening of existing well-positioned products

PROGRAM 1.2 » Management of tourism infrastructure

Project »1.2.1 Works of tourist interest

Project »1.2.2 Development of projects and construction of works in natural areas.

Project »1.2.3 Additional infrastructure to the tourist activity

PROGRAM 1.3 » Competitiveness of the destination linked to cruise and Antarctic tourism products.

Project »1.3.1 Local Development and HR Management for Antarctic cruise ship tourism

Project »1.3.2 Management of Antarctic Tourism

PROGRAM 1.4 » Tourism as a tool for inclusion

Project »1.4.1 Universal Accessibility

Project »1.4.2 Tourism and diversity (LGTBIQ+)

Project »1.4.3 Tourism for all residents



AIM 2» Relationship between the sector and tourists

PROGRAM 2.1 » Ongoing improvement

Project »2.1.1 Knowledge management in the private sector

Project »2.1.2 Knowledge management in the public sector

Project »2.1.3 Articulation with the tourism sector (provincial business network)

Project »2.1.4 Tourist safety

Project »2.1.5 Organization of social agents and promoters

PROGRAM 2.2 » Marketing and communication

Projecto »2.2.1 Market Intelligence and Marketing Plan for the Tierra del Fuego Destination.

Project »2.2.2 Strengthening and appropriation of the Destination Brand

Project »2.2.3 Promotion of the destination with the cooperation of the private sector

Project »2.2.4 Promotion of the destination with the cooperation of national and regional organizations

Project »2.2.5 Strategic communication for the promotion of the destination

Project »2.2.6 Online tourist information

Project »2.2.7 Offline tourist information

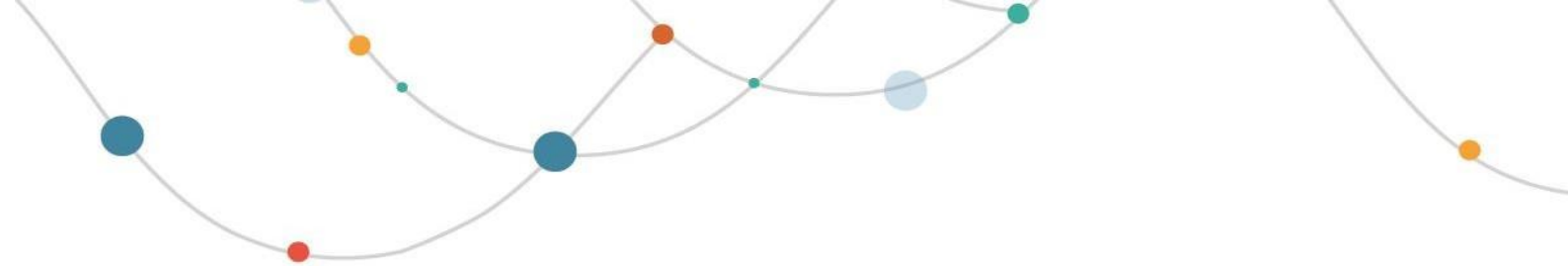
PROGRAM 2.3 » Relation with markets - Commercial promotion

Project »2.3.1 Commercial Strengthening

Project »2.3.2 Content generators, local opinion makers (influencers, photographers)

Project »2.3.3 National and international strategic partnerships

Projecto »2.3.4 *End of the World* Marketplace



AIM 3»IN.FUE.TUR. management and articulation with the key actors.

PROGRAM 3.1 » Internal management

Proyecto »3.1.1 Internal organization based on the implementation of PSTS

Project »3.1.2 Modernization of Internal Systems

Project »3.1.3 Revision of internal sources of financing

Project »3.1.4 Development of human capital

PROGRAM 3.2 » External management

Project »3.2.1 Participatory governance

Project »3.2.2 Harmonization and update of regulations

Project »3.2.3 Formalization and tourism auditing

Project »3.2.4 Communication between IN.FUE.TUR. and the Tourism Sector

Project»3.2.5 Co-responsibility and cooperation



AIM 4» Cross-sector cooperation and horizontal Integration of government and legislative management.

PROGRAM 4.1 » Inter-institutional management: municipal, provincial and national

Project »4.1.1 Cooperation for Antarctic Tourism

Project »4.1.2 Articulation for land-use planning

Project »4.1.3 Articulation for the regularization of tourism activities and services

Project »4.1.4 Land and air connectivity

Project »4.1.5 Parliamentary management

PROGRAM 4.2 » Tourism investments

Project »4.2.1 Study of needs and opportunities for investments in Tierra del Fuego

Project »4.2.2 Financing strategies for public investment

Project »4.2.3 Financing strategies for private investment



Aim 5»TOURISM INTELLIGENCE

PROGRAM 5.1 » Statistical Management

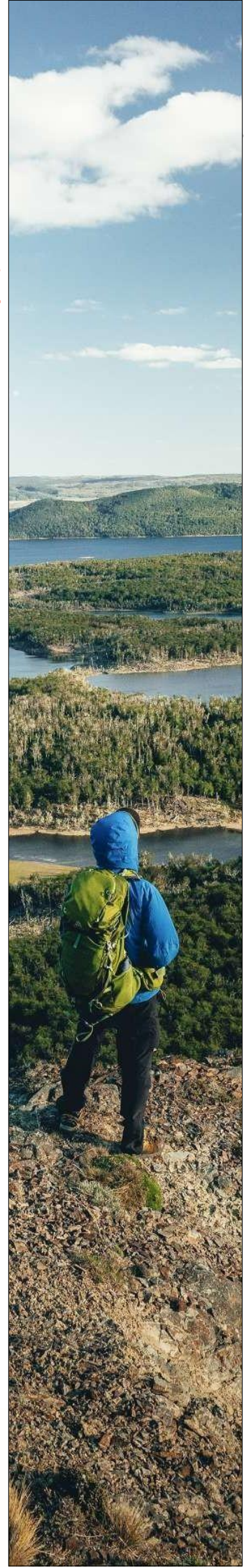
Project »5.1.1 Production of tourism statistics and market surveys

Project »5.1.2 Data intelligence

Project »5.1.3 Development of socio-economic studies related to the impact of tourism activity

PROGRAM 5.2 » Strategic information

Project »5.2.1 Organization and communication of statistical data



Plan Management System

Continuous monitoring of the implementation of the Plan through an online platform produced for this purpose, which generates a shared commitment to carry out tasks and update data in real time, as well as the possibility of making modifications on relevant changes in the organization charts and structures of the participating organizations.

