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# ENTERPRISE DEVELOPMENT AND MARKET COMPETITIVENESS (EDMC)

## AUA HOSPITALITY MANAGEMENT CERTIFICATION PROGRAM

June 25, 2012

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*The author's views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.*

## Table of Contents

TABLE OF CONTENTS.....	3
LIST OF ACRONYMS .....	4
1. EXECUTIVE SUMMARY .....	5
2. GOALS AND OBJECTIVES.....	6
3. HOSPITALITY MANAGEMENT CURRICULUM .....	8
3.1 DESTINATION MANAGEMENT.....	8
3.2 HOSPITALITY OPERATIONS.....	10
3.3 EVENT PLANNING AND MANAGEMENT .....	11
3.4 HOSPITALITY MANAGEMENT SHORT TERM TRAINING COURSE.....	13
4. SYLLABI AND STUDY GUIDES.....	16
5. CERTIFICATION/ACCREDITATION PROCESS .....	17
6. TRAINING OF TRAINERS.....	18
7. RISK AND MITIGATION .....	20
8. INTERVIEWS.....	21
ANNEX 1. CONTACTS.....	22
ANNEX 2. ARMENIA TOURISM VALUE CHAIN MAP .....	23
ANNEX 3. ARMENIA TOURISM RESEARCH NOTES.....	24
ANNEX 4. CAPS RESEARCH.....	26
ANNEX 5. HOSPITALITY MANAGEMENT QUALIFICATION REQUIREMENTS .....	27

## List of Acronyms

AUA	American University of Armenia
CAPS	Competitive Armenian Private Sector
CRM	Customer Relationship Management
EDMC	Enterprise Development and Market Competitiveness Project
ESP	English for Specific Purpose
GNP	Gross National Product
HR	Human Resources
LOE	Level of Effort
M&E	Monitoring and Evaluation
MBA	Masters of Business Administration
RACI	Responsibility, Authority, Consulted, Informed Diagram
SME	Small and Medium Enterprise
STTA	Short Term Technical Assistance
ToR	Terms of Reference
ToT	Training of Trainers
UNWTO	United National World Tourism Organization
US	United States of America

## **1. Executive Summary**

The American University of Armenia (AUA) is a private, nonsectarian, independent university founded in 1991 in Yerevan, Armenia, the first Armenian institution modeled on Western-style higher education, committed to teaching, research and service. As primarily a graduate institution offering a master's degree in eight fields of study, AUA has begun to develop programs focused specifically on economic sectors important to Armenian growth.

The Enterprise Development and Market Competitiveness Project (EDMC) of USAID is designed to work with Armenian business to create strategies for workforce development and other improvements in four sectors of the economy (information technology, food processing, pharmaceuticals and hospitality). AUA and EDMC have joined together to develop a highly skilled and competitive managerial workforce for the hospitality industry based on the expressed needs of the Armenian tourism and hospitality industry.

The program is designed to attract hotel and restaurant managers, travel agents, tour operators and others, and including college graduates seeking to develop marketable knowledge and skills in destination management, hospitality leadership and event coordination, coordinated with a number of specialized learning modules.

Planning began in late May 2012 with an AUA Hospitality Certification Program projected to commence September 2013.

The EDMC consultant was engaged May 23–June 26, 2012 to develop curriculum for an AUA Hospitality Certification program, to conduct two ToT instructional workshops and to provide other recommendations for the program. These efforts were further embedded in recommendations for program sustainability and to meet EDMC project objectives within its FY2012 workplan and, prospectively, how the effort may be integrated into the FY2013 workplan and AUA's capacity.

## 2. Goals and objectives

The objective of the SOW for an AUA Hospitality Certification Program and Component Strategies was to help Armenia develop a highly skilled and competitive managerial workforce for the hospitality industry. An STTA specialist was recruited to implement the following tasks:

- a) Provide to the American University of Armenia (AUA) A modern curriculum in hospitality management for two types of programs:
  - Hospitality Management training course for long term education with a menu of different courses.
  - Short-term international hospitality management bridging course.
- b) Develop the outline of the certificate program in Hospitality Management comprising a series of courses over three–four months will be required for award of an accredited certificate. Classes will consist of a mixture of lectures, tutorials, and activities during which students will develop a solid theoretical and applied understanding of core hospitality practices.
- c) Conduct initial search to identify the most appropriate accrediting institution and include specific course requirements in curriculum.
- d) Conduct two sessions of training of trainers for two different audiences.

The activity supports AUA efforts in establishing a Center for Excellence in this sub-sector, beginning the activity by developing a state-of-the art curriculum, options for certification accreditation and the introduction of the material to a training staff skilled in both tourism and English-language training and ready to train Armenian hospitality industry managers.

The Hospitality industry contributes significantly to the Armenian economy and employs a large number of people. The industry has an ongoing commitment to training in both customer service and technical areas. The industry employs a large number of young people full-time and has many part-time and casual jobs. The view is that people who want to succeed in the industry should have good communication skills, a strong customer focus, smart presentation and grooming, organizational skills, an ability to work in a team, an ability to work well under pressure and good technical skills and knowledge. The hospitality industry needs a well-established training courses organized around a range of functional areas in the hospitality sectors. Skills acquired can be transferred across a range of service industries. The AUA Hospitality Program will be developed in response to the needs of the industry and the availability of relevant training and education opportunities.

These efforts can significantly raise the quality of services offered to visitors and facilitate the process of embracing international hospitality and quality assurance standards and industry best practices. Based on this new curriculum and ToT sessions, AUA will continue to offer workforce courses, seminars and other types of workshops and trainings (or combinations thereof) to interested individuals or firms operating in the hospitality sector throughout Armenia, with special focus on the regions.

After a series of meetings with AUA and EDMC staff, the STTA consultant concluded that a multi-phase program is required to impact knowledge and skill sets in Armenia's hospitality industry. While available statistics are not dispositive, there is evidence that there will be adequate demand for AUA Certification in Hospitality if priced and marketed appropriately. Some modification to the plan of work was requested by AUA and approved by EDMC because AUA regional trainers had not been identified and because mobilization of the STTA coincided with the end of the AUA Spring term.

The EDMC workforce and AUA extension staff in consultation by the STTA consultant have the following understandings and have concluded that these parameters as appropriate to, "significantly raise the quality of services offered to visitors and facilitate the process of embracing international hospitality and quality assurance standards, as well as industry best practices," as stated in the ToR.

1. Post-baccalaureate hospitality certification will require a coordinated approach with tourism and event planning instruction within the core curriculum.
2. Hospitality professionals receiving instruction will require three kinds of instruction to become more effective hospitality managers: a) Management and HR knowledge and skills development; b) general business knowledge and skills development; c) sector-specific knowledge and skills development in hospitality services integrated with tourism and event planning instruction; e) English for Specific Purpose (ESP) language instruction with a focus on hospitality-specific vocabularies.
3. Based on extensive discussion and interviews by the STTA, it is believed that to offer a sustainable, consistent and professional certification program, several modules in the core, curriculum require detailed syllabi and participant study guides that will introduce international standards and discuss and analyze the fundamentals of hospitality in the context of the Armenian service industry, supported by tourism and event planning disciplines, ESP for tourism and hospitality and business fundamentals.
4. To provide expert knowledge relevant to Armenia, it is recommended that an asset audit of Armenian hospitality businesses needs to be implemented using a well-tested survey instrument and analysis tool to create baseline data.
5. AUA has the goal of inaugurating its certification program in September 2013 to allow for a detailed needs assessment, a fully vetted syllabi, adequately trained trainers and sufficient time to recruit program participants.
6. Survey research is critical. The previous CAPS program focused on a demand profile to help Armenia business target source markets. Under a Quality Service Management program, EDMC should develop supply data to measure, score and grade sustainability, marketability and visitor readiness of catering and lodging SMEs and the level and quality of service provided by inbound tour operators, and transportation companies.
7. Future studies of supporting business in the hospitality and tourism value chain require additional survey research.

### 3. Hospitality Management Curriculum

The Hospitality Management course has been designed to enable students to acquire a range of technical, personal, interpersonal and organizational skills and to develop key competencies valued both within and beyond the workplace. Students will also acquire underpinning skills and knowledge related to functional areas within the hospitality industry. Through study of this framework, students will gain experience that can be applied to a range of contexts, including work, study and leisure. Study within this framework will also assist students in making informed career choices.

The purpose of the AUA Hospitality Certificate program of study is to:

1. provide a curriculum structure which encourages students to complete the course
2. foster the career development of students, in particular developing their:
  - knowledge, skills, understanding and attitudes in the chosen fields of study
  - capacity to manage their own learning
  - desire to continue learning in formal or informal settings
  - capacity to work with others
3. provide a flexible structure within which students can prepare for:
  - further education and training
  - employment and full and active participation
4. provide formal assessment and certification of students' achievements

Using a simplified Delphi Planning Method ([suen.ed.psu.edu/~hsuen/pubs/delphi1.pdf](http://suen.ed.psu.edu/~hsuen/pubs/delphi1.pdf)), the STTA Hospitality through interview, discussion with various stakeholders and online research determined that the following prospective curriculum would be most appropriate for an AUA Certification Program:

Every trainee will be required to complete the basic course and be tested in each of these disciplines:

- Destination Management (32 hours)
- Hospitality Operations (32 hours)
- Event Planning and Management (32 hours)

#### 3.1 Destination Management

##### Course Description

The course is a comprehensive look at the tourism destination. Students will gain an understanding of what factors make a destination attractive to visitors and what roles different businesses and organizations play within the destination, as well as how CVB manages the tourism destination. It uses hospitality and tourism cases and readings relating to destinations as well as multinational organizations to teach decision-making and problem-solving skills.



## Course Objectives:

After completing this course, students will be able to:

1. Define destination management
2. Identify factors that make a destination attractive
3. Recognize how service, sales and marketing contribute to the success of the destination
4. Recognize critical success factors in destination management
5. Explain the strategic planning process
6. Describe the role of CVB within the destination
7. Discuss the importance of research and product development within the destination

## Course Outline:

### *Orientation*

Introduction to the Course

### *Week 1*

Services

Sales

Assignment: Review Questions, quiz

### *Week 2*

Marketing

Tourism Research and Performance Reporting

Assignment: Destination research activity, quiz

### *Week 3*

Communications

Product Development

Assignment: Press release, comprehensive reflection paper, quiz

### *Week 4*

Technology

Human Resources

Assignment: Website evaluation, quiz

### *Week 5*

Financial Management

Assignment: Discussion board activity, quiz

### *Week 6*

Board Governance

Alliances

Assignment: Case Study, quiz

### *Course Wrap up*

Final Exam

Course Evaluation

## 3.2 Hospitality Operations

### Course Description

This course will introduce students to service operations and their application within the hospitality industry. Main areas of study include the application of new service operation theories and models together with current issues in the hospitality properties. The student will become familiar with the food and beverage, lodging organization, as well as with the front office operations and structure, sales of rooms and services, reservations, guest check-in and check-out, the accounting process and the night audit. Upon completion of the course students will understand and critically evaluate strategies of revenue/expenses management and analysis; budgeting and business planning; development of new services; planning and evaluating operations; revenue management; managing human resources.

### Course Objectives:

The objectives of this course are to help students understand, organize, perform and manage effectively the service operations of the hospitality industry. After completing this course, students will be able to:

1. Identify and evaluate the current trends in the hospitality industry
2. Organize and manage Food and Beverage operations
3. Be a successful seller of rooms and other services of the lodging
4. Understand the reservations, check-in and check-out procedures
5. Analyze the property's revenues and statistical data and take the proper decisions
6. Apply contemporary and profitable management models in the hospitality services
7. Plan, organize and control the lodging operations
8. Understand and critically evaluate the human resource management functions
9. Prepare budget and business plans.

### Course Outline:

#### *Orientation*

Introduction to the Course

#### *Week 1*

Structure and trends in the hospitality industry

Hospitality services (role, aims, operations, principles and service management systems)

Assignment: Project presentation

#### *Week 2*

Food and Beverage operations

Lodging organization

Front office operations; Sales of rooms and services

Assignment: Project Presentation

#### *Week 3*

Reservations; Check-in; Guest services; Security

Front office accounting; Check-out Night audit

Assignment: Project Presentation

#### *Week 4*

Strategies of revenue/expenses management and analysis

Budgeting and business planning

Assignment: Case study

#### *Week 5*

Development of new services

Planning and evaluating operations

Assignment: Case study

#### *Week 6*

Revenue management

Human Resources Management

Assignment: Case Study

#### *Course Wrap up*

Final Exam

Course Evaluation

### **3.3 Event Planning and Management**

#### Course Description

The Event Planning and Management Course is designed to educate students on the variety of aspects involved in large-scale event planning including creating a vision and strategic plan, understanding various marketing strategies, budget management, networking, conference design, and assessment. This course will prepare students to work effectively with teams through shared power and motivation and expose them to a greater understanding of both the structural and interpersonal aspects of leadership through event planning.

#### Course Objectives:

After completing this course, students will be able to:

1. Learn to articulate values, mission, and vision as it applies to event planning.
2. Understand the structural aspects of event planning including design, operations, and staffing patterns.
3. Learn about budget management and the financial process of conference planning including sponsorships, revenue generation, and working with fundraising boards.
4. Understand a variety of marketing strategies including publicity and promotions.
5. Develop an expanded awareness of diversity as it applies to large-scale planning including aspects of needs assessments, intentional and inclusive program planning, and accessibility.
6. Enhance leadership and organizational skills through working with others and through the overall conference planning process.

## Course Outline:

### *Orientation*

Introduction to the Course

### *Week 1*

Effective Strategies for Working with Groups

Event Planning and Leadership Education

Assignment: Group presentations

### *Week 2*

Mission, Vision and the Theoretical Framework

Strategic Planning & Goal Setting

Event Planning and Team Management

Assignment: Group work

### *Week 3*

Cost-Benefit Analyses and the Art of Budgeting

Event safety and security

Assignment: Project Presentation

### *Week 4*

Operations and Environmental Assessment

Risk Management, Liability, and the Law

Assignment: Case study

### *Week 5*

Fundraising, Sponsorships, and Grant Writing

Publicity, Promotions, and Marketing Design

Assignment: Case study

### *Week 6*

Contracts and Negotiation

Designing, Administering, and Interpreting Assessment

Assignment: Case Study

### *Course Wrap up*

Final Exam

Course Evaluation

These three courses form the basis for the development of expertise in the range of critical learning objectives through the entire Armenian hospitality supply chain from visitor preferences and destination research, business models and the economics of the industry, but with an emphasis throughout on quality service training and delivery.

For the Hospitality Management qualification requirements see Annex 5.

Embedded in this curriculum may include the following disciplines and, based on demand and capacity, the following could be developed as stand-alone elective courses for specialization in a second term and may be offered as a second AUA certification:

- Effective Customer Service and Protocol
- Hospitality Human Resources Management
- Accounting, Purchasing and Cost Control
- Hotel Revenue Management
- Food Service Basics
- Networking and CRM for Customer Retention
- Hotel Sales and Reception
- Introduction to Travel and Tourism Technology
- Product Development and Experiential Travel
- Bed and Breakfast Operations
- Entertainment and Sports Marketing

An additional variable for a regional marz short course for community tourism stakeholders, developed based on AUA's business model, capacity and demand:

- Fundamentals of Community Tourism, including tourism planning, safety and security, infrastructure requirements, bed and breakfast operations, festivals and fairs, marketing and business linkages.

As part of its Certified Hospitality Management Program AUA can also offer shorter term training course which will not exceed 44 hours. The following curriculum would be appropriate for this course.

### **3.4 Hospitality Management Short Term Training Course (44 contact hours)**

#### Course Description

Hospitality Management Course is an advanced-level course that covers complex issues facing Hospitality leaders today. This course will prepare students to become entry-level managers in the Hospitality industry by exposing them to contemporary operational issues and situations, equipping them with various problem solving methods and teaching them to develop and implement strategic solutions. Topics covered include guest service, leadership, strategic planning, trends and technology, communication, marketing, human resource management, and crisis management. Class content is delivered through lectures, group discussion, learning activities, and case studies.

#### Course Objectives

- Construct a comprehensive business plan, which will include financial, guest service strategies, human resource, marketing, event planning and crisis response data.
- Assess the health of an organization through analysis of finance statements, guest satisfaction and other operational metrics.
- Integrate and apply concepts and theories in the hospitality industry to derive valid solutions to in-class case studies and scenario-based activities.
- Explain each of the four steps and conduct a SWOT analysis.

- Differentiate the primary selection, hiring, training and retention processes and formulate methods for applying the most effective procedures in class-based scenarios.
- Use demographic data to identify target markets and align strategy.
- Examine the impact of and determine appropriate application of technological advances and new trends in the hospitality industry.

Course Outline:

1. Introduction (4 hours)

Learning Outcomes:

- Establish Class Expectations and Assignments
- Define Hospitality
- Understand the Lines of Business and disciplines within the Hospitality Industry
- Explore various career paths
- Introduce the Resort and the project scope

2. Business Essentials (4 hours)

Learning Outcomes:

- Define the four functions of management
- Explain the function of quality standards
- Identify the essential elements of a business plan

Assignments:

- Management role assignment;
- Complete location Vision and Mission

3. Finance and Measurement (4 hours)

Learning Outcomes:

- Gain an understanding of Key Metrics to controlling a business
- Discuss the difference between Capital and Expenses
- Understand the Labor Management Process
- Understand the measurements that drive customer satisfaction
- Describe Continuous Improvement

Assignments:

- SWOT analysis for the location complete

4. Human Resource Management (4 hours)

Learning Outcomes:

- Identify various issues related to human resource functions
- Examine challenges involved in recruiting and hiring
- Evaluate the importance of training & development
- Identify the importance of retention and how leadership can affect it
- Analyze and apply the four languages of recognition

Assignments:

- List of measureable items for your location

5. The Guest (4 hours)

Learning Outcomes:

- Define the guests
- Discover the expectations
- Describe the elements of providing outstanding
- Guest Service
- Identify Guest Service strategies

Assignments:

- Complete the training plan
- Complete the recognition plan
- What types of Research help us to anticipate the guest needs
- Guest trip financial data

6. Contingency and Crisis Management (4 hours)

Learning Outcomes:

- Examine the Incident Command System
- Discuss the 8 Critical Tasks to manage a crisis situation
- Discuss the Manager's role in creating a safe and secure environment

Assignments:

- Demographics of the guests for the Resort

7. Marketing ( 4 hours)

Learning Outcomes:

- Aligning the business with the overall brand
- Benchmarking and learning from competition
- Analyze Marketing strategies

Assignments:

- News article regarding a Hospitality Industry that is in the news

8. Event Planning (4 hours)

Learning Outcomes:

- Identify the models and methods of scheduling events
- Discuss the impact of the metrics affect on the organization

Assignment:

- Research best practices of Marketing Strategies of a business similar to your location

9. Technology and Future Trends ( 4 hours)

Learning Outcomes:

- Explore technological advances driving efficiency and competition
- Predict new trends
- Presentation Skills

Assignments:

- Business Plan

10. Business Plan work

Learning Outcomes:

- Work on group presentations
- Turn in the outline of the presentation

Assignments:

- Outline of Presentation

11. Presentations (4 hours)

Learning Outcomes:

- Business Plan Presentations

Assignments:

- Complete Presentations

The study of courses in the Hospitality Management will lead to a variety of career opportunities across a range of industries. Commercial and non-commercial enterprises for which Hospitality competencies are required include resorts, hotels, bed and breakfasts, clubs, restaurants, cafes/coffee shops, bistros, community food service organizations (eg nursing homes, hospitals) and catering organizations, as well as many enterprises within the tourism sector.

#### **4. Syllabi and Study Guides**

The professional trainer candidates for this program indicate that a detailed syllabus for the core courses is both useful and necessary to offer and maintain a sustainable program. Contemplated in these recommendations is a syllabus for each of three core courses of approximately one page of instructional detail for each two hours of instruction with a study guide of 16-24 pages for each of three courses.

Further, the courses will be designed to be coordinated with each other so that a class participant in three evening courses on Week One, for example, will learn how the three disciplines—tourism, hospitality and event coordination—relate to one another.

It is the recommendation of the STTA to integrate instruction across the disciplines to provide participants not only with tasks and knowledge relating to each topic, but an understanding to apply skills in the Armenian work environment.

Further,

- Preparation of syllabi and study guides are closely intertwined.
- A follow-on engagement contemplates a detailed syllabus for the three core courses (Hospitality, Tourism and Event Planning) and an outline syllabus for the additional three additional courses.
- Substantial supporting materials in the public domain will be made available through the EDMC web portal.
- A future engagement contemplates consultation with AUA on additional specialized course offerings developed by AUA staff and/or use of standard textbooks and other resource materials.



## 5. Certification/Accreditation Process

STTA conducted initial search to identify the most appropriate accrediting institutions. For this purpose the consultant reviewed 41 certification programs at colleges, universities and institutes in the US, Europe and Australia and presented eight such programs to AUA for consideration as models and/or partnerships. AUA initially selected four of these programs for further study, to make contact and discuss opportunities for partnership. These programs are

Eight programs (with URL linkages) considered:

- Cornell School of Hotel Administration - Cornell University
- American Hotel & Lodging Association Institute
- Chaplin School of Tourism and Hospitality Management, Florida International University
- University of Utah Department of Recreation and Leisure
- Cecil B. Day School of Hospitality Georgia State University
- Isenberg School of Management, University of Massachusetts
- International Institute of Tourism Studies, George Washington University, Washington
- University of Central Florida

Four programs selected by AUA:

- Florida International University
- Cornell University
- The George Washington University
- Georgia State University

In addition, AUA contacted Humber College in Ontario, Canada.

Of the forty-one hospitality and tourism certification programs reviewed, including programs in the US, UK, Canada, Australia and Switzerland, curricula and credentialing varied considerably from program to program. Some programs (such as The George Washington University) required only a high school diploma for admission and did not include any hospitality core courses or electives. Cornell has extensive executive certificates but none for middle management or entry-level management positions. The Swiss have diploma programs focused on the culinary arts and high-level courses for general managers while certificates sponsored by Australian public education are all secondary school skill level vocational training.

While AUA intends to enter discussions with one or more US program officials, the likely solution will be a purpose-built series of course syllabi that is focused on the specific requirements of the Armenian hospitality and tourism industry as articulated through the CAPS survey, through the STTA interviews and based on other research. The advantage of this approach is that AUA will have instructional material completely under their control as a foundation for differing offers, including short courses, workshops in the marzes, among specialized groups and to license to other training providers.

## 6. Training of Trainers

On June 19 and 20 the STTA conducted two training workshops for trainers selected by AUA as prospective instructors for the AUA Hospitality Certification program that provided the professional benchmarks necessary for helping trainers to grow and provide greater value to the AUA hospitality programs. The two courses focused on 1) Training Expectations for Certification and 2) examples of management position analysis in hospitality, tourism and event coordination.

Participants learnt the purpose of hospitality management training programs as well as how to train managers who can train front line workers and inspire and motivate their colleagues while gaining knowledge of the tourism industry's international practices. The training defined the competencies necessary for success across a variety of roles in hospitality training. While some competencies at first glance appear similar across the key positions, there are differences in the competency definitions and the detailed behaviors that support the competencies for each position. TOT formed the basis for the development of expertise in the range of important issues with an emphasis on quality service delivery. See the outlines of the two ToT workshops on page 17.

The training was exceedingly participatory, with all participants expressing viewpoints and ideas. Key end-results of training include the following:

1. Participants understood the importance of AUA Hospitality Certification program
2. Participants gained practical training tips with regard to hospitality management courses
3. Participants understood the key management competences in hospitality operations, destination management and event planning.

The trainees included:

Magda	Arakanyan	English language Instructor
Gayane	Avetisyan	English language instructor
Emil	Cherkezyan	Lecturer
Gayane	Dallakyan	Tourism consultant
Marine	Ghahremanyan	Tourism consultant
Maurine	Ghanhamanyan	Banker
Anahit	Ghazaryan	AUA Administrator
Gayanne	Ghukasyan	Educator
Bagrat	Sahakyan	Community development expert
Elina	Sahakyan	Instructor
Lilit	Saragsyan	Tour Operator

The following is the outline of the two TOT Workshops for AUAs Hospitality Management Training programs:

<b>Workshop 1</b>	<b>Workshop 2</b>
<p>Introductions</p> <p>Mission</p> <p>Definitions</p> <p>Contents Workshop I</p> <ul style="list-style-type: none"> <li>Certification opportunities</li> <li>Armenian tourism data</li> <li>Training expectations</li> <li>Certification course modules</li> <li>Challenges: Armenian hospitality and tourism supply</li> <li>Exercise and discussion</li> </ul> <p>Contents Workshop II</p> <ul style="list-style-type: none"> <li>Quality Service Management</li> <li>Branding a country</li> <li>QSM – Food &amp; Beverage Manager</li> <li>QSM – Tour Operator</li> <li>QSM – Event Coordinator</li> <li>QSM – Employment Issues</li> <li>QSM and Demand</li> </ul> <p>Training Trainers who will Train Trainers</p> <ul style="list-style-type: none"> <li>Who will the Trainers Train?</li> <li>Who will Trained Trainers Train</li> <li>Case Study – Babylon</li> <li>Tourism Case Study - Babylon</li> <li>Why are We Here?</li> <li>Certification</li> <li>Why is Certification Valuable?</li> <li>Who will Gain?</li> </ul> <p>Tourism Case Study – Kano</p> <ul style="list-style-type: none"> <li>Process toward Certification</li> <li>Exercise I</li> <li>Tourism Statistics</li> </ul> <p>WEF Competitiveness</p> <p>European Rankings</p> <p>Armenia Employment and Receipts</p> <p>Departures Survey</p> <ul style="list-style-type: none"> <li>Certification Expectations</li> <li>Provide your student with great customer service.</li> <li>Do Trainees Understand the Content?</li> </ul> <p>Class Customization</p> <ul style="list-style-type: none"> <li>Trainer Qualities</li> <li>Using Communication Tools</li> <li>Service Case Study-Malaysia</li> <li>Core Curriculum</li> <li>Exercise II</li> <li>Elective Courses</li> <li>Armenia’s Tourism Challenges</li> <li>Exercise III</li> <li>How does it all fit together?</li> <li>What have we learned today?</li> <li>What will we learn tomorrow?</li> </ul>	<p>Motto</p> <p>Quality Service Audio</p> <ul style="list-style-type: none"> <li>Contents Workshop II</li> <li>Review of Part I</li> <li>- Quality Service Management</li> <li>- Branding a country</li> <li>- QSM – Food &amp; Beverage Manager</li> <li>- QSM – Tour Operator</li> <li>- QSM – Event Coordinator</li> <li>- QSM – Employment Issues</li> <li>- QSM and Demand</li> <li>- Wrap-up Part II</li> </ul> <p>Case Study – Bosnia – Branding</p> <p>QSM –Food &amp; Beverage Manager</p> <p>QSM Learning Process</p> <p>Case Study – Tour Manager</p> <p>QSM-Tour Manager</p> <p>Case Study – Palestine</p> <p>Case Study – Bethlehem – Pilgrims</p> <p>QSM- Event Coordinator</p> <p>Exercise IV</p> <p>QSM Employment Issues</p> <p>Job Descriptions</p> <p>Employee Handbooks</p> <p>Recruitment</p> <p>Training &amp; Development</p> <p>General Skills Needs</p> <p>Human Resources Skills Needs</p> <p>QSM and Demand 2007</p> <p>QSM and Today’s Demand</p>

## 7. Risk and Mitigation

There are four areas where a risk assessment by EDMC should be considered:

1. AUA performance criteria
2. Armenia government cooperation with data sourcing and analysis
3. Industry attitude and willingness to collaborate with AUA
4. Sufficient demand by independent participants to help sustain the certification program.

### Mitigation

1. **AUA** The use of incentives will help to mitigate risks relating to these factors. There is a need for an explicit cooperative agreement between EDMC and AUA that details roles and responsibilities between the university and the project.
2. **Government** Armenia government reports statistics to UNWTO and other bodies relating to the number of workers in the tourism and hospitality industries; number of international visitors and tourists; contribution to GNP from tourism; total receipts from foreign inbound and linkages from outbound international tourism.
3. Virtually every jurisdiction receiving international visitors collects two kinds of data: a) In Armenia the national government collects information from every non-Armenian arriving at a frontier through its visa application. It appears obvious that some of the UNWTO information is developed from this source. b) Also In Armenia, most if not all hotels require registration upon arrival of each guest. Because a VAT tax is applied to lodging, meals and other hospitality services, the government has a vast store of data to measure volume of trade, seasonality, visitor length of stay, visitor traveling group size and other information.
4. It is not clear in what form this information is processed, stored and analyzed and if and when it may be shared by third parties. The STTA has recommended data collection that combines new surveys with existing data sources but dependent, in part, on the government's cooperation to share its data.
5. **Industry** There is antidotal evidence that hotel owners and managers will be reluctant to pay for management training without specific incentives. The primary incentive, based on CAPS data, will be access to experienced and qualified managers who understand and can perform recruitment, training and supervision of skilled staff. Language ability will be a key indicator of a candidate's management capability along with an earned certificate from the AUA program.
6. **Individuals** The certification program contemplates a mix of recent college graduates seeking a marketable skill set and existing hotel managers. Cost-benefit to program graduates can only be ascertained by tracking the success of graduates in both job placement and in follow-up surveys of the applicable factors in their training that led to becoming a more effective manager.

## 8. Interviews

The STTA met with five tour operators and other professionals that informed these recommendations.

The STTA met briefly with **Lilit Sargsyan**, director of faith-based **Arahet Travel LLC**, 56 Komitas Street at the EDMC offices. Ms. Sargsyan provides guiding services and tour operations for Christian pilgrims, both coming to Armenia and Armenians going to Jerusalem and the Holy Land. She speaks Russian, English and Armenian. We discussed issues relating to the relationships, projects and investments and by the Armenian Church, Armenian government and private sectors and the over-commercialization by the Church at specific popular sites. Listed URL: [http://www.arahettravel.com/about\\_us.html](http://www.arahettravel.com/about_us.html)

**Amistad Travel Agency** is a well-established inbound tour operator located at 47/17 Khanjyan Street, Yerevan. Armine Israyelyan and the STTA met with the agency's president, **Armine Adamyanyan** at her office on June 13.

Ms. Adamyanyan indicated significant problems with the lack of licensing or certification by the government in several skill areas, including waiters, tour guides, and taxi drivers. She discussed how the knowledge, skill level and task delineation for Intourist guides when Armenia was part of the USSR was much better, since they were specifically trained for their job. Now, she said, "it's a mess".

Ms. Adamyanyan is president of the Inbound Tour Operators Association. We discussed various approaches to solving the service quality problem and agreed that a ToT initiative for guides and a "Tourist Taxi" initiative were needed. Listed URL: <http://www.amistad-tour.com/>

**Natoura Tour Company** is an inbound adventure tour company located at 11 Sayat Nova Street. We met with **Hovhannes Martirosyan**, executive director, and **Eduard Cevorgyan**, their lead tour guide. Mr. Martirosyan teaches a tourism course at Yerevan University. The company caters to German, Italian and Iranian visitors, generally 50 years old + for 4–14 day cycling, camping and hiking trips. He indicated a lack of experienced and trained nature and adventure guides with skill in first aid, camping, bike maintenance, logistics, etc. There are no instructors to train these skills. We discussed the provision for cross country and downhill winter sports but no infrastructure for rafting or other water sports and the lack of proper hiking trails and the lack of sanitation facilities at the national parks. Listed URL: <http://www.natoura.am/>

**Gardman Tour LLC** is a new boutique tour operator located at 47/1 Khanjyan Street. We met with director **Haik Maghakyan** and four of his staff. Mr. Maghakyan is an AUA MBA graduate among a well-educated group focused on developing an experiential community tourism product for rural Armenia. Gardman Tour owns two Land Cruiser off-road vehicles and is planning tour for young travelers to castles, churches and scenic places that are not on traditional tours. Their start-up partner is an Israeli outbound agent. This is a niche market that seeks to develop close ties with individual villages and households for food, music, scenic campsites and other unique Armenian experiences. Listed URL: <http://www.dreamlandarmenia.com>.

**Sima Tours**, 50 Teryan Street, specializes in offering pilgrimage tours to groups in the United States visiting religious sites in Armenia, Jerusalem and the Holy Land and Georgia. The company has offices in the Philadelphia area led by **Shake' Derderian**, General Manager and **Susanna Gevorgyan**, Executive Manager in Yerevan. Sima Tourism has been in operation for ten years. <http://simatours.com>.

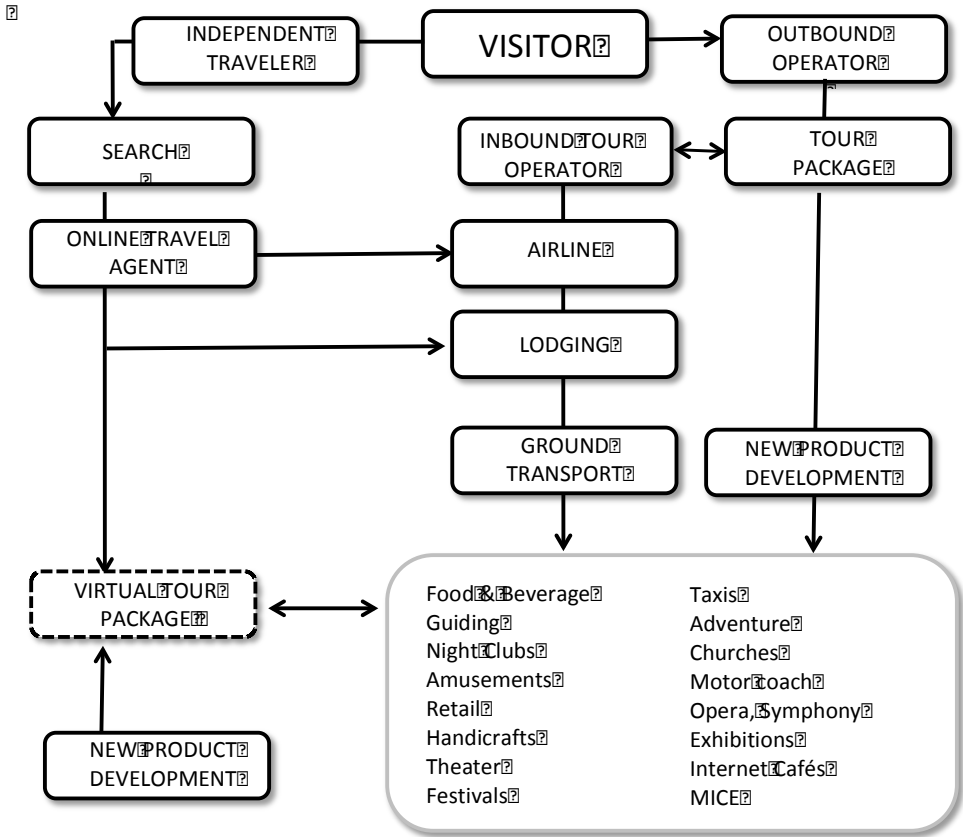
The STTA also attended the Competitiveness Forum hosted by the Armenian-American Chamber of Commerce and participated in a tourism technology roundtable at the Digitech Conference, both at the Armenia Marriott, June 14 and 15.

The STTA also had extensive discussion with EDMC staff, AUA workshop participants and others as listed in Contacts.

## Annex 1. Contacts

Arpie	Balian	Educator
Armine	Adaamyán	Tour operator
Magda	Arakanyan	English language Instructor
Gayane	Avetisyan	English language instructor
Kurt	Becker	STTA
Emil	Cherkezyan	Lecturer
Gayane	Dallakyan	Tourism consultant
Shaké	Derderian	Tour operator
Eduard	Georgyan	Tour operator
Susanna	Gevorgyan	Tour operator
Marina	Ghahremanyán	Tourism consultant
Maurine	Ghanhamanyán	Banker
Anahit	Ghazaryan	AUA Administrator
Gayanne	Ghukasyan	Educator
Haik	Maghakyan	Tour operator
Hovhannes	Martirosyan	Tour Operator
David	Probert	IT consultant
Bagrat	Sahakyan	Community development expert
Elina	Sahakyan	Instructor
Lilit	Saragsyan	Tour Operator

# Annex 2. Armenia Tourism Value Chain Map



### Annex 3. Armenia Tourism Research Notes

There exist several critical issues to be addressed. There is an obvious need for more hotel rooms, B&Bs and youth hostels to increase competition and expand the sector. Too often, deeply discounted rooms are controlled by outbound tour operators creating a shortage of rooms at various price points at high season for the fully independent traveler (FIT). This is particularly true of Armenians in diaspora in North America, where few packaged tours are offered. Further, most packages on offer are focused on pilgrimage where the visitor is captive to the tour operator, limiting discretionary spending opportunities and activity choices.

Based on CAPS findings, a needs assessment by AUA and recommendations by EDMC workforce specialists, the most serious training gap in hospitality is in middle management. These managers may include a variety of job seekers and candidates, professional staff seeking a knowledge and skills upgrade, those seeking a career change, and recent college graduates seeking their first position in event organizers and planner, hotel and restaurant management, web marketing and communications experts, travel agent front office managers, product and site managers and various jobs in transportation and tour operations and entertainment.

Global and European trends in tourism and hospitality supply are moving away from group travel to favor FIT, with expanded online content management, yield pricing, the expansion of small scale operations, development of niche markets and offers that focus on experiential travel (e.g. adventure, agri- and eco-tourism, sport and music event-focused travel).

Facilitation of this trend expands the supply base and will deepen the value chain to include a wider variety of activity and hospitality choices off-the-beaten track outside Yerevan. For EDMC, this means at greater focus on FIT facilitation at the middle management level where language skills are critical for success.

#### Armenian Tourism and ICT

Isolation of ICT and tourism and hospitality sectors from one another has been to the detriment of both. The global marketplace for ICT solutions in tourism marketing has experienced rapid growth. Digital media and associated e-distribution channels offer affordable and creative media for reaching new markets and forming positive relationships with existing wholesale and retail customers.

According to the European Travel Commission's *New Media Trend Watch*, tourism leads online applications with continuing substantial growth in online usage. As examples:

	USA	FRANCE	ITALY	Internet users (millions)
2012	236.9	31.4	40.6	
2013	244.1	32.6	41.1	
2014	250.7	33.9	42.3	

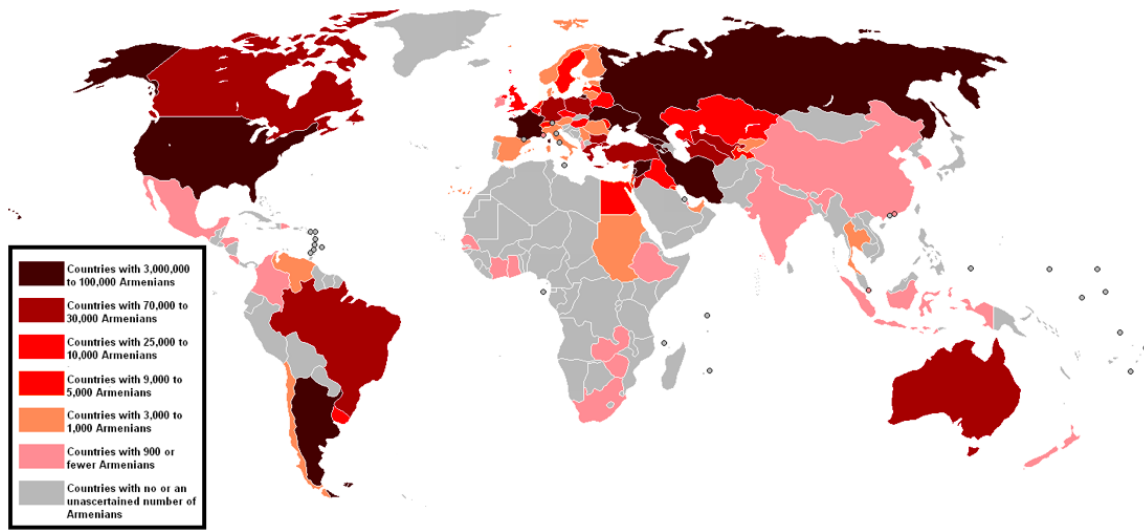
#### Diasporic North American Market Penetration

The lack of media partnerships and outbound travel experts in key North American markets is a key indicator of the problem. While there has existed significant long haul travel from California across both the Pacific and Atlantic the expansion of airline code-share and competitive pricing have more recently open opportunities for diasporic Armenians living in the United States.

Los Angeles–Yerevan	11,600 km
Los Angeles-Melbourne	12,733 km
Los Angeles-Bangkok	13,376 km



Los Angeles-Mombai 14, 005 km  
 Los Angeles-Cape Town 16,026 km



The 2010 American Community Survey of the U.S. Census Bureau estimated 474,559 US citizens of Armenian ancestry while Tigran Ghanalyan (*Armenians in the USA* "Noravank" Scientific-Research Foundation, Yerevan, 2009) estimated 1.4 million, with the greatest concentrations in the Southland region in and around Los Angeles County, followed by New York, Boston, San Francisco, Chicago and Fresno.

The lowest one-stop round-trip airlift for 12/1/2012–12/15/2013 LAX-EVN is \$1,100, comparable to LAX-Melbourne (\$1,600), LAX-Bangkok (\$1,049), LAX-Mombai (\$1,288) and LAX-Cape Town (\$1,564). A more likely itinerary for California FITs with a five-day stopover in London, Paris, Amsterdam or Rome may add about \$400-500 to the ticket. Eight West Coast tour operators offer both escorted and non-escorted packages to Armenia. The missing links are new products and online FIT facilitation, focused on the 18–35 year old demographic.

- Adventures Abroad - combination tours of Armenia with neighboring countries.
- Archaeological Tours - 2.5 week combined tour of Armenia and Georgia.
- Bestway Tours - offers 2 week tour of the Caucasus countries.
- Levon Travel - Offers packages tours to Armenia (with flight). Based in Los Angeles, has offices in Los Angeles, Yerevan and Tbilisi.
- Mir Corp. - combined Armenia and Georgia tour. 15 days. Based in Seattle.
- Sidon Travel - group tours. Based in Los Angeles, has office in Yerevan.
- AER World Tours - offers a tour of Armenia .
- Caravan-Serai Tours - Caucasus tour.

By comparison, Israel has a wealth of options for young travelers from the US and Canada, including airfare, inexpensive hotels and hostels, food-music-adventure options with robust content management and destination management systems.

## **Annex 4. CAPS Research**

2008 CAPS survey of 45 businesses

### **Recruitment**

Candidates not qualified	36%
Too few candidates	22%
No suitable candidates	4 %
Insufficient work experience	27%
Salary too low	5 %
Other	6 %

### **General Skills**

Entrepreneurial and marketing	20%
Customer care	15%
Operational	14%
Foreign language	12%
Kitchen management	12%
Financial and accounting	11%
Product development	9%
IT	4%
Organizational and PR	3%

### **Human Resources Management**

HR management	28%
Recruitment and selection	15%
General and cultural literacy	12%
Communication and interview	11%
Networking	11%
General management	9 %
Job analysis	6 %
Contracting and negotiation	6 %
Other	4 %

## Annex 5. Hospitality Management Qualification Requirements

Students should learn to recruit, train, coach, supervise, motivate and mentor the hospitality workforce while gaining knowledge of the tourism industry’s best practices.

### 1. Hospitality Operations (Food & Beverage)

Create or maintain an efficient and profitable restaurant or food-service department through strategic planning in areas such as business development and marketing, while overseeing day-to-day activities such as shift patterns, procurement, budgeting, cleaning, food preparation, quality service provision, and health standard compliance.

Table 1. Required Tasks, Knowledge, Skills and Abilities

Tasks	Knowledge	Skills & Abilities
<ul style="list-style-type: none"> <li>• <b>Recruit, train and motivate</b> staff.</li> <li>• <b>Manage</b> staff throughout their shift and provide them with feedback.</li> <li>• <b>Create and execute</b> plans for department sales, profit and staff development.</li> <li>• <b>Organize and supervise</b> the shifts of kitchen, waiting and cleaning staff.</li> <li>• <b>Investigate and resolve</b> complaints regarding food quality, service, or accommodations.</li> </ul>	<p><b>Administration and Management —</b> Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.</p> <p><b>Business Planning —</b> Knowledge of principles and methods involved in creating a business plan for a new product or service, including establishment of objectives, a target market, and a pricing strategy.</p>	<p><b>Business Management —</b> Understanding the tools and techniques required to steer a business towards effective operations and profitability.</p> <p><b>Quality Control Analysis —</b> Conducting tests and inspections of products, services, or processes to evaluate quality or performance.</p> <p><b>Judgment and Decision Making —</b> Considering the relative costs and benefits of potential actions to choose the most appropriate one</p>

<ul style="list-style-type: none"> <li>• <b>Analyze and plan</b> the unit's sales levels and profitability.</li> <li>• <b>Set budgets</b> and/or agree on them with senior management.</li> <li>• <b>Organize marketing</b> activities, such as promotional events and discount schemes.</li> <li>• <b>Schedule and receive</b> food and beverage deliveries</li> <li>• <b>Check delivery contents</b> to verify product quality and quantity.</li> <li>• <b>Plan and coordinate</b> menus.</li> <li>• <b>Conduct periodic</b> surveys to gauge guest satisfaction levels.</li> <li>• <b>Monitor</b> food preparation methods, portion sizes, and garnishing.</li> <li>• <b>Test</b> cooked food by tasting and smelling it to ensure palatability and flavor conformity.</li> <li>• <b>Monitor</b> compliance with health and fire regulations regarding food preparation and serving, and building maintenance in lodging and dining facilities.</li> <li>• <b>Establish</b> standards for personnel performance and customer service.</li> <li>• Meet and greet customers and organize table reservations.</li> <li>• <b>Understand</b> how to use accounting and point of sales software.</li> <li>• <b>Help out</b> in any area of the restaurant when circumstances</li> </ul>	<p><b>Purchasing</b> — Understanding of how to acquire all pertinent materials and services, considering quantities, timing, prices, and storing capacity to make projections, recommendations, or work with vendors.</p> <p><b>Food Hygiene</b>— Knowledge of how to safely store, preserve, and prepare food and beverages.</p> <p><b>Personnel and Human Resources</b> — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.</p> <p><b>Sales and Marketing</b> — Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.</p> <p><b>Customer and Personal Service</b> — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction</p> <p><b>Food Growing and Preserving</b> — General knowledge of techniques and equipment for planting, growing, and harvesting food products (both plant and animal) for consumption, including</p>	<p><b>Instructing</b> — Teaching others how to do something.</p> <p><b>Time Management</b> — Managing one's own time and the time of others.</p> <p><b>Monitoring</b> — Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.</p> <p>Foreign Language — Communicating effectively in a foreign language with English generally being the most useful.</p> <p><b>Management of Personnel Resources</b> — Motivating, developing, and directing people as they work, identifying the best people for the job to produce answers that make sense.</p> <p><b>Computers and Internet Basics</b> — Functionally operating commonly used computer applications in addition to effectively utilizing the internet as a research tool.</p> <p><b>Social Perceptiveness</b> — Being aware of others' reactions and understanding why they react as they do.</p> <p><b>Deductive Reasoning</b> — The ability to apply general rules to specific problems</p>
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<p>dictate.</p> <ul style="list-style-type: none"> <li>• <b>Prepare</b> reports at the end of the shift/week, including staff control, food control and sales.</li> </ul>	<p>storage/handling techniques to better understand seasonal issues, food quality, and food safety.</p> <p><b>Events and Conference Management—</b> Knowledge of how to manage a major event, including promotion, invitations, room layouts, catering, public relations, and other logistical details.</p> <p><b>Mathematics —</b> Knowledge of all basic mathematic principles used for cost estimate, simple calculations, statistics, and other applications.</p> <p><b>Product Development —</b> Knowledge of how to create quality products that responds to the needs of the target market.</p> <p><b>Education and Training —</b> Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.</p> <p><b>E-Business—</b> Knowledge of how to promote and drive sales towards tourism products through internet-based platforms.</p> <p><b>Strategic Planning —</b> Knowledge of how to evaluate the needs of the customers and area to put together business practices that will succeed.</p> <p><b>Public Safety and Security —</b> Knowledge of relevant equipment, policies, procedures, and strategies to promote effective security operations.</p>	
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## 2. Destination Management

Direct and co-ordinate sales development, staff/financial management, product development, marketing, and daily operational management of tour operator, travel agency, or tour staff.

Table 2. Required Tasks, Knowledge, Skills and Abilities

Tasks	Knowledge	Skills & Abilities
<ul style="list-style-type: none"> <li>• <b>Promote</b> and market the business, sometimes to new and "niche" markets.</li> <li>• <b>Manage</b> budgets and maintain statistical/financial records.</li> <li>• Sell travel products and tour packages.</li> <li>• <b>Source</b> products and destinations, to meet consumer demands.</li> <li>• <b>Take part</b> in familiarization visits to new destinations, in order to gain information on issues and amenities of interest to consumers.</li> <li>• <b>Develop</b> new products and tours to meet the needs of the target market.</li> <li>• <b>Determine</b> pricing of new products, based upon cost inputs and projected sales.</li> <li>• <b>Travel</b> to proposed tour sites to ensure the attractions and facilities fit with customer interests.</li> <li>• <b>Liase</b> with travel partners, including airlines and hotels, to manage bookings and schedules often one year in advance.</li> </ul>	<p><b>Administration and Management —</b> Knowledge of business and management principles involved in strategic planning, resource allocation, human re-sources modeling, leadership technique, production methods, and coordination of people and resources.</p> <p><b>Product Development —</b> Knowledge of how to create quality products that responds to the needs of the target market.</p> <p><b>Customer and Personal Service —</b> Knowledge of principles and processes for providing customer and personal services including customer needs assessment, meeting quality service standards, and evaluation of customer satisfaction.</p> <p><b>Sales and Marketing —</b> Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.</p> <p><b>Product Packaging—</b> Knowledge of how to combine various products and services</p>	<p><b>Management of Financial Resources —</b> Determining how money will be spent to get the work done, and accounting for these expenditures.</p> <p><b>Coordination —</b> Adjusting actions in relation to others' actions.</p> <p><b>Monitoring —</b> Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.</p> <p><b>Foreign Language —</b> Communicating effectively in a foreign language (English generally being the most useful in tourism)</p> <p><b>Environmental Awareness —</b> Understanding which types of activities are po-tentially harmful to the environment and finding alternatives to avoid them.</p> <p><b>Instructing —</b> Teaching others how to do something.</p> <p><b>Business Management —</b> Understanding the tools and techniques required to steer a business towards effective operations and profitability.</p>

<ul style="list-style-type: none"> <li>• <b>Deal</b> with customer enquiries and aim to meet their expectations.</li> <li>• <b>Oversee</b> the smooth, efficient running of the business.</li> <li>• <b>Oversee</b> the recruitment, selection and retention of staff, payroll matters, and staff training.</li> <li>• <b>Communicate</b> with staff and provide encouragement, help and advice.</li> <li>• <b>Periodically survey</b> customers to gauge their satisfaction with services provided.</li> <li>• <b>Deal</b> with customer complaints.</li> <li>• <b>Plan</b> work schedule and assigns tasks and responsibilities.</li> <li>• <b>Make and confirm</b> travel and accommodation bookings, arrange group holidays, tours and individual itineraries.</li> <li>• <b>Advise</b> on currency and passport/visa regulations and any necessary health precautions needed.</li> </ul>	<p>into one package according to the desires of the target market segment while achieving cost savings both for the company and customer.</p> <p><b>Specialty/Niche Markets</b>— Knowledge of how to identify potentially lucrative markets, research their characteristics, and target them through marketing activities.</p> <p><b>Computer Reservation Systems</b>— Knowledge of how to operate these types of programs, including placement of products, checking availability of products, and making bookings.</p> <p><b>Personnel and Human Resources</b> — Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.</p> <p><b>E-Business</b>— Knowledge of how to promote and drive sales towards tourism products through internet-based platforms.</p> <p><b>Business Planning</b> — Knowledge of principles and methods involved in creating a business plan for a new product or service, including establishment of objectives, a target market, and a pricing strategy.</p> <p><b>Protected Areas and Ecotourism Management</b>— Knowledge of principles</p>	<p><b>Negotiation</b> — Bringing others together and trying to reconcile differences.</p> <p><b>Computers and Internet Basics</b> — Functionally operating commonly used computer applications such as Microsoft Word, Excel, and Power Point, in addition to effectively utilizing the internet as a research tool.</p> <p><b>Quality Control Analysis</b> — Conducting tests and inspections of products, services, or processes to evaluate quality or performance.</p> <p><b>Information Technology (IT)</b>— Understanding how to design and operate computer-based information systems, particularly software applications and computer hardware.</p> <p><b>Persuasion</b> — Persuading others to change their minds or behavior.</p> <p><b>Time Management</b> — Managing one's own time and the time of others.</p> <p><b>Mathematics</b> — Using mathematics to solve problems, for logistics, finances, and business economics.</p> <p><b>Information Ordering</b> — The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical</p>
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	<p>and methods involved in practicing sustainable tourism in ecologically sensitive areas.</p> <p><b>Cultural Heritage Management—</b> Knowledge of how to preserve cultural heritage sites or traditions by generating funds through sustainable tourism opportunities.</p> <p><b>Community Tourism Management—</b> Knowledge of how to create and sustain tourism products that provide economic benefits to communities while minimizing negative social and environmental impacts.</p> <p><b>Geography —</b> Knowledge of principles and methods for describing the features of land, sea, and air masses, including their physical characteristics, locations, interrelationships, and distribution of plant, animal, and human life.</p> <p><b>Transportation —</b> Knowledge of principles and methods for moving people or goods by air, rail, sea, or road, including the relative costs and benefits.</p> <p><b>Events and Conference Management—</b> Knowledge of how to manage a major event, including promotion, invitations, room layouts, catering, public relations, and other logistical details.</p> <p><b>Ethics in Tourism—</b> Knowledge of principles and values involved in creating an environment of mutual trust and respect among tourism operators and customers.</p>	<p>operations).</p> <p><b>Numeric Skills —</b> The ability to perform basic mathematical functions quickly, accurately, to apply this ability to the job, such as time or schedules.</p>
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### 3. Event Planning and Management

Organize from conception to completion events that may include group meetings, conventions, exhibitions and fairs, festivals, conferences, fundraisers, and social events. This involves executing a detailed plan from established objectives and strategies, training and leading staff and volunteers, and finally monitoring and evaluating the event so as to provide recommendations for future improvements.

Table 3. Required Tasks, Knowledge, Skills and Abilities

Tasks	Knowledge	Skills & Abilities
<ul style="list-style-type: none"> <li>• <b>Consult</b> with customers to determine objectives and requirements for events.</li> <li>• <b>Plan and develop</b> programs, agendas, budgets, and services according to customer objectives and requirements.</li> <li>• <b>Coordinate</b> services for events, such as accommodation and transportation for participants, facilities, catering, signage, displays, special needs requirements, printing and event security.</li> <li>• <b>Secure</b> and book a suitable venue or location.</li> <li>• <b>Confer</b> with staff at a chosen event site to coordinate details.</li> <li>• <b>Inspect</b> event facilities to ensure that they conform to customer requirements.</li> <li>• <b>Arrange</b> the availability of audio-</li> </ul>	<p><b>Events and Conference Management</b>— Knowledge of how to manage a major event, including promotion, invitations, room layouts, catering, public relations, and other logistical details.</p> <p><b>Customer and Personal Service</b> — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.</p> <p><b>Administration and Management</b> — Knowledge of business and management principles involved in strategic planning, resource allocation, human re-sources modeling, leadership technique, production methods, and coordination of people and resources.</p> <p><b>Sales and Marketing</b> — Knowledge of principles and methods for showing, promoting, and selling products or</p>	<p><b>Time Management</b> — Managing one's own time and the time of others.</p> <p><b>Business Management</b> — Understanding the tools and techniques required to steer a business towards effective operations and profitability.</p> <p><b>Critical Thinking</b> — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.</p> <p><b>Foreign Language</b> — Communicating effectively in a foreign language (English generally being the most useful in tourism)</p> <p><b>Service Orientation</b> — Actively looking for ways to help people.</p> <p><b>Active Listening</b> — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.</p>

<p>visual equipment, transportation, displays, and other event needs.</p> <ul style="list-style-type: none"> <li>• <b>Plan</b> room layouts.</li> <li>• <b>Ensure</b> insurance, legal, health and safety obligations are adhered to.</li> <li>• <b>Organize</b> facilities for car parking, traffic control, security, first aid, hospitality and press.</li> <li>• <b>Identify</b> and secure speakers or special guests.</li> <li>• <b>Co-ordinate</b> staffing requirements and staff briefings.</li> <li>• <b>Create</b>, implement and monitor marketing and PR plans.</li> <li>• <b>Sell</b> sponsorship/stand/exhibition space to potential exhibitors/partners.</li> <li>• <b>Arrange</b> accommodation for exhibitors and/or delegates.</li> <li>• <b>Liaise</b> with newspapers, TV, radio and other media.</li> <li>• <b>Write</b> press releases or briefs in order to gain maximum exposure for the event.</li> <li>• <b>Organize</b> the design and production of tickets, posters, catalogues and sales brochures.</li> <li>• <b>Prepare</b> delegate packs and papers.</li> <li>• <b>Maintain</b> records of event aspects, including financial details.</li> <li>• <b>Coordinate</b> everything on the day</li> </ul>	<p>services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.</p> <p><b>Clerical</b> — Knowledge of administrative and clerical procedures and systems such as word processing, managing files and records, stenography and transcription, designing forms, and other office procedures and terminology.</p> <p><b>Product Development</b> — Knowledge of how to create quality products that responds to the needs of the target market.</p> <p><b>Communications and Media</b> — Knowledge of media production, communication, and dissemination techniques and methods. This includes alternative ways to inform and entertain via written, oral, and visual media.</p> <p><b>E-Business</b>— Knowledge of how to promote and drive sales towards tourism products through internet-based platforms.</p> <p><b>Specialty/Niche Markets</b>— Knowledge of how to identify potentially lucrative markets, research their characteristics, and target them through marketing activities.</p>	<p><b>Social Perceptiveness</b> — Being aware of others' reactions and understanding why they react as they do.</p> <p><b>Quality Control Analysis</b> — Conducting tests and inspections of products, services, or processes to evaluate quality or performance.</p> <p><b>Coordination</b> — Adjusting actions in relation to others' actions.</p> <p><b>Initiative</b> — Taking actions towards an understood objective, even without an explicit request from a manager.</p> <p><b>Computers and Internet Basics</b> — Functionally operating commonly used computer applications such as Microsoft Word, Excel, and Power Point, in addition to effectively utilizing the internet as a research tool.</p> <p><b>Active Learning</b> — Understanding the implications of new information for both current and future problem-solving and decision-making.</p> <p><b>Information Ordering</b> — The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).</p> <p><b>Time Sharing</b> — The ability to shift back</p>
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<p>of the event to ensure that all runs smoothly.</p> <ul style="list-style-type: none"> <li>• <b>Understand</b> how to set up and operate overhead projection devices and audio-visual equipment.</li> <li>• <b>Troubleshoot</b> exhibitor and visitor problems on the day of the event.</li> <li>• <b>Oversee</b> the dismantling and removal of the event, and clear the venue efficiently.</li> <li>• <b>Conduct</b> post-event evaluations</li> </ul>		<p>and forth between two or more activities or sources of information (such as speech, sounds, touch, or other sources).</p> <p><b>Originality</b> — The ability to come up with unusual or clever ideas about a given topic or situation, or to develop creative ways to solve a problem.</p>
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