Discover the Flavors of Cusco

Cusco Regional Tourism Development Project

The George Washington University

May-July, 2012
This report provides a strategic plan to develop and promote the Sacred Valley of Cusco, Peru as a sustainable tourist destination. In the summer of 2012, a consulting team from The George Washington University (GW) and the Universidad San Ignacio de Loyola (USIL) collaborated with Turismo Cuida and Cámara Regional de Turismo de Cusco (CARTUC) to enhance the culinary tourism opportunities in the Cusco region. The primary objective of the project was to expand Cusco’s strengths as a destination and capitalize on the region’s resources, while linking tourism’s benefits to the community.

Through preliminary research, the team analyzed the current tourism situation in Peru and the Cusco region, as well as the viability of the San Pedro Market as a main attraction. To gauge Cusco’s capacity as a tourism destination, the team conducted a survey of international and domestic tourists visiting the region. The team also interviewed various stakeholders and tourists throughout their two-week stay in Cusco.

Based on fieldwork and research the consulting team was able to highlight the central challenges for the Cusco region as well as the San Pedro Market. The primary challenges for the region are to improve accessibility to surrounding attractions and for tourism to function in a way that would improve the economic situation of the community. The primary challenges for the market are that it is not promoted on the typical tourism circuit, many tourists are unaware of it, and its hygiene and sanitation issues prevent it from becoming a principal tourist attraction.

The team then provided recommendations to better position the Cusco region and San Pedro Market as the focal point of Peru’s burgeoning culinary tourism market. The team identified the San Pedro Market’s and Cusco’s competitive advantages, and recommended actions to increase visitation and augment the visitor’s experience.

The team recommends the following actions for the Cusco region: apply to be named a UNESCO City of Gastronomy, further develop the culinary circuits and events in the region, provide opportunities for volunteer tourism, and streamline the production of promotional materials and maps of the city and region.

As for the San Pedro Market, the team recommends developing programs to increase the funding and notoriety of the market through the improvement of the market’s brand, initiation of an online presence, creation of market-specific events, and strategic partnerships. The team also recommends greater utilization of signage and information, upholding national standards for hygiene within the market, and improving the capacity-building programs for the market’s administration.

The team’s findings and recommendations are further detailed in this report. These recommendations are meant to expand opportunities for the traveler seeking an authentic local experience while simultaneously improving tourism’s effect on all Cusqueños.

By instituting the recommendations proposed in this report, Cusco and the San Pedro Market can distinguish themselves from competitors in South America and become a world-class tourism destination.
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Acronyms

- APOTUR: Peruvian Association for Inbound and Outbound Tour Operators
- CARTUC: Cámara Regional de Turismo de Cusco
- CBC: Centro Bartolome de las Casas
- CENFOTUR: Centro de Formación en Turismo
- CIA: Central Intelligence Agency
- CP: Cusco Passport
- CRESPIAL: Centro Regional para la Salvaguardia del Patrimonio Cultural Immaterial de America Latina
- DIRECETUR: La Dirección Regional de Comercio Exterior y Turismo del Cusco
- FAM Trip: Familiarization Trip
- GW: The George Washington University
- MINAM: El Ministerio del Ambiente del Perú
- MINCETUR: El Ministerio de Comercio Exterior y Turismo
- NGO: Nongovernmental Organization
- OVG: Official Visitor Guide
- PDF: Portable Document Format
- RMP: The Roatan Marine Park
- SAVE: Scientific, Academic, Volunteer, Experiential
- SCI: Sister Cities International
- SEM: Search Engine Marketing
- SEO: Search Engine Optimization
- TTCR: Travel & Tourism Competitiveness Report
- USIL: Universidad San Ignacio de Loyola
- VMO: Volunteer Management Organization
Introduction

The region of Cusco, Peru has great historical, cultural and environmental diversity and tourism is considered one of the most important opportunities for economic development. In order to cover the broad range of demand and benefit from the tourism activities, various businesses have been established, thus enriching the tourism supply with art and music, transportation, service sectors, and gastronomy.

Cusco has grown into an international tourism destination in the past two decades. The construction of the Alejandro Velasco Astete International Airport in 1960 combined with the liberalization of the economy, reduction of barriers to investment, a decrease in violence in the 1990s, and the privatization of public hotel and transport services has provided the seeds for tourism growth and opportunity.

Despite this growth, many residents and entrepreneurs remain in the informal economy, meaning they often face poor working conditions, a lack of safety standards or health benefits. This includes workers at many of the traditional markets and other individuals scattered throughout the Cusco region selling typical food and handcrafted items. As a result the products are devalued and the economic benefits that could be attained are not realized as tourists choose to visit and buy from vendors who abide by certain health and safety standards, especially when it concerns food.

To address this issue, a group of consultants from The George Washington University (GW) and Universidad San Ignacio de Loyola (USIL) worked with Turismo Cuida, in conjunction with the Cámara Regional de Turismo de Cusco (CARTUC) from May through July of 2012. The group of consultants were enrolled in this process as part of two university courses on tourism consulting and international fieldwork.

The consultants were tasked with recommending new and improved avenues for tourism development in the Cusco region, with a particular
focus on gastronomic tourism and the San Pedro Market. The consulting project goals, which leverage Cusco’s tourism assets by strengthening the regional tourism impact, include:

1. Enhance the San Pedro Market
2. Identify potential funding mechanisms
3. Analyze reputable international central markets
4. Assess Turismo Cuida’s volunteer event
5. Understand Cusco’s typical visitor profile
6. Recommend opportunities to diversify tourism products
7. Connect central markets and recommend culinary circuits

Please refer to Appendix 1 for the complete Statement of Work.

CLIENTS

The client for this project was a partnership created between two organizations: Turismo Cuida and CARTUC. Together they identified areas of improvement and provided a project statement, and will help to drive the implementation of the consultants’ recommendations.

**Turismo Cuida** is a recently formed Peruvian charity that was developed in partnership with the United States-based, nonprofit organization Tourism Cares. Turismo Cuida is composed of eight travel and tourism companies based in Peru. In May 2012, Tourism Cares sponsored its first Global Outreach program, which focused on upgrading the facilities of the Cusco’s San Pedro Market to enhance the traveler experience. Turismo Cuida aims to establish and exercise best practices to help preserve the natural, cultural and historic sites in Peru (Tourism Cares for Peru, 2012).

**CARTUC** serves as the regional chamber of tourism and “represents, promotes and defends the general interests of entrepreneurs in the tourism sector in the region of Cusco, and provides many services to companies that are active” in the Cusco region (Historia, n.d.). CARTUC strives to promote harmonious and sustainable development of tourism, which contributes to its overall economic development (Estatutos, n.d).

Although not an official client for this project, the consulting team is confident that the Municipality of Cusco will be a key driving force for the implementation of the recommendations that follow. The municipality is involved with all aspects of planning and development in the area. The municipality is involved in such areas as tourism management, education, culture and environment (Municipalidad Provincial del Cusco, 2011).
METHODOLOGY

On May 22nd, the consulting team began preliminary work on the project: *Discover the Flavors of Cusco*. For three weeks, the team conducted background research on various relevant subject matters such as: global travel trends and international best practices for food-related markets. (See Appendix 2 for a complete list of subject matters that each consultant researched.) To successfully address the Statement of Work, the consulting team divided into three major areas of focus for research and development. These teams, which guided both the research and the fieldwork, were as follows:

1. Market analysis and promotion
2. Product development
3. Support systems

On the evening of June 11th, the consulting team presented a summary of the research findings and a strategic plan for fieldwork to members of Turismo Cuida, CARTUC, the Municipality of Cusco and other local stakeholders. After receiving critical comments from the stakeholders in attendance, the consulting team made the necessary adjustments to their plans for conducting fieldwork over the course of the following two weeks.

The team gathered quantitative and qualitative data while in the field. To gain insight into the current traveler to Cusco, the consulting team collected primary data at the Alejandro Velasco Astete International Airport, the train station and bus terminals in Cusco. This data provided the consulting team with key information on visitor demographics, travel planning, visitor interests and satisfaction level with the available activities in Cusco. See Appendix 3 for a copy of the questionnaire used for interviews.

The consulting team also conducted over 100 interviews with various local stakeholders. A few examples of these stakeholders include market merchants, tourism businesses, local organizations and various high-level municipal employees. The team also experienced Cusco through the eyes of a typical visitor by taking city and regional tours, eating at local restaurants, viewing numerous street festivals, and interacting with local residents. Lastly, the team conducted site visits to significant tourist attractions including Incan ruins, local central markets, hotels and the Parque de la Papa.

The consulting team’s fieldwork culminated with a final presentation on June 22nd in which various recommendations and findings were introduced to the clients. The information that the consulting team gathered served as the foundation for the creation of marketing materials and product development recommendations as discussed in the presentation and this document, as well as to identify linkages within the community to support these initiatives. Potential funding mechanisms have also been researched and considered to make these recommendations financially sustainable.

These strategies allowed the team to come up with the following recommendations that will serve as an actionable road map for moving forward toward the project’s goals, both for enhancing the visitor experience in the Cusco region, as well as within the San Pedro Market.

Consulting Timeline

<table>
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<tr>
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<tr>
<td>May 22, 2012</td>
<td>Project Commencement</td>
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<td>May 22-June 8, 2012</td>
<td>Preliminary Research</td>
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<tr>
<td>June 10, 2012</td>
<td>Consulting Team’s Arrival to Cusco</td>
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<td>June 11, 2012</td>
<td>Inception Presentation</td>
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<td>June 12-June 21, 2012</td>
<td>Fieldwork</td>
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<td>June 22, 2012</td>
<td>Final Presentation</td>
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<tr>
<td>June 23-July 30, 2012</td>
<td>Final Report Preparation</td>
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<tr>
<td>July 31, 2012</td>
<td>Final Report Submission</td>
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The consulting team consisted of students from The George Washington University and Universidad San Ignacio de Loyola who were guided by seven professors. The consulting team has over 60 years of tourism experience composed of over 30 years working within the field of international development and policy, and over 30 years of survey and research experience.

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ACKNOWLEDGEMENTS
The GW Consulting Team would like to extend their sincere gratitude to Turismo Cuida, CARTUC and the Municipality of Cusco for their support and assistance on this project. Additionally, the consultants thank the following organizations and stakeholders for their cooperation, insights and support. The information provided was invaluable to the success of this report.

<table>
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<th>AATC</th>
<th>Eco Yoga Farm</th>
<th>Luis Valverde</th>
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<tr>
<td>Administración de Mercado de San Pedro</td>
<td>Edwin González</td>
<td>Maricarmen De Reparaz</td>
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<td>Enrique Velarde</td>
<td>Marlene Espinosa</td>
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<td>ANDES</td>
<td>Fernando Villafuerte</td>
<td>Monasterio</td>
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<td>Nuria Ametler</td>
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<td>APTAE</td>
<td>Got. David Machicao</td>
<td>Nuria Sanz</td>
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<td>Greens</td>
<td>Parque de la Papa</td>
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<td>Boris Gómez</td>
<td>Grethel Padovani</td>
<td>Picaflor House</td>
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<td>Casa Andina</td>
<td>Guaman Poma de Ayala</td>
<td>Posada Sonesta</td>
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<td>Heddy Vilchez</td>
<td>Prom Peru</td>
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<td>CBC</td>
<td>INC</td>
<td>Rafael Casabone</td>
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<td>CENFOTUR</td>
<td>Incanto</td>
<td>Restaurante La Estancia Imperial</td>
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<td>Christian Terry</td>
<td>IPERU</td>
<td>Ricardo Ruiz Caro</td>
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<td>Col Tour</td>
<td>John Adriaenssens</td>
<td>Roger Martín Valencia</td>
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<td>Condor Travel</td>
<td>José David Ugarte</td>
<td>Teniente Alcalde Silvia</td>
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<td>CRESPIA</td>
<td>José Miguel Gamarra</td>
<td>Tunupu</td>
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<td>Cristian López</td>
<td>Karen Nin</td>
<td>USIL</td>
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<tr>
<td>Cusco Restaurants</td>
<td>Kimberly Haley-Coleman</td>
<td>Valerio Paucarmayta</td>
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<td>DIRCETUR</td>
<td>La Lune Le Soleil</td>
<td>Viajes Pacifico</td>
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<td>Don Esteban &amp; Don Pancho Café</td>
<td>Lic. Alcira M. Cachi</td>
<td>Yovana Castillo</td>
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<td>ECO Inn</td>
<td>Lima Tours</td>
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The following section is composed of a situational analysis of tourism in Peru and the region of Cusco. These findings are derived from primary, secondary, and field research, conducted by the GW Consulting Team.

The consulting team focused on expanding Cusco’s strengths as a destination; how Cusco can fully express its mestizo culture; and on how the city’s and the region’s vast cultural and natural resources can be capitalized on to the benefit of stakeholders. The consulting team’s recommendations are provided to further develop Cusco’s competitive advantages. These advantages could separate Cusco from competitors and draw a line directly connecting the benefits of tourism to the wellbeing of the community.
PERU’S NATIONAL TOURISM SITUATION

Ancient Peru was the origin of several Andean civilizations. It was the center of the Inca Empire, colonized by Spanish conquistadors in 1533. Peruvians declared their independence three years before they completely defeated Spanish forces in 1824. The South American nation had experienced one and a half centuries of military rule when it established a democratic government for the first time in 1980. This history has made Peru a culturally rich destination with countless tourism offerings. Peru boasts a long coastline, the Andes Mountain range and the Amazon; this geographic diversity further adds to the tourism assets of the country.

Financially, Peru’s economy is growing. The total Gross Domestic Product of Peru in 2011 was $301.5 billion (PPP, $US), representing 7% growth over 2010 (Central Intelligence Agency, n.d.). A prospering tourism industry is a significant contributor to Peru’s growing economy and is increasingly being recognized as an economic development tool for many communities.

Travel and Tourism Industry

Data from the World Economic Forum reveals that both Peru’s international arrivals and international receipts have continually increased from 2002 to 2010 (Travel and Tourism Competitiveness Report [TTCR], 2011). Meanwhile, the ratio of international arrivals and international receipts has increased during the same period, which indicates that the average spending of international tourists is increasing. International tourists are willing to pay more money than before.

According to the index within the report, the overall competitiveness ranking of Peru is 69th in the world and 13th in the Americas. As mentioned above, Peru was home to multiple ancient civilizations and boasts many cultural resources which earned the nation a relatively high ranking of 44th in the Cultural Resources category. Peruvian cuisine has 468 different registered typical dishes (Peru Experience, n.d.). Due to its diverse landscape, Peru is an ideal breeding ground for hundreds of thousands species, which contribute to its impressive ranking of 7th in Natural Resources (TTCR, 2011). Other reports have ranked Peru the fourth most biodiverse country worldwide (Wildlife Extra, n.d.). For more information on the TTCR rankings of Peru, see Appendix 4.

In addition to general tourism competitiveness, Peru is well rated in the volunteer tourism sector. According to an internet-based survey conducted by GeckoGo, Peru is the most popular destination for people who wish to volunteer abroad (“Volunteer Abroad,” 2012). For more information on volunteering abroad and this survey, see Appendix 5 (Chow et al., 2009). Volunteer opportunities are discussed on page 22.
CUSCO’S REGIONAL TOURISM SITUATION

Cusco is the oldest continuously inhabited city in South America and is often at the top of many travelers’ lists. Besides being known as the gateway city to Machu Picchu, the city’s cultural and environmental resources make it an ideal destination for authentic tourism. The region is home to many other important Incan ruins such as Ollantaytambo. The villages in the surrounding Sacred Valley also feature many historic sites, interesting central markets, beautiful outdoor spaces and distinctive local cuisine—making them a potential epicenter for adventure, cultural, and culinary tourism.

Considered by the Incas as the “bellybutton of the world,” Cusco is both entrenched in history and in contemporary culture, which creates a world-class destination. The unique confluence of Quechuan and Spanish cultures, the mestizo culture, is evident in the city’s architecture, handicrafts, food and overall ambiance. This multiplicity of cultures, combined with the unique geography and abundance of local produce has created an atypical cuisine with influences spanning centuries and civilizations. The surrounding Andean Mountain range offers tourists access to diverse villages, settings and a wide range of biodiversity. For instance, the neighboring Parque de la Papa features over 1,200 traditional varieties of potatoes and is an Indigenous Biocultural Heritage Area (Argumedo, 2008). This unique setting and environment continues to draw tourists from all over the world.

Travel and Tourism Industry
The region of Cusco has received much international attention, both from media and from tourists. Travel + Leisure magazine ranked Cusco the number one city in the Mexico, Central, and South American region for 2012, ahead of Buenos Aires and Rio de Janeiro (Travel + Leisure, 2012). It has cemented itself as a must-see destination, flourishing with culture, activities, and dining. Clearly Cusco has a lot to offer, outscoring all other cities in Mexico, Central, and South America.

While tourism has become one of the city’s main industries, the benefits have not been felt by the entire community. According to the United Nations Development Program’s Human Development Index, the region of Cusco is among the poorest in Peru, ranking 20th out of Peru’s 24 national departments in 2007 (Innovations for Poverty Action, 2007). Within the department of Cusco, there is great economic disparity between the largely urban city of Cusco and its surrounding rural provinces. For example, tourism has reshaped the city’s urban plan but has not changed the economic situation of many of its residents. The city’s main square, Plaza de Armas, has become a tourist enclave as hotels, restaurants, travel agencies and handicraft stores have become the primary occupants, rather than local residents (Steel, 2012). Tourism has displaced many of Cusco’s residents to the city’s outskirts, and while tourism is an essential economic driver for Cusco, it is important that the benefits of tourism positively impact the community as well.
VISITOR SURVEY FINDINGS

The GW Consulting Team conducted primary research as a survey, which is highlighted in the following section. For the complete survey findings, please refer to the entire previously released GW Visitors Survey Report.

Brief Methodology
The consultants received the client’s Statement of Work and objectives for the visitor exit survey, which focused on Cusco and the Sacred Valley. The consulting team designed a survey with questions that would provide reliable, practical and consistent responses. The 17-question survey focused on the individual respondent’s experience in Cusco including: the purpose of his or her trip, size and composition of the travel party, the actions and time frame surrounding planning for the trip, accommodations while in Cusco, and overall satisfaction with the activities that the respondent participated in while in Cusco. The goal of the project was to identify ways to enhance aspects of Cusco’s tourism industry. The exit survey focused on the respondent’s activities during their stay in Cusco and the Sacred Valley in particular, their overall satisfaction and daily spending.

Data was collected through an in-person, 17-question exit survey, over a three-day period. Trained interviewers administered the questionnaire to tourists departing at the local bus terminal, train station and airport in Cusco.

Coding was conducted on the completed questionnaire levels. The results were input into spreadsheet software and analyzed using SPSS statistical software. These two statistical tools were used to process the raw data the team collected. After the data collection and processing, several important findings about the tourism situation in Cusco region were identified.

Frequency of Visit to the Cusco Region
For the majority of respondents (77%), this was their first visit to Cusco and the Sacred Valley. As the chart indicates, 23% of respondents had visited Cusco in the past before. These repeat visitors have a significant value for Cusco’s tourism industry since tourists typically only visit a tourist destination once and generate a certain amount of economic value through their tourism activities. These activities usually include the visiting of main sites and attractions. However, repeat visitors are different from simple sightseeing tourists, because they tend to devote their time and money to experiencing the local culture and lifestyle. Cusco could enhance the repeat visitors experience by providing them with unique tourism products outside of the typical sightseeing and first-time visitor attractions.

Table 1: Visitation to Cusco

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>First time visit</td>
<td>77%</td>
</tr>
<tr>
<td>2-3times</td>
<td>15%</td>
</tr>
<tr>
<td>4 times or more</td>
<td>8%</td>
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</table>

Source: GW Consulting Team, 2012

Length of Stay and Spending
A significant number of respondents (29%) stayed in Cusco and the Sacred Valley for more than one week. This percentage is still slightly less than the number of respondents, 32%, who indicated that they only stayed “3 nights or less” in Cusco and the Sacred Valley. While it is promising that some tourists are staying longer, the fact remains that 71% of tourists are staying for less than a week and there is still room for improvement on length of stay. The longer a tourist stays, the greater their potential is for a positive economic impact on Cusco.
Respondents were also asked about their daily spending. While the team acknowledges that spending numbers may be inconsistent based on individual variations in reporting, these findings give a good estimate of visitor spending. According to the survey, the daily spending of more than half of respondents ranges from S/. 100 to S/. 499. This number reflects the bulk of the spending and is relatively low. Ideas for increasing visitor spending will be discussed later on in this report.

Graph 2: Average Daily Spending per Person

Source: GW Consulting Team, 2012
Activity Awareness and Participation
The survey also assessed the visitor’s awareness of tourism activities and their participation in those activities. Not surprisingly, the activity with the highest levels of awareness and participation was visiting the site of Machu Picchu, which the survey team expected. Volunteer and agricultural tourism had the lowest levels of awareness at 48% and 45% respectively. Furthermore, these activities had even lower levels of participation at 7% and 20% respectively. The large gaps between awareness and participation in these activities show that there is a potential for increased participation if the activities were promoted. The survey revealed that people who participated in volunteer tourism have a fairly high satisfaction level, especially among American tourists. This further reinforces the finding that the large gaps between awareness and participation could be decreased through strategic marketing.

Concerning the San Pedro Market, the survey found the opposite results. While only 54% of tourists interviewed were aware of the San Pedro Market, 70% of those tourists who were aware of the market visited it. This statistic suggests that if the market were more effectively marketed, then visitation would increase significantly.

**Graph 3: Tourism Activities Compared with Awareness**

![Graph showing tourism activities compared with awareness](source: GW Consulting Team, 2012)

The findings from this survey were combined with secondary research and field observations to focus on areas within the tourism industry that have the greatest opportunity for sustainable improvement. The following sections outline these areas for improvement and the consulting teams’ findings on which the recommendations are based.
AUTHENTIC TOURISM

In recent years a new tourism trend has been growing. Named “authentic” or “experiential” tourism, this form of tourism includes travelers who seek more authentic experiences in country. It has always been in existence but has more recently been growing in recognition. Countries are reporting a shift in consumer desires, with a move for more interactive and meaningful tourism products. Beyond mass or traditional tourism, “authentic tourism” or “experiential tourism” involves more interaction with the local community.

Authentic tourists want personal experiences, such as meeting the locals, learning about local lifestyles and interacting with the cultural landscape. They don’t want to only observe, they want to participate in tourism products through authentic experiences. They want to be challenged both physically and mentally. They want to experience activities that are uniquely local and off the well-beaten tourist track. Visitors want to feel like citizens and stay like locals. For destinations, it is important to embrace and evolve with this growth in demand for authentic experiences. “Consumers decide to buy or not to buy, based on how real they perceive the product/service offering to be,” reports the 2007 edition of Tourism Management (Yeoman et al., 2007). If destinations do not keep up with shifting demands, then they will lose these tourists.

Some destinations have already taken note of this growing trend. Tourism Australia’s only target market outlined in the strategic plan is the experiential traveler (“The Experience Seeker,” n.d.). Additionally, PromPerú has a team—albeit a small one—dedicated to experiential tourism (Cultura - Experiential, n.d.).

Tourism Australia identified that 30 to 50% of all their long-haul tourists fell into the broad category of experiential tourists. It was found that these travelers tended to be more experienced tourists, with open minds and a desire for “compelling experiences” (“The Experience Seeker,” n.d.). Additionally, these visitors tend to be well educated and more affluent.

As Tourism Australia points out on their website the “experience seeker” or authentic tourist is the most valuable target market because this group stays longer and spends more money. Their desire for unique experiences and open-mindedness means that they will travel into more rural areas and spend money outside of the main cities and attractions (“The Experience Seeker,” n.d.). Finally, they are seen as opinion leaders—meaning that they exert influence over their social groups at home, dictating trends in destinations and types of travel.

In Tourism Management, the connection between growing affluence and the experience economy was examined and the, “Accumulation of wealth means that consumers are constantly searching for self-esteem and self-actualization as they perceive that they have all of their tangible goods and needs. The consumer focuses their expenditure on goods and services, which will improve their quality of life and enhance their sense of self,” (Yeoman et al., 2007).

Authentic tourism has various niches reflecting the specialization of activities this group demands, including: culinary tourism, agritourism, volunteer tourism, adventure tourism, artisanal tourism and educational tourism. Cusco has the opportunity to take advantage of all of these niches to a greater extent. In the search for authenticity, “Destinations rich in history and heritage are perceived to be authentic because history is an illustration of the truth rather than something that is falsely manufactured,” (Yeoman et al., 2007). The region of Cusco is one that is already rich in history, heritage, and culture and can take advantage of these niches. However, despite its assets, Cusco needs to be wary of becoming perceived as a tourist trap. There is a fine line between exploiting and celebrating culture and heritage. Cusco’s decision makers need to make sure that tourism management and development focus on the high-value target market of authentic tourists—the tourists who will spend more and embrace Cusco for what it is, not what they want it to be.
CULINARY TOURISM

One aspect of this quest for authenticity is culinary tourism. The 21st century has witnessed a sharp increase in the interest in food, especially internationally themed food, exhibited in a variety of ways. Globalization, electronic information sharing, and increased access to traveling internationally have cultivated a worldwide fascination with food as an expression of culture and as an integral part of the travel experience. The popularity of Peru’s culinary scene is aligned with these overarching trends as well as current trends to foster the phenomenon.

Peru is perfectly poised to leverage these assets in their positioning to attract culinary tourism markets. The country boasts dozens of distinct growing zones from sea level into the Andes, and back to the Amazon, resulting in thousands of varieties of fruits and vegetables. Many vegetable strains are ancient in origin and the produce overall is considered among the best in the world. Additionally, the Humboldt Current, which carries water up the coast of Peru from the Antarctic Region is rich in plankton, resulting in an abundant and diverse fish population. Peruvian culinary traditions have evolved over thousands of years and have drawn on these resources. Global influences and the presence of many respected culinary institutions in Peru have given the culinary scene a modern edge as well.

Peru has many international culinary events across the country. Perú Mucho Gusto is the largest and most well-known culinary event, regularly attracting some 20,000 attendees (“PromPerú: More,” 2011). In 2011, Mistura attracted 4,000 tourists and about 600,000 attendees in total. Food-centric events like these have helped Peru become recognized as a major culinary destination (“Some 4,000 tourists,” 2011).

Peruvian Culinary Tourism Market

Cusco should leverage its culinary prowess with the excitement surrounding not only the Peruvian culinary scene, but also the culinary scene worldwide. A recent strategic plan from Canada, “Ontario’s Four-Year Culinary Tourism and Action Plan, 2011-2015,” outlined several of the worldwide trends in culinary tourism. Of those trends, a few that are of particular relevance to Peru are:

- Growing consumer interest in farm/producer branded products with a story;
- Growing interest in heritage vegetables, fruits and breeds;
- A growing recognition of the value of partnerships and strategic alliances in tourism for both marketing as well as product innovation; and
- Increasing use of social media by consumers to access information about culinary opportunities and to comment on these opportunities (Ontario, 2010).

The 2012 Restaurant, Food & Beverage Research Handbook cited similar trends, based on the opinions of over 200 chefs from the National Restaurant Association. Thematically, the top trend they named was “Hyper-local sourcing,” with the top menu trends of “Locally sourced meats and seafood,” as well as “Locally sourced produce” The number two alcoholic trend is micro-distilled or artisan spirits, followed closely by “Culinary cocktails,” described as local cocktails with fresh ingredients. The chefs were also surveyed on top ethnic food trends, Peruvian food was listed as the second most popular trend in ethnic food just after “Ethnic fusion cuisine” (“Chef Survey,” 2012). In essence, Peruvian cuisine is listed as the hottest ethnic cuisine right now.

The Baum + Whiteman group also annually produces a report on top culinary trends, and Peruvian influences made the 2012 list. Peruvian cuisine’s global influences were partially given credit for its popularity. Their report stated, “Peru’s food is cross pollinated by Japanese, Spanish, Chinese, Italian and Andean influences…expect to see more of this cuisine…along with vibrant, acidic fruits and juices that accompany their unique raw fish preparations,” (Miller & Washington, 2012).
CUSCO CULINARY TOURISM

Cusco holds an exciting place within the emerging context of Peruvian cuisine. During the research, the team discovered that Cusco itself consistently has many compelling culinary tourism offerings for visitors. The consultants conducted extensive field research, which included interviews with several restaurant owners and employees, and visits to many local markets and food kiosks. Additionally, the consulting team experienced a wide range of Cusco’s dining options, from delicious chicharrón sold on the street to dining at the prestigious Hotel Monasterio. The city of Cusco has a high concentration of restaurants with over 200 dining establishments, which reflect global and regional flavors. Additionally, the Sacred Valley and its small towns offer regional specialties, which are little known to the outside world.

The region’s unique location affords it many different growing areas and local ingredients. This setting coupled with its blends of aforementioned cultures create an interesting and unique culinary tradition. In Cusco, tourists find different types of meats like alpaca and guinea pig, and will dine on a variety of different crops like heritage potatoes and corn.

Cusco’s Culinary Supply Chain

The culinary tourism supply chain involves the process by which food products are transferred along the chain from the source (the farmer) to the end user (the consumer). Reinforcing the connections in the supply chain is essential for authentic culinary tourism and a sustainable industry. Peruvian chef, Gastón Acurio, cited the growth of the agricultural sector as a result of increase in organic exports, as one of his main predictions for the immediate future of Perú’s culinary scene. These high-quality ingredients take center stage in cuisine, while simultaneously benefiting the agricultural sector as it is experiencing growth in demand for high-quality, organic fruits and vegetables (Symmes, 2011). More than ever, exporters as well as restaurants are trying to demonstrate these positive effects and influence farmers to work with them on cultivation patterns and techniques. Engaging the agricultural sector to cooperate and meet these demands is also critical to success.

The preliminary culinary supply chain in Cusco includes three fundamental elements: farms, markets and restaurants. By understanding its culinary supply chain and developing strong connections between each stage, Cusco can enhance its culinary tourism market in an economically inclusive way. Locally sourced products are naturally a part of Cusco’s supply chain. Virtually all produce comes from local farms, and Cusco has the opportunity to tell its visitors the story of its supply chain and local ingredients through its products.
Farms
Naturally, farms are the first stage of the culinary supply chain. According to the administration of economic development of the regional government in Cusco, there are more than 83 farms around the Cusco region (Becker, 2010). Farms provide products for local markets and restaurants in Cusco, which is the basic stage of culinary supply chain. Also, visiting farms and volunteering on farms has become more popular for tourists. The rise of agritourism and culinary tourism as a global phenomenon has influenced tourists to become more interested in the ingredients in their food, where it comes from, and how it was cultivated. Agritourism encourages tourists to recognize the cultural elements existing in these early stages of the farm especially.

Markets
Farmers’ markets are often the channel for these local products. In Cusco there are myriad markets including San Pedro, Chinchero, and the Urumbamba markets. At the market, farmers often sell directly to consumers; therefore the market links the farmer to the consumer. The market supply chain (Table 2) consists of four main categories of suppliers: food producers, other food retailers, prepared food retailers and business services. As depicted in the table, each of these has a supply chain behind it.

Table 2: Culinary Tourism Supply Chain

<table>
<thead>
<tr>
<th>1.</th>
<th>The culinary tourist</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>A farmers’ market</td>
</tr>
<tr>
<td>1.1.1</td>
<td>Food producers</td>
</tr>
<tr>
<td>1.1.1.1</td>
<td>Seed distributors</td>
</tr>
<tr>
<td>1.1.1.2</td>
<td>Livestock breeders/distributors</td>
</tr>
<tr>
<td>1.1.1.3</td>
<td>Abattoirs</td>
</tr>
<tr>
<td>1.1.1.3.1</td>
<td>Livestock breeders</td>
</tr>
<tr>
<td>1.1.1.4</td>
<td>Dairies</td>
</tr>
<tr>
<td>1.1.1.5</td>
<td>Farm chemicals, fertilizers</td>
</tr>
<tr>
<td>1.1.1.6</td>
<td>Business services (e.g., insurance, accounting)</td>
</tr>
<tr>
<td>1.1.1.7</td>
<td>Utilities</td>
</tr>
<tr>
<td>1.1.1.8</td>
<td>Fuel</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Other food retailers</td>
</tr>
<tr>
<td>1.1.2.1</td>
<td>Wholesalers</td>
</tr>
<tr>
<td>1.1.2.1.1</td>
<td>Food producers</td>
</tr>
<tr>
<td>1.1.2.1.2</td>
<td>Abattoirs</td>
</tr>
<tr>
<td>1.1.2.1.3</td>
<td>Fisheries</td>
</tr>
<tr>
<td>1.1.2.1.4</td>
<td>Wheat, dairy, poultry producers</td>
</tr>
<tr>
<td>1.1.2.1.5</td>
<td>Suppliers of other ingredients, such as chemicals for preservatives</td>
</tr>
<tr>
<td>1.1.2.1.6</td>
<td>Packaging suppliers</td>
</tr>
<tr>
<td>1.1.3</td>
<td>Prepared food vendors</td>
</tr>
<tr>
<td>1.1.3.1</td>
<td>Wholesalers</td>
</tr>
<tr>
<td>1.1.4</td>
<td>Business services (e.g., printers, marketing, insurance, legal)</td>
</tr>
</tbody>
</table>

Markets provide plenty of opportunities for authentic tourism. Culinary tourists go to the market to try out fresh juice, sample local produce and eat traditional dishes. It is a place to interact with locals, practice new language skills and observe the local way of life.

**Restaurants**

Even though agritourism is on the rise, restaurants are still the segment of Cusco’s culinary supply chain that is most closely associated with the travel and tourism sector. Currently, Cusco has 220 restaurants listed on TripAdvisor (“Cusco Restaurants,” 2012). These restaurants not only serve local customers but also attract visitors. As the third phase of the culinary supply chain, the products used in restaurants come primarily from farms and markets. There are also some instances where produce is not sourced locally, or in other cases when the market stage is skipped altogether. For example, Green’s Restaurant Group owns and operates its own organic farm, and also sources products from other area farms.

According to an interview with the marketing manager of Green’s, part of the Cusco Restaurant Group, restaurant owners are realizing the importance of sustainability such as using supplies from organic farms. Green’s sources its organic ingredients from Organica la Mai, a two-acre organic farm 40 minutes outside of Cusco (C. Zevalles, personal communication, 2012). The restaurant group also works with the families of surrounding farms to offer seeds and technical support, in order to supply organic produce to Cusco’s markets. Through this work and other efforts Raphael Casabone, the owner of the restaurant group, tries to address issues with the cultivation patterns of local produce so that the supply matches the demand, and it is not imbalanced. In addition, they are working with farmers to use techniques that meet organic standards. There are now almost 30 restaurants and hotels that source organic produce from this Organica la Mai farm and surrounding farms (C. Zevalles, personal communication, 2012).
SAVE TOURISM
SAVE represents an important potential market segment for emerging destinations, such as Cusco, since it generally doesn’t need well-developed infrastructure and accommodations. SAVE stands for Scientific, Academic, Volunteer and Experiential market segments. Increasingly, the idea of doing something that positively affects the local destination while traveling is being embraced by tourists. Instead of simply seeking relaxing and recreational vacations, a significant portion of tourists enjoy activities such as ecological research and conservation, giving back to the local community, or experiencing local culture in an educational setting, which includes the GW Consulting Team. All of these tourists are volunteer, or SAVE tourists. SAVE tourists pay for their experience, stay longer, are willing to travel during the low season, and spend time and money traveling during and after their assignments. After the trip, many provide positive word-of-mouth marketing through online social networks.

Source: GW Consulting Team, 2012

SAVE Tourism in Cusco
Although there are plenty of SAVE opportunities in Cusco, there still is a gap between the SAVE supply and the demand. Peru is a welcoming destination for people who want to volunteer abroad. In Cusco alone, more than 167 volunteer programs are available through StudyAbroad.com (“Volunteer Abroad,” 2012).

However, it was discovered from the GW Consulting Team’s survey that for respondents who were aware of volunteer tourism, merely 14.5% of them actually had participated in volunteer programs in Cusco (GW Consulting Team, 2012). Consequently, proper enhancements need to be implemented to fill this gap and leverage the outcomes and impact of SAVE market.

During field research, the consulting team found that Volunteer Management Organizations (VMOs) in Cusco face many challenges. The most common of these challenges is an insufficient operating budget. Additionally, there is no universal set of accepted standards for these organizations.

At a team interview with Global Aware, both the director and the program director agreed that the volunteer industry in Cusco currently lacks supervision and regulation. According to them, two main sources of financial support come from government funding and private sponsors, such as family foundations (K. Haley-Coleman, personal communication, 2012). Although government funding supplies the main portion of financial support, currently, private support is easier to obtain. For those private sponsors, they are mainly concerned about where their money is being spent. In response to this, the VMOs in Cusco should ensure a high level of transparency in their operations.

Cusco has great potential to attract SAVE tourists in traditional and nontraditional settings. According to Prabhupada, the manager of Yoga Farm, many tourists volunteer their time and talent to the farm. Some of them help with planting potatoes or vegetables, some teach or participate in Yoga classes, and others learn cooking
skills from local chefs. Annie Irving, the project manager of a Peru children’s program, Picaflor House, said that they have an in-kind partnership with a group of professional photographers. These photographers donate their time to teach English and photography skills as well as donate used cameras to children at the Picaflor House. In return, Irving acts as a local guide to take them to breathtaking landscapes to take their pictures. Both Picaflor House and Yoga Farm are examples of SAVE tourists.

Picaflor House has plans for new projects in the future, including a computer training program, a dental care program, and reading and writing classes for adults as well as children. In the interview, Irving also suggested possible activities for the SAVE market in Cusco, such as street dog care (a good benchmark program is operated by JoinASPCA.org), reforesting, rescuing jungle animals and litter cleanup (A. Irving, personal communication, 2012). These are excellent activities that promote the SAVE market to tourists.

TRAVELER’S PHILANTHROPY

Findings from visitor survey suggest that there is a favorable environment for giving time, talent and money towards maintaining Cusco’s cultural heritage. In the June 2012 survey, tourists were asked if they would be willing to pay an additional fee, or make a donation, to ensure that tourism in the Cusco and the Sacred Valley region conserves the culture and environment. Over half of the respondents indicated that they would be willing to make a donation. Further, an additional 22% of the respondents said they might be willing to donate depending on the specifics of the project.

In the same survey, tourists were also asked if they were aware of programs or activities available to help conserve the region’s environment and culture and how likely they were to participate in them. Over 68% of the respondents answered that they were either likely or very likely to participate in such programs. These results indicate there is a tremendous opportunity to harness a traveler’s willingness to give back to Cusco through philanthropic projects (GW Consulting Team, 2012).
Regional Recommendations

Cusco offers travelers a unique opportunity to have an authentic Andean experience. Visitors to Cusco can visit the San Pedro Market and interact with local vendors, taste traditional cuisine, and learn about the surrounding communities. Such activities, which are unique to Cusco, need to be preserved.

The consulting team has carefully considered the findings from the preliminary research, survey, fieldwork and numerous interviews with stakeholders in Cusco to develop a set of recommendations that are relevant to enhancing Cusco’s positioning as a culinary destination. The recommendations in this section consider the various opportunities that exist in Cusco as a destination. The following recommendations are becoming a UNESCO City of Gastronomy, developing culinary tourism circuits, hosting a culinary event, creating a SAVE network, a traveler giveback program, launching a passport program and enhancing the visitor experience.
UNESCO CITY OF GASTRONOMY

Based off the team’s culinary tourism findings combined with exceptional cuisine and food festivals found in Cusco, it is recommended that Cusco apply to be a part of the UNESCO (United Nations Educational, Scientific, and Cultural Organization) Creative Cities Network as a City of Gastronomy. The group of Creative Cities is a network of cities “working together towards a common mission for cultural diversity and sustainable urban development,” (What is the Creative Cities, 2011). There are seven distinct creative focuses, which encompass literature, film, music, crafts and folk art, design, and media arts. Cusco’s resources include a rich culinary history, unique food offerings, various festivals, and its current focus on culinary tourism, aligns with Cusco applying to become a City of Gastronomy (Gastronomy, 2011).

Cities of Gastronomy are cities that are known for their unique traditional food, local sourcing of products, food-related events and active community participation in the cultural arts (Gastronomy, 2011). Cusco would be a great candidate to be a City of Gastronomy because the assets of the city directly align with what cities of gastronomy are known for.

Cusco has a wealth of unique resources in terms of food. Not only do the various restaurants and festivals offer award-winning food to their patrons, but they also work hard to preserve traditions that go back hundreds of years, as exemplified by selling chuños, freeze-fried potatoes, at the San Pedro Market. These are the same type of potatoes, which the Inca’s used as nourishment for long journeys. Although the use has been adapted for the times, the product and associated traditional stories remain the same.

Currently there are only three cities in the UNESCO Creative City of Gastronomy’s network: Popayán in Columbia, Cheng Du in China and Östersund in Sweden. These cities are similar to Cusco in that they are known for their distinctive culinary offerings, appealing festivals and sustainable practices. These cities work together to share best practices and help to promote one another. Cusco would be the ideal addition to this network (Gastronomy, 2011).

Becoming a City of Gastronomy holds a prestige that communicates to the world that this city of known for its food. It will bring media attention to promote Cusco as a destination where culinary tourists can enjoy the local delicacies. As culinary tourism is a focus both for Cusco and Peru, the designation of a City of Gastronomy
aligns perfectly with this emphasis on Peru’s one-of-a-kind culinary offerings. Cusco would also have the use of the UNESCO logo and name, which is a globally known recognized brand (Why Join, 2011).

**Action Plan**

The application should be developed and written by Centro Regional para la Salvaguardia del Patrimonio Cultural Immaterial de America Latina (CRESPIAL) with the assistance of CARTUC. The overall objective of CRESPIAL is to “promote and support actions for the safeguarding and protection of intangible cultural heritage,” (“Who are we,” 2010). This objective marries well with the creative cities network’s focus on “creative tourism.” Creative tourism “involves doing something experientially, and an authentic engagement in the real cultural life of the city,” (“Towards Sustainable,” 2006). Both CRESPIAL and the Creative Cities Network will aim to help preserve what is unique to Cusco.

Although it does not cost anything to submit an application, the application itself requires a great deal of information covering various topics such as: an overview and history of the city, a description of the creative resources available, education and capacity building and the plan for collaborating with other member cities (Creating an Application, n.d.). Please see Appendix 6 and 7 for a copy of the application guidelines, as well as a sample of Popayán, Columbia’s application. Both are also available in an online format.

Once the application has been submitted to UNESCO with the approval of the mayor, the application will be sent to various other parties for approval including:

- National Commission for UNESCO
- A panel of experts from the culinary field who represent various relevant NGOs
- The Director-General of UNESCO (“How to Apply,” 2011).

The GW Consulting Team is confident that Cusco has the necessary culinary offerings and preservation of traditional practices that it takes to become a UNESCO City of Gastronomy. The benefits of becoming of a City of Gastronomy would help Cusco become a city that is globally recognized for its cuisine.
CULINARY TOURISM CIRCUITS

Culinary tourism has taken root in Peru and in particular in Cusco. This is evident in the self-guided culinary route throughout the southern valley of Cusco. The route consists of six towns: San Sebastian, San Jerónimo, Saylla, Huasao, Tipón and Lucre. Each of these towns is known for a traditional dish or festival. The route was created by Centro Guaman Poma de Ayala as well as the residents of the six towns.

These six towns organized festivals to celebrate the culinary traditions of the region. Typically organized by women, these festivals have become major attractions along the culinary circuit.

San Sebastián created the Festival Sebastiano, which occurs every week on the main plaza. San Jerónimo has a similar festival every Sunday in the main plaza, aptly named the Festival del Sabor Andino. In Huasao, the Festival Gastronómico de la Gallina, features different interpretation on the traditional chicken dishes. Examples of the typical dishes that tourists can try at each of these festivals are chiriuchu, capchi de setas, cuy, and typical desserts made with kiwicha, quinoa and cañihua.

Saylla, one of the eight districts of Cusco, and located only 30 minutes from Cusco by car, is famous for their chicharrón, a dish made of fried pork rinds. Saylla has around 20 restaurants or “chicharronerias.” Several kilometers from Saylla, is the district of Tipón, known for its preparation of cuy, or guinea pig. Lucre is known for the traditional dish of duck, while the town of Oropesa specializes in traditional bread.

The consulting team recommends that the San Pedro Market be the last stop on this established culinary tourism circuit. Considered the “heart of Cusco,” the San Pedro Market would be an ideal conclusion to the circuit, because it is the confluence of the products along the culinary circuit.
Action Plan
This culinary circuit is primarily visited by domestic tourists, rather than international tourists. The consulting team determined that there is a large demand for culinary circuits throughout the region and developed several recommendations to increase overall visitation levels.

Primarily, in order to understand the needs of the regions’ stakeholders, the team recommends for CARTUC, Centro Guaman Poma de Ayala, and the regional government to assemble the stakeholders along this route. A working group would be created to include the six municipalities, tourism representatives, restaurants and farmers. During this consultation, the stakeholders would be able to outline strategies to make this route suitable for the international market. This working group would then nominate one of the members to spearhead the project.

The team recommends that the working group partner with tour operators to improve the accessibility to the six towns by increasing the availability of bus or car tours along the route. Since the route will focus on the culinary culture of the region, international tourists will require information about the food and information on the areas they will be visiting. The working group could create a visitors guide and map for the route with detailed explanations of the sites and stories of the food.

The team also recommends that the six villages build upon the idea of a tasting tour. For instance, a tasting of cuy available at the markets and at restaurants would allow for tourists to taste the regional specialty rather than purchase an entire cuy.

In addition, English translations of the various foods would better facilitate the visitor experience. When the consulting team toured the route, they discovered it was very difficult for the team to communicate with the locals in English. This placed extra pressure on the tour guides to translate everything and be able to answer the team’s questions. This was unfortunate as the tour guides could not provide all the answers, and the team was interested in the vendors’ perspectives.

As discussed previously in this report, authentic and culinary tourism is in high demand, and this route has the potential to be popular among international tourists. The team contacted a number of tour operators to gauge their interest in the route and each tour operator demonstrated interest to include the culinary circuit as a part of their tour offerings. The addition of tours to the six towns would generate revenue for both the tour operators and the local community.

The team found that a culinary tour could cost approximately S/. 300 to S/. 400 per person for a group of four people. This type of tour could be customized and provide the tourist an unforgettable experience in the Sacred Valley. By increasing tourism to the rural areas around Cusco, tourism has the potential to impact people beyond the Cusco city limits.

Testing on the Domestic Market
To link tourism’s impact to the community, the team recommends that Centro Guaman Poma de Ayala work together with DIRCETUR to offer a tour of the route for free to domestic tourists. This would align with DIRCETUR’s current activities since DIRCETUR already offers tours for domestic tourists to historical locations. The tours could be tested on a one-year trial basis to see how domestic tourists rate the tours. After
that year trial, the working group will integrate changes to the route if necessary and it will then be marketed to international tourists.

**Budget**
While the culinary tourism circuit is already developed, it does need some infrastructure improvements and better marketing. The tours are projected to cost S/. 300 to S/. 400 per person for a trip of four people and the meals are not included on the trip. The income generated by each tour will vary depending on each stop and therefore will impact each city differently. The working group will need to budget for the printing costs of the brochures or maps, which will be S/. 1.51 per brochure or S/. 755 for 500. They will also need to make a plan the promotion of the tours to the tour operators and to pay for the food during the promotional trips or ask for in-kind donations for the restaurants and food suppliers.

**Future Culinary Route in Northern Cusco**
There is also another potential culinary route in the northern region of Cusco. This circuit includes the following seven locations:
- Anta-Surite, known for the traditional cusqueño plate of Nabo;
- Paruro, known for wheat bread;
- Papanata, known for dairy products;
- Huarocondor, known for pork;
- Cochimayo; known for cuy;
- Poroy, known for the chicharrón;
- Paucartambo known for the variety of potatoes.

In a meeting with Mr. Valerio Paucamayta, the director of CBC (Centro Bartolome de las Casas), he communicated to the team that this northern route has great potential (V. Paucamayta, personal communication, June 2012). Not only because of their culinary offerings, but also because these destinations have “fiestas tradicionales.” These fiestas will offer international and domestic tourists a culturally authentic experience.

The northern route will be the sister route to the southern culinary route. Once the southern culinary route is firmly established in the tourist market, the region will be known for its culinary tourism circuits and tourists will increasingly demand an authentic culinary experience that exposes them to the region as whole.

Incorporating Other Attractions

In addition to the culinary assets here, the region has a vast array of archeological and cultural sites. Integrating the tour with the existing El Ruta del Barroco Andino (pictured here) is a potential tie in for visitors and tour operators. This architectural route links churches and baroque architecture throughout the region and goes through towns like Oropesa. The working group can also integrate other important sites like the National Tipón Archeological Park.
AMAZON TO ANDES COOKING EVENT

The consulting team recommends that Cusco utilize its unique agricultural product offerings to host an annual cooking competition. The competition will showcase the produce and products from the Amazon to the Andes during one of the celebratory weekends in Cusco in order to increase media attention throughout the region and the world. Attracting tourists and locals alike, the event will help to put Cusco on the map as a destination for culinary tourism. As outlined in the Statement of Work, an investigation into increasing tourism along with highlighting culinary tourism in Cusco was a primary focus. Cusco’s tourism industry will benefit through the execution of this exciting and innovative event. The date of the event may vary, as Cusco has a number of celebrations throughout the year that bring together not only the local community but also tourists.

The inspiration for this specific type of event stems from Chopped—a reality-based cooking series featured on the Food Network, the United States’ top culinary television channel. Over the course of one show, chefs are challenged with the task of cooking against each other for a chance to win a cash prize. The chefs are given a mystery basket filled with diverse food and products. Using all of the ingredients in this basket, the chefs must create a signature dish that impresses the judges in order to stay in the competition. It is a very high energy and challenging task that keeps audiences tuning in show after show.

Much like the show Chopped, the purpose of the proposed Amazon to Andes Challenge is to highlight the artistry and skills of local chefs from Cusco and the local ingredients in a fun, interactive, and highly energetic way. The proposed event will take place in the San Pedro Market in Cusco as the market can provide a dynamic event space in the center of Cusco that will highlight the wide variety of produce that is grown in the Sacred Valley and Cusco region. Various stalls will remain open in order to highlight the beautiful produce and story of the market. A central stage will be placed on the first floor of the market, which is where the central judging station, stage and mystery basket unveiling will be held. Seating will also be located in this area as some of the patrons will need a place to gather for the opening ceremony and unveiling.

All of the competing chefs will then be given identical workstations throughout the market where they will create their dishes for the competition. As the 30 minutes elapse and the chefs prepare their dishes, patrons will be able to explore the market and take an up close and personal look at each chef as they work. This close proximity to the culinary craftsmanship will be one of the highlights of the event.

During the competition, just like on the show Chopped, the chefs will each prepare a dish with ingredients from the “Mystery Basket.” This basket will be filled with ingredients sourced from the San Pedro Market to ensure the dishes highlight the food of the region. The chefs will have only 30 minutes to compete and selected judges could be famous culinary icons such as Anthony Bourdain and Gastón Acurio who will choose a winner. The winner will be formally recognized on the main stage in the market. It is proposed that the winner of the challenge receive an exciting prize package provided by a local luxury hotel to include a weekend away in the Andes. Additionally, this chef will receive a “Golden Mortero” symbolizing the award that can be displayed in their restaurant. The Mortero is a commonly used tool in kitchens across Latin America, which is why it has been chosen to be the symbol of the winner of the Amazon to Andes challenge.
Action Plan

In order to implement such an event, proper planning will need to take place. It is suggested that the Friends of San Pedro Committee, which will be outlined later in the paper on page 52, combine their efforts and work with a local event planner to produce the event. A six month time period is suggested as there are various pieces of the event that need to be coordinated, such as the use of the market, sponsorships, judge invitations, media exposure and local chefs to compete in the competition.

If this is to be a successful event that draws media attention to Cusco and its culinary offerings, high profile judges and chefs should be chosen to judge and compete in the competition. This is the reason that it is suggested that the Friends of San Pedro Committee spearhead the efforts, as this group will be comprised of local tourism industry professionals.

Budget

Finally, regarding the financial feasibility of this exciting event, the team proposes a combination of in-kind donations of produce and the venue by the Municipality of Cusco and CARTUC as the event will highlight the San Pedro Market and culinary tourism in Cusco. Additionally, members of the San Pedro Market community will be asked to participate by keeping their stalls open during the event to not only highlight the story of the market but also the beautiful array of produce. Finally, other funding will be required to house the local chefs and judges of the event and therefore sponsorships or in-kind donations will become necessary in order to meet their needs during the weekend of the competition.

As event costs vary quite considerably based on location, date, supplies, labor, etc. a sample production schedule, timeline, staffing schedule, and budget have been provided to the client in an attachment to provide a framework for the tasks and costs that may be associated with the Amazon to Andes event.
SAVE NETWORK

The GW Consulting Team recommends creating the Cusco SAVE Network based on the previous description of the niche markets of scientific, academic, volunteer and experiential, simply known as the SAVE market. Cusco already offers many opportunities for visitors to conduct research, volunteer and learn, and this is an opportunity for Cusco to capitalize on this growing trend by supporting SAVE tourism through the collaboration of the tourism industry and nonprofit organizations.

Action Plan

The consultants discovered that SAVE tourism is happening in an ad hoc manner, lacking transparency and support. This network could help identify SAVE opportunities in a neutral way and reach out to potential SAVE tourists. Specifically, this program could create a virtual hub where opportunities can be listed and searched.

Tourism Cares has started a global outreach plan regarding Machu Picchu and Cusco called Go Peru. Their global outreach program aims to build awareness and funding to preserve natural, cultural and historic assets of iconic or universal value to tourism destinations worldwide. The idea of developing SAVE market segments meets the mission of the existing Go Peru plan perfectly. Building SAVE markets could serve as a crucial objective of this global outreach plan for Peru. Thus, it is recommended that a webpage be created, which introduces SAVE tourism and lists opportunities found in Cusco. This webpage should be linked to the Go Peru webpage (Figure 1). For individual SAVE tourists, it will be a gateway and directory to view available SAVE opportunities for NGOs or philanthropists, the SAVE network will serves as an indication of where support is needed. From this page on the global outreach website, visitors will be able to click on the SAVE network link, which will bring them to a forum of all the SAVE listings. The webpage will also have a vanity URL of www.cuscoSAVEnetwork.com, which will be redirected to this page on the Tourism Cares website.

As previously discussed, SAVE tourism is growing throughout the world. There are already some well-established organizations in Cusco, participating in this market. One of the vital benefits of the SAVE network is packaging these organizations and promoting them to the world as a SAVE cluster, so as to leverage Cusco’s existing position as a leader in this area. The GW Consulting Team recommends Tourism Cares or CARTUC be responsible for the creation of the SAVE network since these two are widely recognized as leading organizations in the Cusco region. The development of this network will help to further develop this concept and establish the Cusco SAVE Network as the first SAVE tourism network in Peru. In addition, the Cusco SAVE Network should partner with the SAVE Travel Alliance, an international nonprofit organization, for advice and development as it is dedicated to helping to foster this form of sustainable tourism.

Budget

While the website infrastructure already exists, there is a hosting fee of S/. 84 per year for the vanity URL. There are labor costs associated with the creation and maintenance of this webpage. This person will need to know how to maintain the website or will need training for the website. The Cusco SAVE Network will also be promoted to source markets and therefore marketing collateral and an outreach plan will need to be created.

Figure 1: Tourism Cares Website
TRAVELER GIVEBACK PROGRAM

Cusco’s authenticity is the tourism industry’s most valuable asset, and therefore the industry should contribute to a project that can support the preservation of the city’s cultural heritage. For this reason, the consultants propose the “Traveler’s Philanthropy – Cultivating Cusco’s Heritage” giveback program. This project should be led by Turismo Cuida, which has the goal of preserving the cultural heritage of Peru through sustainable tourism. As presented in the findings section, over 72% of tourists going to Cusco are willing to pay an extra fee or make a donation in order to support the environmental and cultural conservation of Cusco.

Action Plan

This giveback program is designed to be a catalyst generating sustainable funding for cultural heritage preservation projects. Ultimately, this funding mechanism will rely on contributions from tourism and hospitality businesses and tourists, as well as public and private organizations.

These businesses will begin with the committed tourism and hospitality businesses, such as restaurants in Cusco. These restaurants will contribute a portion of profits (5%) from a select number of promotional items to the philanthropy project. This offers tourists who have purchased these items, an opportunity to identify with the philanthropy project and contribute an additional donation. Finally, specific private and public institutions will be approached to match the funds raised by tourists and hospitality businesses.

Ensuring Transparency and Efficiency

It is important to have a transparent and efficient committee that will regulate the use of the funds and decide which projects fit the criteria for funding. According to the study conducted by the GW Consulting Team in Cusco, most of the respondents who had reservations about donating money to conserve Cusco’s heritage, suggested that their reservations were related to one of the following factors:

• If the money was centrally organized;
• If they money was spent right;
• If the tourists could be assured that the money would go to the right places.

This reinforces the importance of developing a concrete and clear management structure for this giveback program, to ensure that tourists are comfortable knowing that their donations will be well spent. Therefore, the consulting team suggests that a committee, chaired by Turismo Cuida, should be developed to make major decisions on the management of these resources. Each year the committee will meet to determine the location and
type of benefactor. It is suggested that investing in the improvements of the San Pedro Market, a Peruvian national heritage site, be the inaugural project linked to this giveback program.

Benefits for Participation
Benefits of participation for tourism and hospitality businesses include:

- **Highlighting organic and local food**: The program will begin with highlighting local and organic dishes as the “giveback” dishes. Travelers are constantly looking for a local, healthy and authentic eating experience when visiting a destination. When restaurants participate in this program, it provides an avenue for them to highlight their support of the local community.

- **Aligning with ethically and socially responsible causes**: Both tourists and tour operators are looking to spend their money with socially responsible businesses that give back to their community.

- **Contributing to social inclusion**: By being a part of this program, restaurants can show their support for the community and social inclusion, currently a huge issue in Peru. This support will help bridge gaps of society and help generate a better public opinion of tourism’s impact.

- **Assessing marketing benefits**: Participating businesses will be able to leverage the marketing materials for this program to their benefit, hopefully leading to increased exposure and revenue.

Promotional Materials
It is suggested that three promotional materials be produced by Turismo Cuida to raise awareness of this program. These promotional materials should leverage the connection to preserving the cultural heritage of Cusco through the benefactor project. As the first benefactor would be the San Pedro Market, the promotional materials can highlight authentic stories that relate to local and organic ingredients from the rural areas where products come from. Suggested promotional materials can include:

1. **“To Go” Cards**: These are small cards placed in “To Go” racks in hotel lobbies throughout Cusco. The cards should have the logos of participating restaurants, as well as the name and purpose of the project.

2. **Brochure with Map**: This promotional tool will provide a mini map of Cusco, identifying all of the participating restaurants. The trifold brochure is an important promotion tool, as it will contain stories about the local and organic ingredients that can be found in Cusco and a statement about why it is important to support current philanthropic projects. These will also be distributed in hotels and by tour operators who will present more information than the “To Go” cards.

3. **Table Tents**: These are folded into three sides to create a stand-alone sign that can be placed on restaurant tables (pictured below). This sign should contain the name and purpose of the project as well as a unique story about Cusco’s cultural heritage.

![Figure 2: To Go Cards](image)

Budget
It is suggested that Turismo Cuida be the organization responsible for managing the funds received through this traveler’s philanthropy program. Given its status as a charitable organization in Peru, this provides important tax deductions for the participating businesses as well as the assurance to travelers that funds will be appropriately managed. The project committee will be made up of Turismo Cuida representatives, the companies that are participating, and a representative from the project they are supporting.

In addition, the staff time it would take to manage this program, the expenses are mostly related to the production of the outreach materials. A brief estimate of these expenses is shown in the table below.
Table 3: Giveback Program Monthly Expenses

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print and production of promotional “To Go” Cards</td>
<td>S/. 50</td>
</tr>
<tr>
<td>500 – copies</td>
<td></td>
</tr>
<tr>
<td>Print and Production of promotional table tents – to be displayed on restaurant tables. 500 – copies</td>
<td>S/. 100</td>
</tr>
<tr>
<td>Print and production of brochure and map 500 – copies</td>
<td>S/. 250</td>
</tr>
<tr>
<td>Promotional ad to be displayed on LAN Airline inbound flights. A 15 second clip</td>
<td>S/. 1,000</td>
</tr>
<tr>
<td>Projected total promotional expenses</td>
<td>S/. 1,400</td>
</tr>
</tbody>
</table>

It is suggested that the program begin on a small scale to ensure that a solid management structure is in place as it grows. Therefore, the consulting team suggests beginning with 12 restaurants, which can provide a 5% return on five promotional dishes in different menu areas like an appetizer, entrée and dessert. Turismo Cuida should approach both public and private institutions that would be willing to match funds raised by this program. The consulting team spoke informally with representatives of the following organizations, which have suggested they would consider participating in such a program:

- Dirección Regional de Turismo – Cusco
- Dirección Regional de Cultura – Cusco
- The Cusco Chamber of Commerce
- Association of Tourism Agents
- Ministry of Culture

With these estimates, the program is projected to generate S/. 54,000 every month. The table below presents the projected budget for the program income. This income will go towards the philanthropic project selected by the committee and will also cover the cost of promotional materials for the program.

Table 4: Giveback Program Revenue Generated

<table>
<thead>
<tr>
<th>Income</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on: 12 restaurants, a 5% giveback on 5 dishes</td>
<td></td>
</tr>
<tr>
<td>Average giveback per dish</td>
<td>Per dish S/. 2</td>
</tr>
<tr>
<td>Average giveback daily (selling 5 of each promotional dish in 12 restaurants)</td>
<td>Daily S/. 600</td>
</tr>
<tr>
<td>Monthly giveback potential</td>
<td>Monthly S/. 18,000</td>
</tr>
<tr>
<td>Monthly matching funds Private and public organizations (2:1)</td>
<td>Monthly S/. 36,000</td>
</tr>
<tr>
<td>Projected Monthly campaign Total</td>
<td>Monthly S/. 54,000</td>
</tr>
</tbody>
</table>

As the program grows, it is encouraged that hotels, tour operators and transportation businesses also be invited to join the giveback program. The goal is to create a network of sustainable businesses that are committed to supporting programs that ensure the sustainability of Cusco’s natural and cultural heritage.
CUSCO PASSPORT PROGRAM

It is recommended that a Cusco Passport (CP) be developed to highlight the variety of attractions in Cusco such as the sites on the proposed culinary circuit to the historical Incan ruins. The CP would be a small booklet that tourists would take with them on their visits either independently or on an organized tour with a guide.

The CP will be used not only as a marketing tool for the region, but it will also provide an economic benefit to various stakeholders along the tourism value chain. The CP would be used much in the same way tourists currently take their passport to get stamped at Machu Picchu, but expanding this concept to include all the major attractions such as the Incan ruins and other popular tourist sites. It could also be used to promote and highlight emerging attractions in Cusco, such as the San Pedro Market and villages found within the culinary circuits.

Project Concept

The CP is not your typical guidebook. Using this book, the reader has an opportunity to be an active part of Cusco with histories and rich stories about different ruins, villages and markets that have been told by the villagers themselves. Interesting folklore and history of the Incas as well as famous recipes from the region such as caldo de gallina, cuy and lechón could be recorded to compliment the culinary tours and circuits. For instance, the women who make soup in the San Pedro Market are already compiling a recipe book and could become a perfect partner for contributing material for the CP.

The journal also offers the chance for a reflective record of the visitors’ own impressions and thoughts as they travel the beautiful region of Cusco. In addition to the descriptions and histories of the ruins, villages and markets, there would also be empty space after each destination for the visitor to write what they thought about the destination, the history, food and recipes they discovered—all so they can keep a souvenir to take home and remember their experience. For example, after tasting a special dish and getting the recipe, the visitor could go to the village’s market or San Pedro Market to purchase items to take home so they can try cooking the dish for themselves. Offering more in-depth information to tourists will encourage them to stay longer to explore the destination and spend more money. This improves both the economic benefit for the village as well as provides a more authentic and engaging experience for the tourists.

Importantly, by buying this passport, the visitor will help contribute to the economic development of the local people through its purchase and the enjoyable adventure of filling it with stamps. At each destination, the visitor would be presented with the opportunity to purchase a stamp to commemorate their visit. The income received by the stamps would be be pulled into a community fund, which the community then would decide how best to use for the development of their village. The visitors would be welcome to donate more than the cost of the stamp to the community fund. A visitor registration ledger would provide the ability to track tourist visitation. This
community fund mechanism allows the entire village to benefit from tourism, even if they are not directly involved within the industry and therefore makes everyone a stakeholder in assuring tourism’s success. The community can also partner with and would be a perfect complement to the aforementioned giveback program.

**Action Plan**

**Objective:** Create Cusco Passport: 18-month timeframe  
**Project Managers:** CARTUC and PromPerú

1. Select destinations for the passport. For the first edition, a selection of the already established and most popular destinations would be included. In future editions, sites such as those along the proposed South Valley of Cusco circuit could be added with each edition gradually adding destinations until the passport encompasses all the major sites. Conduct destination research to collect information for the CP.

2. Develop and design stamps that represent each destination.

3. Verify and validate information collected after initial draft of passport text is written to ensure the information is reflective, culturally appropriate, and accurate.

4. Establish and train local village sustainable tourism committees, formed to receive the tourists traveling with the passport on how to effectively manage the income for locally initiated development projects.

5. Finalize passport and design with any changes collected during the validation stage.

6. Conduct public awareness campaign and training of tour operators on passport, including FAM trip with key tour operators.

7. Print and distribute passport.

**Budget**

<table>
<thead>
<tr>
<th>Cusco Passport</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Items</td>
<td></td>
</tr>
<tr>
<td>Research, writing, design</td>
<td>S/. 150,000</td>
</tr>
<tr>
<td>Printing 1,000 pieces (at S/.107.80 each)</td>
<td>S/. 10,780</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>S/. 160,780</strong></td>
</tr>
</tbody>
</table>
ENHANCING THE VISITOR EXPERIENCE

From the GW Consulting Team’s research, extensive field interviews and observations, it was discovered that there is a lack of easily accessible, accurate and comprehensive information for tourists visiting Cusco. Multiple visitor maps are found throughout the city, there is no official visitor guide and there is also a lack of tourism signage. Tourists need this information to easily find out what there is to do and see in the area, where it is located on a map, and how to navigate through tourism signage. The team suggests three recommendations that will enhance the visitor experience: an Official Visitor Guide, an Official Visitor Map and Visitor Signage.

Official Visitor Guide
Tourists are seeking more authentic experiences and it is currently difficult to find out about all the different opportunities available in Cusco. In order for tourists to make the most of their experience, they need to have information on accommodations, restaurants, transportation, attractions and activities. There is an opportunity to help facilitate this information by providing an Official Visitor Guide (OVG) at hotels, through tour operators as well as to tourists directly via a downloadable PDF document from PromPerú’s website and other stakeholder websites.

Recommended sections include, but are not limited to:

- Hotels
- Restaurants
- Tours and activities
- Transportation
- Shopping
- Museums and galleries
- Other services (such as internet cafes, banks, police, etc.)

When tourists are empowered to make informed decisions about their visits, they are more likely to enjoy their experience. Additionally, it is difficult for hotels and tour operators to stay current about the diverse tourism product offerings and activities, and the OVG would be a resource they can turn to in order to provide the best service to their guests.

Currently, hotels, tour operators and other tourism stakeholders offer many unofficial guides and maps; however, the quality and comprehensiveness of these guides vary greatly. For example, TripAdvisor lists 220 restaurants, 129 hotels and 77 things to do—far too many offerings for a single hotel or tour operator to keep track of (“Reviews of Hotels, n.d.”).

CARTUC should act as a repository for all of this information and be responsible for disseminating it to the appropriate channels such as hotels, tour operators and iPeru. Through CARTUC’s large membership base of 130-plus members, covering over 80% of tourism businesses in Cusco, it is the perfect organization to act as the centralized information point and coordinator (R. Valencia, personal communication, 2012). In order to address any conflict of interest, it would be important for PromPerú to be involved to make sure all businesses, not just members of CARTUC have the option to be included in the guide.

Initially, CARTUC in partnership with PromPerú would need to invest time and resources to promote the OVG and collect all of the information. Subsequently, it would be the responsibility of the various providers (hotels, restaurants, retailers and tour operators) to assure that their information is updated and current. Products offered should be placed within a centralized information point that is easy to browse and provides information in a uniform manner. A simple means of doing so is to create templates that are to be filled out by service providers and placed in a binder that can be used by the hotel employees and tour operators so tourists can look through it directly. This OVG should contain all crucial information about the activity and be organized so CARTUC can easily update its content. The OVG would be used as a resource for hotels and tour operators when they are speaking with their guests about all the activities available, knowing that the guide contains a comprehensive inventory. Five star hotels could use it as a resource, while still being able to select the best offerings for their discerning guests. For the more basic guesthouses and hostels, they could provide the OVG directly to the tourists to browse at their leisure. Tourists themselves would also have access to download the
entire OVG on stakeholder websites as aPDF, thus some funding can be generated from advertising in the guide. Furthermore, costs can be reduced by producing the OVG as a PDF and requiring all users to be responsible for the printing costs. After the first edition with support from PromPerú, CARTUC would only be required to take on the responsibility of compiling and maintaining the guide. The first edition should take about three months work with a USIL intern, while subsequent editions should take about one month to update.

**Official Visitor Map**

Virtually every major hotel in Cusco makes its own tourist map to give to their guests. This is in large part because no official tourist map exists for Cusco. Having a quality tourist map is essential, as it is the most used resource by visitors to an unfamiliar city. Maps visually highlight landmarks and other points of interest such as museums, restaurants, parks and shopping areas. In addition to compiling all the information for the OVG, CARTUC should work with iPeru, PromPerú and the rest of Cusco’s tourism stakeholders to develop an official tourist map. This map would show not only the location of hotels, restaurants, and other locations of interest such as the main cathedral at the Plaza de Armas and the Incan 12-sided stone, but also practical things like the police station, internet cafes, post offices and restaurants participating in the giveback program. An effective tourist map is carefully designed to present this information to the tourist in a clear and unbiased way, so they are easily able to navigate to places they are most interested in.

This means displaying visual drawings of easily identifiable landmarks tourists can use to identify their location as well as major points of interest. This map would be synthesized with the OVG so that all the major attractions and points of interest are displayed on the map. There would also be an opportunity to include businesses participating in the giveback program. For examples of maps please see Appendix 8 and 9. The Chicago map highlights a regular street map with a few landmarks included while the map of Aspen is comprehensive. These examples can be used to inspire the design of Cusco’s map. Funding can be generated from advertisements on the maps.

**Visitor Signage**

In order to further enhance the visitor experience, Cusco needs official signage throughout the city that indicates the locations of major tourist sites. Since the majority of tourists are able to visit the historic area by foot, the emphasis would be on pedestrian oriented signs. By using standards already developed by MINCETUR in their “Manual Señalizacion Turistica del Perú” the Municipality of Cusco should work with CARTUC and iPeru to select the most appropriate locations for the signs, such as on the Plaza de Armas indicating the direction of the San Pedro Market or the Incan site of Sacsaywamán (Manual Señalizacion, 2011).

Then, working with MINCETUR, the Ministry of Environment (MINAM) and the Ministry of Culture should collaborate to get proper authority as outlined in the manual. Lastly, the signage can be integrated with the OVG and tourist map to create tourism trails in Cusco that are also shown on the map (see Appendix 10 and 11 for examples of the Boston Freedom Trail and Melbourne maps). Many guidebooks already offer these suggestions, but by creating a trail on the official map, the tourism stakeholders are able to directly influence the sites tourists visit and assure a higher quality visitor experience. Opportunities exist to create themed trails such as “Cusco’s Inca Trail” or “Cusco’s Culinary Trail,” visiting Incan sites or culinary sites, respectively. (See Appendix 12 to view the evaluation of a signage project for the Tumbes region in Peru through the Plan COPESCO.)
## Action Plan for Enhancing the Visitor Experience

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Task</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop Official Visitor Guide (OVG)</strong></td>
<td>Inform CARTUC members and other tourism stakeholders of OVG and request information.</td>
<td>CARTUC</td>
</tr>
<tr>
<td></td>
<td>Compile information in a standardized format of major attractions, hotels, restaurants, tour operators and other tourism stakeholders for first edition of OVG.</td>
<td>CARTUC with the assistance from a USIL intern and partnership with iPeru/PromPerú</td>
</tr>
<tr>
<td></td>
<td>Publish and distribute OVG to stakeholders.</td>
<td>CARTUC</td>
</tr>
<tr>
<td></td>
<td>Update information annually or bi-annually to assure OVG stays up-to-date with current offerings and prices.</td>
<td>CARTUC with the assistance from a USIL intern and partnership with iPeru/PromPerú</td>
</tr>
<tr>
<td></td>
<td>Compile list of major attractions, hotels, restaurants, tour operators and other tourism stakeholders. This list will be based on information from the OVG.</td>
<td>DIRCETUR and iPeru/PromPerú</td>
</tr>
<tr>
<td></td>
<td>Solicit business to advertise on map.</td>
<td>CARTUC</td>
</tr>
<tr>
<td></td>
<td>Hire cartographer/designer to design and build the map.</td>
<td>Partnership between Municipality of Cusco, iPeru/PromPerú and DIRCETUR</td>
</tr>
<tr>
<td></td>
<td>Print and distribute to tourism businesses with funding coming from advertisements.</td>
<td>Partnership between Municipality of Cusco, iPeru/PromPerú and CARTUC</td>
</tr>
<tr>
<td><strong>Develop Official Cusco Map</strong></td>
<td>Get approval and financing from the Ministry of Economy, through Sistema Nacional de Inversión Pública (SNIP).</td>
<td>Municipality of Cusco</td>
</tr>
<tr>
<td></td>
<td>Select major points of interest to be indicated on signage. Based upon information already collected for the OVG.</td>
<td>Municipality of Cusco, working with CARTUC, DIRCETUR, Ministry of Culture</td>
</tr>
<tr>
<td></td>
<td>Select locations to place signage throughout the city of Cusco.</td>
<td>Municipality of Cusco</td>
</tr>
<tr>
<td></td>
<td>Get proper authority and approval for selected locations.</td>
<td>Municipality of Cusco, working with CARTUC, DIRCETUR, Ministry of Culture</td>
</tr>
<tr>
<td></td>
<td>Design and manufacture signs, following guidelines and standards developed by MINCETUR in their &quot;Manual Señalizacion Turistica del Peru.&quot;</td>
<td>Municipality of Cusco</td>
</tr>
<tr>
<td></td>
<td>Install signage at selected locations.</td>
<td>Municipality of Cusco</td>
</tr>
</tbody>
</table>
### Official Visitor Guide Budget

<table>
<thead>
<tr>
<th>Items</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>S/.</td>
<td>S/.1,800</td>
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<tr>
<td>Design</td>
<td>S/.20,000</td>
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<tr>
<td>Printing - none, PDF distribution only</td>
<td>S/.0.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>S/.21,800</strong></td>
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</table>

### Map Budget

<table>
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<tr>
<th>Items</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design</td>
<td>S/.10,000</td>
</tr>
<tr>
<td>Printing 4,000 pcs (@ S/ .6625 each): full color; Size: 13 x 23.5 cm closed, 65 x 23.5 cm open; gr. Finish: matt offset varnish</td>
<td>S/.2,650</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>S/.12,650</strong></td>
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### Signage Budget

<table>
<thead>
<tr>
<th>Items</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Document</td>
<td>S/.35,000</td>
</tr>
<tr>
<td>Direct Costs: Installation of Signs</td>
<td>S/.163,292.42</td>
</tr>
<tr>
<td>Training</td>
<td>S/.6,000</td>
</tr>
<tr>
<td>General Costs</td>
<td>S/.16,329.24</td>
</tr>
<tr>
<td>Supervision</td>
<td>S/.13,063.39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>S/.233,685.05</strong></td>
</tr>
</tbody>
</table>
San Pedro Market Findings

The San Pedro Market is well positioned to be a primary tourist destination in Cusco. It epitomizes the authentic public market experience. Tourists are able to taste traditional foods and learn about the farming practices from surrounding villages; an experience unlike any other in Cusco.

The GW Consulting Team analyzed the current status of the market in terms of its online presence, use of interpretative signage, the logo used to present itself and its compliance with hygiene standards. These four elements are essential to attracting tourists to the market and to providing high quality experiences for visitors and vendors alike. The consulting team also analyzed the success of a volunteer tourism event organized by Turismo Cuida held on May 6, 2012 and the success of a “volunteer tourism” event with the community. The consulting team interviewed tourists visiting the market to learn about their perceptions of the market. Through interviews with vendors and tourists, the consulting team determined that the San Pedro Market, taking into consideration the recommendations made herein, has great potential to offer authentic experiences and to become a central attraction in Cusco.

The following findings and recommendations could ensure that the San Pedro Market fulfills its great potential.
LIMITED ONLINE PRESENCE

In today’s Internet focused age, it is critical to have an online presence to reach a target audience. The consulting team has evaluated general web marketing trends in conjunction with the market’s online presence based on the Search Engine Result Pages (SERPs) on Google, social media websites and other mainstream travel networking websites. Overall, the research revealed that the San Pedro Market has a limited online presence. These findings have led to practical recommendations, which will be discussed in the San Pedro Market Recommendations section that follows.

Search Engines and Social Media Networks

Social media networks are extremely important to destination marketing. The two most popular social media websites, Facebook and Twitter, have over 1 billion unique monthly visitors from around the world (Pring, 2012). The effective use of social media channels such as Facebook and Twitter could help the San Pedro Market reach an exponentially greater number of potential tourists than through standard marketing channels alone.

Search Engine Marketing (SEM) advertisers in North America spent $9.4 billion on search engine optimization (SEO) in 2006, which represents a 62% increase from their spending in 2005 and a 750% of increase from 2002 (Elliott, 2007). SEM has emerged as one of the most important strategic tools for online destination marketing in the United States.

Table 5: Forms of Search Engine Marketing

<table>
<thead>
<tr>
<th>Type</th>
<th>Form</th>
<th>Explanation</th>
<th>Payment Scheme</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonpaid</td>
<td>Search Engine Optimization (SEO)</td>
<td>The process of improving the quality or quantity of traffic from search engines to a website</td>
<td>None paid to search engines</td>
<td>SEO practices</td>
</tr>
<tr>
<td>Paid</td>
<td>Paid Placement</td>
<td>Bidding on keywords on SERPs</td>
<td>Pay-per-click</td>
<td>Google AdWords, Yahoo! Precision March</td>
</tr>
<tr>
<td></td>
<td>Contextual Advertising</td>
<td>Pay to appear on relevant websites or web pages</td>
<td>Pay-per-click or Pay-per-thousand impressions</td>
<td>Google AdSense</td>
</tr>
<tr>
<td></td>
<td>Paid Inclusion</td>
<td>Annual subscription fee to search engines to be included in their indices</td>
<td>Pay</td>
<td>Yahoo!</td>
</tr>
</tbody>
</table>


Search engines not only provide numerous opportunities for tourism destinations and businesses to engage their potential visitors, but also pose many challenges. In SEM, one of the primary objectives for a business or destination is to improve and maintain the highest rank possible on Search Engine Result Pages (SERPs). Therefore, a constant struggle exists between tourism businesses and organizations as they compete among themselves and many other information sources to have the highest ranking.

Potential travelers typically conduct multiple searches with varied keywords in order to find the most relevant information (Pan & Fesenmaier, 2006). Therefore, the interactions and relationships between these “players” in online marketing are extremely dynamic, making SEM a moving target.

When the keywords “San Pedro Market” and “Cusco” were entered into the Google search bar, the yield was over 3,640,000 results. The number of results was far fewer for just the term “San Pedro Market.” The first two pages yield results for San Pedro Markets located in other countries. The first mention of Cusco’s San Pedro Market does not appear until the third page. An individual’s energy and focus is limited when doing online research, therefore, it is unlikely that they will look through many pages of search results. Clearly, the SERPs for San Pedro Market in Cusco need to be improved so that the San Pedro Market will be at the top of search results.
Travel Networking Websites
In order to assess the San Pedro Market’s current online presence on select popular travel networking websites, the consulting team examined the search results on websites such as Lonely Planet and TripAdvisor. When using the search term, “San Pedro Market Cusco,” Lonely Planet populated 93 results while there were only 87 on TripAdvisor. After analyzing the various posts, it was clear that many of these reviews were actually not about the San Pedro Market in Cusco. This limited findings shows that the San Pedro Market in Cusco currently has a very small online presence on travel networking websites that needs to be expanded on.

Upon examining the posts that reviewed the San Pedro Market in Cusco, it was found that several visitors were unhappy with hygiene standards of the market. If these negative comments are not properly managed in a timely manner, these negative opinions could influence the image of the market and whether future travelers to Cusco will visit the market or not.

Figure 3: San Pedro Market’s Search Results
PERCEPTION OF NEW MARKET LOGO

As requested by the client, the GW Consulting Team interviewed market vendors about their impressions and perception of the new market logo (Figure 4) designed by Giselle Enriques Aparicio of Maxima. As the team was informed that some of the merchants might not be aware of the new logo, the interviewers had a picture on hand to show them during the interview.

In the course of the fieldwork, the team spent a considerable amount of time in the market meeting with vendors and stakeholders. The team talked to merchants in every section of the market: meat, produce, grains, cheese, hot food, groceries, handicraft, and more to get their opinions. The team also conducted informal interviews throughout the two weeks.

Many of the merchants did not know there was a new logo for the market. After being shown the picture, numerous merchants did not understand what the logo depicted until it was explained to them. Despite these challenges, almost all of the vendors liked the logo and thought it would bring business to the market. Many said it was bright and colorful.

Of those interviewed, 93% of the merchants responded positively, saying that the new logo was very beautiful and will attract new business to the market. Many said the old sign was very dated and did not like it. One merchant said that she thinks the new image is attractive and fresh, and will attract new business to the market. Another merchant mentioned that it looks like a combination of the old and the new traditions of Cusco. Only 3.5% said they did not like the logo, and 3.5% did not respond.

In addition to being pleased with the logo aesthetically, the consultants asked the merchants whether they felt the logo represented them as a merchant. The majority said that the logo represented them (74%).

Of the people who said yes, many said it represents the Cusco culture, the region, and the traditional ladies, and that it exemplifies the market overall as a result. Of those who said no, they said it looked like a logo for a handicraft market or does not represent what the market stands for or primarily sells, which is food. (For a full list of responses, see Appendix 13).

Based on this research, most merchants like the logo and feel it represents them. To increase the awareness of the San Pedro Market as an attraction in Cusco, the consulting team has outlined recommendations to better brand the market, which will be discussed in the following section.
LACK OF INTERPRETATIVE SIGNAGE

The consulting team found that the San Pedro Market has very little interpretative signage. Signage facilitates the visitor experience and is essential for the visitor to fully appreciate the attraction. It can be used to highlight particular aspects that the stakeholder wants to present to the visitor. For instance, by posting signage at each food stall, San Pedro Market vendors could demonstrate to visitors the great biodiversity of the region and the cultural history behind their products.

By offering more information, the visitor experience to the market could be heightened. The San Pedro Market is not just a place to buy and sell produce but a place that tells the story of Cusco and its culture. Through interpretive signage, highlighting the various products and vendors, the market’s story becomes accessible to all visitors.

Presently, there are new signs designating different sections (pictured above), but they do not sufficiently convey the culture and story of the market. The information booth in the market is not clearly designated and does not welcome the visitor. Many of the people staffing the booth do not speak English, and therefore cannot communicate with non-Spanish speaking tourists. In addition, the information booth only features general information on Cusco, not market-specific information, such as the history of the building, the different sections of the market, and the names of the products available.

Based on the consultant’s analysis of the market, the team found that it was difficult for vendors to communicate with tourists unless they spoke Spanish or Quechua, and a lack of signage does not support the tourist experience. In the Recommendations Section, the team outlines several ways to greater utilize interpretative signage to tell the story of the market’s history, vendors, and various products.

WORKING WITH TOUR OPERATORS

One of the team’s major objectives was to understand why tour operators do or do not bring tourists to the San Pedro Market and the steps that would be necessary to integrate San Pedro into more travel itineraries as well as encourage visitors to interact and make purchases within the markets.

What the team found was that tour operators and guides are unaware of the cultural exchange and business opportunities available within the public food “abastos” marketplaces in the Cusco region. They also face fear of liability since they have not been given confidence in the enforcement or knowledge of certain standards within the market.

Tour operators mentioned reasons preventing them from taking guests to the market, or if they do, discouraging purchases. They don’t want to be held responsible for a guest getting sick, especially if they have knowledge that standards aren’t enforced. This must change to instill faith among travelers and tour operators so they feel at ease shopping in the San Pedro Market or any other food markets in Cusco.

Getting the attention of tour operators once standards and infrastructure have been improved will be relatively easy; support must be gained beforehand.
TOURISTS’ PERCEPTIONS OF THE SAN PEDRO MARKET

To gauge tourists’ opinions of the San Pedro Market, the team conducted a quantitative survey of tourists to Cusco and interviewed tourists in the market. As previously mentioned in the visitor survey section, tourist awareness of the San Pedro Market is relatively low when compared to awareness of other tourism activities. Only 152 of 282 people—or 53.9%—of those surveyed were aware of the San Pedro Market. However, the good news is that 124—or 81.6%—of the 152 people who were aware of the market also visited the market. This shows that the market stands to gain much by promoting awareness, as it will increase visitation.

Qualitative Interviews
The GW Consulting Team also conducted interviews with tourists visiting the market at various times of the day and in different sections of the market. The interviews were designed to understand why foreigners come to the market and their impressions thereof. The interviewers asked visitors where they were from, why they came to the market, and how they heard about it. These interviews were videotaped and compiled into a video titled Discovering the San Pedro Market (Discovering, 2012).

Tourists said they either heard about the market from word of mouth, saw it on a map, or saw it when walking around town. Tourists also said that they often visit local markets when they travel. Tourists commented on the authenticity of the San Pedro Market, which gave them a unique view of local life. They said that they loved seeing the locals come into the market to eat lunch and go shopping. They also loved seeing the local variety of fruits, vegetables and products.

In addition to seeing how the locals live, the tourists came to the market for various other reasons, such as to eat prepared food, or to purchase juice and snacks. While others came looking for a specific types of produce and to purchase gifts.

When asked if they would change or improve anything about the market, the tourists had various responses. Almost all of the tourists said that they were concerned about hygiene and food safety. Many said the market was dirty and disorganized. The tourists expressed concern about eating prepared food and said that they were worried about it making them sick. One group of tourists from England said they wouldn’t change anything because the market was very authentic the way it was.

Overall, the tourists interviewed said they would recommend that other travelers visit the San Pedro Market. They said it was a good place to purchase specific items and that it offers a unique vantage point on local life.

The team concludes that, if the market manages to focus on its hygiene, food safety, and organizational issues, it has the potential to become a well-known tourist attraction.
VENDORS’ PERCEPTIONS OF THE TURISMO CUIDA EVENT

On May 6, 2012 members of Tourism Cares and Turismo Cuida came to the San Pedro Market to work on the market’s appearance. The participants cleaned outside the market and painted the exterior as part of a “give back” event, pictured below.

As part of its request in the Statement of Work, the team examined the vendors’ reaction to the Turismo Cuida event on May 6th. The team asked the merchants if they were aware of the event and what they thought of it. These questions were posed at the same time as the branding questions outlined previously.

Nearly every merchant interviewed was aware of the event and was overwhelmingly positive. Many said it was a beautiful gesture, that they were very moved and felt proud that day. One merchant pointed out that she was especially moved that foreigners helped out.

Those “disappointed,” wished the volunteers could have done more than work on the outside of the building. As this event made improvements to the San Pedro Market, it opened up the conversation among the merchants for further improvements. (For a full list of responses, see Appendix 13).

During the course of the interviews, the team asked some of the merchants if this kind of event has ever happened before. Some said yes, that maintenance projects happen annually, while others stated that this had never happened before. There is clearly a gap in communications relating to maintenance of the market.

Overall, the Turismo Cuida event was a great success and a model that worked well for the San Pedro Market and Cusco. Therefore, the region has the potential to conduct future volunteer tourism events.
ISSUES WITH HYGIENE AND INFRASTRUCTURE

The San Pedro Market’s viability as a prime destination on the Cusco tourist circuit is hampered by poor hygiene standards and the weak infrastructure of the building itself. The market currently does not meet the hygiene standards international tourists are accustomed to. Built during the height of the Industrial Revolution, the market has not embraced technological improvements, such as an efficient electrical system, availability of sanitary stations, or adequate access to refrigeration. Food safety is a public concern and should be supported jointly by the government, the market’s administration and the vendors. By emphasizing hygiene standards, the market has the potential to be a significant competitive advantage in tourism for Cusco. Without these improvements, the San Pedro Market cannot benefit from Cusco’s tourist influx.

The San Pedro Market: Vendors’ Views

In the team’s interviews, vendors voiced their concerns about the market. Vendors’ lack of tools, such as sinks in every stall, hinders compliance with hygiene standards that most tourists demand. The team found the vendors were most concerned about the roof and its need for repair, the lack of proper lights in the building, the amount of space in the stalls, access to potable water, electricity for refrigeration, and proper waste management. Improving vendors’ working conditions and providing them adequate equipment will increase visitation and improve the visitors’ experiences. For instance, one vendor recommended that the availability of electricity in the market would allow it to stay open later and allow tourists to visit for longer hours. The market closing at 6 p.m. was a common complaint among vendors. Standardization of market practices and measures taken to ensure food safety are essential to the success of any public market. By visibly complying with public standards, sales will increase because customers will feel confident tasting the market’s offerings. (For a full list of the vendor’s responses, see Appendix 13).

National and Local Criteria for Hygiene Standards

The GW Consulting Team reviewed the Reglamento Sanitario de Funcionamiento de Mercados de Abastos by the Peruvian Health Ministry and the draft Reglamento Interno de Mercados de Abastos del Cusco. The Reglamento Sanitario de Funcionamiento provides a complete set of hygienic criteria for public and private markets. However, the team was able to identify several gaps in the Reglamento Interno. Specifically, there is a lack of food-safety training and biannual refresher courses in a vendor’s specific food category. A regimented schedule of these trainings and refresher courses would educate vendors on the importance of hygiene and could be publicly posted to make tourists aware of the market’s practices. In addition, a transparent system would instill a sense of accountability for the market’s products.

In the Health Ministry’s “Reglamento Sanitario de Funcionamiento de Mercados de Abastos,” there was a requirement that a Comité Autocontrol Sanitario oversee the monitoring and execution of health and food
standards. A similar structure was missing from the Relgamento Interno. Creating a designated “comité” to oversee technical compliance with these standards is essential to the success of the San Pedro Market. An overarching body that could monitor the effectiveness of food-safety training, the status of the infrastructure, and the vendors’ stalls would contribute to the market’s system of accountability. By increasing the transparency of hygiene practices in the market, Cusco’s tour operators can increase their tours to the market because they can be confident that the comité is accountable for the market’s overall hygiene and therefore the wellbeing of their tour attendees.

**The Infrastructure of the San Pedro Market: Authenticity versus Modernization**

San Pedro Market’s history and architecture have made it an important landmark for Cusco. However, in its current state, the market does not represent the city’s patrimony, which makes the market’s renovation a sensitive issue and one that the consultants have treated with care. Of course, it is also possible that modernizing the market could diminish or destroy its vitality. Chilean Architect María Elena Ducci posed the question as follows: “Is it possible, within a city...as it battles with its problems and struggles to meet the challenges of the twenty-first century, to preserve the life, color and texture that accompany products arriving direct from the countryside, and to continue to enjoy the aroma of ‘real’ fruit and vegetables?” (Ducci, 2004).

According to Ducci, an example of a market that has attempted to maintain this balance is La Vega Mercado in Santiago, Chile. The vendors and city officials recognized that La Vega is one of the few places in Santiago that represents the city’s geography and history. It was important for the vendors and officials of Santiago to maintain the structure of the building but also to promote the market as a tourist destination and as a public space. Therefore, they used technology to solve La Vega’s problems, while simultaneously creating resources. For example, upgrading La Vega’s solid waste treatment system provided employment opportunities for the community through profitable composting: a process that converts food waste into compost for farmers (Ducci, 2004). Nevertheless, it is important to note that to comply with national standards, to improve the structure of the building and to maintain the authenticity of the market takes time and will require input and patience from stakeholders.
Market Recommendations

The following section includes the consulting team’s recommendations for the San Pedro Market based off of the onsite fieldwork in Cusco, Peru as well as industry research. It was determined that there is a need for the development of multiple products, services and plans to increase tourism, improve infrastructure, and improve the overall visitor experience to the San Pedro Market. To begin, the consulting team has outlined the recommendation for a governing body, named Friends of San Pedro to spearhead the efforts moving forward. Additionally the products will be outlined under the umbrella of Friends of San Pedro within the following section. These recommendations are designed to increase the visibility of and the visitation to the San Pedro Market.
Friends of San Pedro Market

Based on the Statement of Work, it was determined that funding mechanisms are needed to be developed in order to support the needs of the San Pedro Market and to enhance not only the visitor experience, but also the infrastructure of the building and the market as a whole. Through the course of the fieldwork, the team developed a suite of recommendations. However, these recommendations will not be successful without a strong team of partners in country to implement them.

The team envisions the creation of a grassroots nonprofit group called “Friends of San Pedro Market.” The team foresees this committee to be comprised of any and all stakeholders who are vested in the improvement of the San Pedro Market. This organization would be started and managed by CARTUC as it is a well-established association representing the majority of stakeholders in Cusco’s tourism industry.

Friends of San Pedro will be organized as a committee of stakeholders that can include: members of Turismo Cuida, the Municipality of Cusco, San Pedro Market association representatives, vendors, NGOs, educational institutions, tour operators, restaurants and any additional stakeholders that feel passionate about the well being of the market.

Grassroots organizations are often successful because they have local ownership and community engagement. Additionally, grassroots organizations tend to be favored by donors because they were created by passionate local stakeholders who will stay committed to the project.

Some examples of grassroots foundations and conservancies illustrate how an engaged, passionate community can bring positive, organized action to a destination. In many cases, these grassroots organizations were created in response to needs that stakeholders identified, but that were not being adequately addressed. Below are a few examples of successful grassroots conservation organizations that can provide some inspiration for how community stakeholders can come together to form committees and create real and lasting change.

Successful Examples

Roatan Marine Park: The Roatan Marine Park (RMP) is located on the island of Roatan in the bay islands of Honduras. The RMP was started in the late 1980’s by local residents to protect the shoreline and habitat of the northwest corner of the island. Over the next few years more community members became involved and the boundaries of the park extended all the way around the western point of the island. Now, in the 2000’s the RMP carries out its mission along the entire coastline of the island. The RMP was founded to combat the issues of “over-fishing and poaching, lack of formal management and governmental support at national and local levels, the increase in marine recreation activity, and the consequences of unprecedented and often unregulated coastal development” (Roatan Marine Park, 2012). The organization is funded by donations from each scuba diving visitor to the island, as well as additional funds from local businesses including hotels, restaurants and dive shops. A large portion of funding also comes through conservation grants from international donor agencies and partnerships with larger nonprofit organizations such as Project Aware. The director and manager of the Roatan
Marine Park works to get these grants through the submission of proposals and collaborative partnerships with larger conservation groups carrying out work in the region. The RMP also has a retail gift shop in the center of the tourist area that rents snorkel gear, provides maps and interpretive information, and sells eco-friendly merchandise. The RMP’s activities include working with and training the police to prevent poaching and illegal fishing practices. The RMP also provides additional rangers to monitor the protected area. Signage around the parks and boat moorings at dive sites are supplied and maintained by the RMP. The community of Roatan undertook these actions through the development of the marine park because the government was unable to offer adequate support.

Golden Gate National Parks Conservancy
The Golden Gate National Parks Conservancy is one of the largest and most successful conservancies in the world, covering 36 parks in three counties (San Francisco, San Mateo, and Marin County). Founded in the 1980’s to support the needs of the national park, the conservancy manages concessions within the parks, and has retail stores selling related merchandise. They also undertake massive conservation and environmental restoration projects.

“The mission of the Parks Conservancy is to preserve the Golden Gate National Parks, enhance the park visitor experience, and build a community dedicated to conserving the parks for the future. We are a community-supported nonprofit organization transforming places—and people—through conservation and improvement of these remarkable national parks. We are dedicated to protecting these PARKS, making them relevant and accessible FOR ALL communities, and instilling a sense of stewardship in this and future generations to ensure their vitality FOREVER,” (Golden Gate, 2012).

A major accomplishment was the restoration of Crissy Field, once an air force bombing test ground, the sprawling bay-front area is now a beautiful, restored native wetland ecosystem and Public Park. Crissy Field is now one of the most popular tourist attractions in San Francisco, cited on multiple must-see lists for its combination of trails, beach, wetlands, and ease of access for tourists and locals alike. The conservancy holds
multiple fundraising events, but also has an extremely organized calendar of weekly volunteer opportunities, making it easy for anyone to get involved.

**Action Plan**

In order to be successful, this program will need to have a volunteer from the committee to be a dedicated project manager that coordinates members and activities including everything from promotion and interpretation to training and capacity building. It is also suggested an internship program through partnerships with USIL and Centro de Formación en Turismo (CENFOTUR) is developed to support the daily operations of the program and the committee.

Moving forward the following is a brief outline of the steps to accomplish the creation of the committee:

- CARTUC to market to tourism industry stakeholders for volunteers
- CARTUC to host volunteer/stakeholder meeting in order to develop guiding principles and objectives of the group
- Identify a project manager
- Assign all key roles
- Develop internships with USIL and CENFOTUR
- Suggest internship program through Social Responsibility and International Volunteer program at USIL
- Create 1-2 year project plan that includes market recommendations and action plans detailed within this report along with set deadlines.
- Implement Market Recommendations – 13 other elements outlined in final report
- Host Night for Friends of San Pedro launch event

Once the committee has been constructed with a designated project manager, the Friends of San Pedro will host a dynamic event to launch the new brand of the San Pedro Market, bringing together not only those who are Friends of San Pedro, but the community and tourism industry as well. (Please see Night for Friends of San Pedro description on page 56.)

**Budget**

In order for the Friends of San Pedro to successfully operate, it will rely heavily on in-kind donations of time from all of the committee members while the group is being formed. In the future the group will manage the monetary donations from benefactors, as well as the budget for all efforts including events, new projects and infrastructure improvements.
FRIENDS OF SAN PEDRO MARKET BRANDING

The consulting team recommends branding strategies to grow the awareness and support of Friends of San Pedro Market or Amigos de Mercado San Pedro. This branding initiative will help to promote the San Pedro Market by leveraging the support of businesses that purchase from the market. The recommendation is to begin this branding initiative with simple stickers saying “We are Friends of San Pedro” (Somos Amigos de San Pedro). These stickers can be prominently displayed at businesses that buy products from the San Pedro Market, for an example see Figure 5 below.

It is recommended that this initiative be launched with restaurants in Cusco during the Night for Friends of San Pedro Market event. For example, a restaurant that buys its produce at the San Pedro Market, will be encouraged to display the Friends of San Pedro sticker on their door or window. Restaurants will see the benefits of promoting their relationship with the market, particularly with attracting more tourists. Savvy tourists are constantly looking for local and authentic dining options. Therefore, it is likely that more tourists will be encouraged to eat at a restaurant that has a sticker indicating it sources local food from the San Pedro Market.

The cost of this branding initiative is minimal, consisting mostly of the production and printing of the stickers. These costs can be offset by a small fee (S/. 5) that is charged to businesses that want to be part of the Friends of San Pedro network. In order to standardize the process a very brief application can be implemented, which would be critical in developing the network of businesses associated with the market.

Branding Objectives

- Promote the market throughout Cusco
- Stimulate pride for market vendors and consumers
- Support local food in restaurants
- Develop the network of the Amigos de San Pedro

Figure 5: Friends of San Pedro Market Logo

Friends of the San Pedro Market
Local Food

Logo Design

As previously stated, a large majority of vendors interviewed (93%) responded positively to the new San Pedro Market logo, designed by Giselle Enríques Aparicio of Maxima. Several merchants suggested the new logo looks great and would help attract new business. Therefore branding initiatives mentioned above would use elements of the newly designed logo for the San Pedro Market. Figure 5 shows a mock-up version of the proposed logo for the Amigos de Mercado San Pedro efforts.
The Night for Friends of San Pedro is a new annual event inspired by the Cusco Always in Fashion event previously held in both 2009 and 2011 inside the San Pedro Market. This event not only brought together the fashion industry and local community, but also highlighted the San Pedro Market as a unique venue for hosting events. For the Night for Friends of San Pedro, the vision includes inviting individuals who support Friends of San Pedro, the market, and tourism in Cusco to attend a networking night in order to launch the new brand campaign, as well as to highlight the suggested retail elements and infrastructure improvements at the market. This event will serve as the annual kick off to all of the year’s improvement projects and updates at the San Pedro Market as well as a way to thank the supporters or “friends” of San Pedro Market.

Event Design
Stationed at the center of the market, on the first floor, will be a center stage where the formal unveiling of the new logo and sign will occur. Here, an opening ceremony will take place to provide guests with an overview of the planned improvements. Seating will also be arranged for guests to gather closely around the new stage. Additionally, vendors will be asked to join the event as their produce and products will be showcased by strategic event lighting, which will add to the atmosphere and décor of the event. After the official unveiling the guests will enjoy local cuisine sourced from the market during a closing reception. This will also allow guests to walk around the market visiting the various booths set up to display the improved infrastructure and marketing elements recommended by the team. Additionally, this will create an ideal opportunity to educate tour operators about all of the important changes and unique offerings of the market.

Action Plan
First, in order to successfully implement the event, the Friends of San Pedro, CARTUC and the Municipality of Cusco will be called upon to utilize their planning skills. Sponsorships, community buy-in and logistical planning are keys to the success of the event, and without someone at the helm, the event will not be successfully executed.

Second, a budget should then be created encompassing the food and beverage, electrical, site rental and other event needs in order to then plan the various pieces of the event. Third, it is suggested that this group of individuals develop a timeline spanning across 6-8 months in order to allow for enough time to plan and coordinate a budget, timeline, and necessary staff for the event. Alternatively, an event management company could be brought in to act as a consultant and coordinate all of the logistical pieces that will be involved.

Budget
Considering the financial feasibility of the event, with the support of in-kind donations such as the usage of San Pedro Market, the budget will vary greatly. The success of the event will rely heavily on the support of stakeholders such as the Friends of San Pedro Committee, tourism industry and municipality.
BRANDED MERCHANDISE

As mentioned, during the Night for Friends of San Pedro, new retail merchandise highlighting the new logo is suggested to be introduced in order to increase revenue for the Friends of San Pedro and future projects. Through merchandise, not only will funds be raised, but also awareness of the new market logo and the market as a whole will be increased. Specifically, the consulting team recommends that two pieces of merchandise be produced and sold, branded postcards and shopping bags.

Branded Postcards

It is suggested that the market develop its own series of postcards. These postcards can feature photos and/or illustrations of the market itself, classic dishes made with products from the market, images of daily life inside the market, as well as traditional recipes and interesting facts about the San Pedro Market. Postcards are a low-cost solution to spread awareness of the market all over the world. Visitors are inundated with generic postcards and will be excited to see unique images from San Pedro. These will feature the logo on the back and as visitors mail these around the world, more and more people will learn about San Pedro and its heritage.

Action Plan

A series of five cards can be piloted, with another five to come later. The most cost-effective way to produce postcards is to order in bulk, which minimizes printing costs. PromPerú can assist Friends of San Pedro by connecting them with a reliable producer. Photos can be donated by a professional photographer (with credit given on the back), and recipes can be gathered from the local vendors. These cards can be sold individually for three soles (roughly equivalent to $1.00), or in packs of five for S/.12. All the profits will go into a fund for Friends of San Pedro.

Reusable Shopping Bags

Second, it is recommended that reusable shopping bags be designed and produced highlighting the San Pedro Market. This idea stems from the need to reduce plastic waste in Cusco and the market in a way that continues to enhance the brand. This recommendation will also provide tourists and locals with a reusable, valuable souvenir.

Action Plan

To pilot the bags, it is proposed that a partnership between PromPerú and the Friends of San Pedro be established. In the past, PromPerú produced similarly branded bags for giveaways and therefore has the knowledge and resources needed to pilot the project. Once the first round of bags is produced and distributed, it will be up to Friends of San Pedro to assess the value and success of the project.

Budget

At this time, a budget will be contingent on the terms of the collaboration with PromPerú for both products. The organization has agreed to partner to support the cause.
TOUR OPERATOR TRAINING PROGRAM

Tour operators are one of the best ways to link travelers to the San Pedro Market and other food circuits in the region as they promote packages, destinations and activities to other businesses and to travelers themselves.

As outlined in the findings section, tour operators are wary of including the San Pedro Market in their tour offerings because of safety and hygiene issues. Once these issues are addressed, the operators would need to be presented with the “new and improved” San Pedro Market as a tourist attraction and then would feel more comfortable bringing guests to the San Pedro Market. For these reasons, the consulting team recommends the integration of a tour operator-training program at the Night for the Friends of San Pedro Market. In conjunction with the Peruvian Association for Inbound and Outbound Tour Operators (APOTUR), a national nonprofit tour guide association, the San Pedro Market administrators and heads of each food section, could host regular training sessions with the tourism industry. The inaugural event will act as an unveiling of the improved market to the tourism industry.

The case must be made for support from the travel industry because travelers are increasingly demanding authentic experiences that the San Pedro Market could fulfill. Travelers are interested in seeing life as it is—they are aware that markets are some of the best places to understand a city and its people better. When talking about the San Pedro Market, one tour operator mentioned how happy his guests were visiting San Pedro Market because they were able to see how Cusqueños live their life day to day.

The following is an action plan that details what the training program could look like as well as material that could serve as marketing collateral for tour operators interested in promoting the San Pedro Market in their itineraries.

Action Plan
Estimated Time: 1 hour
Proposed Date: During the Night of Friends of San Pedro Market event

General Introduction/History of the San Pedro Market
- Speech by: San Pedro Market Administrator – Ezequiel Supa Ayte
- Time: 5 minutes
- Collateral: General History brochure
  - See Appendix 14 for a sample brochure

Introduce Sample Circuits through the San Pedro Market
- Speech by: San Pedro Market Secretary General – Pablo Vargas León
- Time: 10 minutes
- Collateral: Provide Sample Circuit brochure
  - See Appendix 15 for an example

Market Tour
- Led by: Heads of Associations within San Pedro Market
- Time: 45 minutes (15 minutes each)
• Collateral: Vendor Stories - Booklets with an inventory of vendors and their personal stories (see note below). Signs for market highlighting unusual fruits/vegetables and certain vendors. (See Interpretative Signage on page 62 for more details).
• Talking Points: Visit three vendors representing different sections (on a rotating basis). Allow vendors to describe their products and relate their history within the market. In actual market tours, guests could have 40-45 minutes to buy or eat and meet at information center to conclude visit—visitors have chance to donate at the Cuy Piggybank donation receptacle (outlined on page 61 of the report). Each tour operator will provide a set amount to the market fund for each visit realized (suggest 2% of trip cost). The consultants suggest that the guinea pig donation center also be set up for this event so that tour operators and invitees are given the chance to donate.

**Total Estimated Budget**
Costs were projected using a quoted price for PromPerú brochures printed in 2011. They purchased 4,000 brochures for S/. 2,650 or about S/. 2,650 or about S/. 1.51 per copy. The team suggests getting quotes from a local shop in Cusco. This quote factors in color, graphics and a paper size almost equivalent to A4.

**Summary of Collateral, Responsibilities, and Budget**

<table>
<thead>
<tr>
<th>Collateral</th>
<th>Responsible Party</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>General History Brochure, 500 copies</td>
<td>Writing/Editing: Municipality and market administrators</td>
<td>S/. 648*</td>
</tr>
<tr>
<td>Sample Circuits Brochure, 500 copies</td>
<td>Writing/Editing: Turismo Cuida Friends of San Pedro funds</td>
<td>S/. 648</td>
</tr>
<tr>
<td>Market Contact Information Booklet, 500 copies</td>
<td>Three tour operators from Friends of San Pedro Committee</td>
<td>S/. 648</td>
</tr>
<tr>
<td>Vendor Stories Booklet (250 copies at 20 pages booklet), 1 per guest at Night for Friends of San Pedro event</td>
<td>Writing/Editing: USIL volunteers/interns collect stories through workshops*** Funding: Friends of San Pedro funds</td>
<td>S/. 3,241 (variable)</td>
</tr>
<tr>
<td><strong>Total Cost</strong></td>
<td></td>
<td><strong>S/. 5,185</strong></td>
</tr>
</tbody>
</table>

*Based off of Prom Peru printing costs, see Appendix 16 for a quote from Servicios Graficos, S.R.I.
**Could gain sponsorship from PromPerú to cover printing costs as well as from larger tour operators such as Lima Tours, Coltur Peru and Condor Travel. The team suggests using a vendor endorsed by the Municipality to receive better rates.
*** See Appendix 17 for a template that could be provided to vendors in paper or online. USIL volunteers within the Social Responsibility Program could be responsible for this project.
VISITOR INFORMATION BOOTH

Through fieldwork, interviews with tourists and local stakeholders, it was determined that there is a need for more tourist information inside the San Pedro Market. One recommendation to improve the visitor experience within San Pedro Market is through providing better, more tourism-friendly visitor information. Currently there are new signs designating different sections, but there is a lack of information regarding the culture and story of the market.

Additionally, while there is an information booth, there is no clear signage for tourists to find it. As it is also the location where market security resides, it gives visitors the impression that it is simply a security post, meaning that visitors to the market do not take advantage of the information booth. Finally, the booth only has general information on Cusco, but nothing specific to the market that would enhance a visitor’s experience.

An information booth provides a point of reference for tourists inside the labyrinthine market, where they can receive reliable information, maps, brochures, and buy market-branded souvenirs. It is recommended that new signage be put in place to indicate the location of the booth and to use the information booth such as Pike Place Market in Seattle has done (pictured here). From the information booth in Pike Place, Washington market visitors can pick up detailed maps and pamphlets that tell the story of the market, its people and its products.

Action Plan

As the information booth already exists within the San Pedro Market, the action plan calls for a makeover with prominent signage to bring more awareness to its existence, as well as to provide more market-related information to visitors.

- Time: Approximately 1 month
- Responsible parties:
  - San Pedro Market Administration
  - Friends of San Pedro Market volunteers

Budget

Remodel of the current San Pedro Market Information Center:

- S/. 270 for paints and supplies
- S/. 500 for new signs and graphic design services

Please note that this budget does not include the costs for print promotional materials that will be offered from the booth as those recommendations are detailed separately within this report.
CUY PIGGY BANK
Alongside the information booth, it is recommended that a large piggy bank be installed to collect monetary donations from visitors to the market. This recommendation is inspired by Rachel, the bronze piggy bank found inside Pike Place Market in Seattle, Washington. Rachel the Piggy Bank is a large bronze piggy bank where passersby at the market can drop in coins. Over $200,000 USD has been raised since the piggy bank was installed 25 years ago—and all from visitors’ spare change! Putting a large “piggy bank” in the market encourages visitors to donate to the market fund easily and casually, as well as providing a fun touchstone in the market and something that can add to the image and story of San Pedro Market. As visitors to the market will have small change from market purchases, it will be easy for them to make donations. To make the piggy bank more of a special mascot for the market, it is suggested that the piggy bank be in the shape of a guinea pig or as it is locally referred to as cuy. Having a cuy piggy bank is a fun and whimsical way to celebrate Peruvian heritage and it will become a mascot for the San Pedro Market.

The piggy bank will need to be made of secure materials, and have some type of security to prevent theft or vandalism. By placing it near the information booth, it will have supervision during market hours as the information booth is also a security post. Additionally, there should be a brief explanatory sign that encourages passerby to donate, informing them that the money goes to Friends of San Pedro and activities that benefit and improve the market.

Action Plan
Time: Up to six months, depending on manufacturing time.
Budget: Maximum of S/. 1,000*.

*Note: This estimated budget includes all materials for making the guinea pig bank, as well as payment for a sculptor. However, it may be possible to engage the services of a sculptor for free with explanation of the cause as well as the incentive of publicity for the sculptor. Depending on the materials chosen—possibly fiberglass or sturdy plastic—the cost of this project could decrease.
INTERPRETIVE SIGNAGE
Based on fieldwork assessments completed in Cusco, Peru the consulting team is recommending improving the visitor experience in San Pedro Market through better, more tourism friendly visitor information, as well as interpretive signage, which will complement the aforementioned enhancements to the visitor center.

The consulting team has created four examples of signage—using the easy-to-use software Apple’s iWork Pages—that could be created to help the visitors better understand the market and its offerings. Two of the signs highlight the stories of the market vendors and two of the signs highlight the stories behind two types of potatoes sold in the market, like this one pictured here. (See figures 8 and 9 as well as Appendix 18 for these prototypes).

Action Plan
The consulting team first recommends the creation of a rotating museum-style exhibit with 10 posters, which each tell the story of a different vendor near the center information booth. The posters could also rotate throughout the market each month, creating traffic to different sections for tourists to visit (these posters could be integrated with the later mentioned scavenger hunt, see page 75 for more information). There is also the option to highlight vendors from different section each month. This would mean that different posters would need to be produced each month in order to show off the vendors of a specific section. To help save costs a volunteer could be the dedicated project manager who would be responsible for the design, production and printing of the signs.

The second recommendation is to create signage that highlights the various products of the market, which would be rotated in a similar manner. These products could include anything from meats and cheeses to vegetables and fruits. With a similar poster style, they could be strategically placed throughout the market in various stands allowing visitors who speak a plethora of different languages to engage in the experience of visiting the market without necessarily speaking the native language.

Figure 8: Produce and Product Signage
1. **Vendor Signage** (Figure 9)
   - Interview vendors for their story and take their photos
   - Use the prototypes provided in Appendix 18 to design additional posters highlighting the vendors
   - Create schedule for rotating signage throughout the market
   - Production of signage
   - Display the signage
   - Survey visitors on their impression of the signage

2. **Produce and Product Signage** (Figure 8)
   - Determine which produce or products would tell the story of the market best
   - Use the prototypes provided in the Appendix to design additional posters
   - Create a schedule and distribution plan for signage throughout the market
   - Production of signage
   - Display the signage
   - Survey visitors on their impression of the signage

**Budget**
The following is a budget that outlines the cost of printing the 11x17 inch signage for both the vendor and produce. This budget is based on the production and print of fifteen 8x14 one-page signs monthly. Each month there will be ten different vendor signs and five produce/product signs produced and printed. These costs are subject to change based on the vendor selection and amount of signs produced but it should serve as a base for calculating the estimated cost of producing the signage.

<table>
<thead>
<tr>
<th>Signage Design</th>
<th>11x17 Color Printing</th>
<th>11x17 Laminate</th>
<th>Total Each Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer</td>
<td>S/. 6.12</td>
<td>S/. 10.53</td>
<td>S/. 250</td>
</tr>
</tbody>
</table>

*Figure 9: Meet the Vendors Signage*
STUDY TOUR

As a part of the Statement of Work, as developed by the clients, the consulting team looked into renowned central markets to serve as examples for the San Pedro Market. These markets were identified by international media outlets and visitors as must see attractions. These markets can serve as great examples of how tourism integrates central markets into the destination because they have similar qualities to the San Pedro Market. After analyzing the current situation of the San Pedro Market firsthand, it is recommended that a study tour be created for market representatives to travel to a benchmark market in South America.

The San Pedro Market administration and vendors can learn best practices from these benchmark markets to improve its operations and image such as:

- How to uniquely position and promote the market as a tourist destination
- Effective communication with management
- Proper maintenance and upgrades
- Safe food handling and preparation
- Historic preservation
- Events and festivals

The Mercado Municipal Paulistano, located in Sao Paulo, Brazil has been identified as the ideal market for a study tour. The market (pictured above) is located in a historic building, which was built the exact same year as the San Pedro Market. The vendors and market administration would be able to learn transferable historic preservation techniques and discuss possible means of communicating the history and unique stories of the market to visitors (Mercado Municipal, n.d.).

The market has grown into a local tourist attraction and now it is named as a “must-see attraction” for visitors (Mercado Municipal, n.d.). It is a location where locals go to buy their raw food, but also a place for tourists to visit for lunch to taste the traditional cuisine and to have a truly local experience.

The Mercado Municipal Paulistano has developed a crucial online presence. The market not only has a website which offers visitors and residents information about the available products, upcoming events and recipes, but the market has a remarkable social media presence as well. The San Pedro Market administration and vendors can learn many necessary techniques from the Mercado Municipal Paulistano both on the ground as well as online (Mercado Municipal, n.d.).
Below are the proposed details for the study tour to the Mercado Municipal Paulistano:

- 15 representatives (vendors, administration and municipality representatives)
- November (low season for Cusco)
- Four-day tour

**Action Plan**

1. Market administration and the Municipality of Cusco start a conversation with Mercado Municipal Paulistano to see if they would be interested in hosting representatives from the San Pedro Market.
2. Vendors that express interest in the study tour could then be entered into a lottery to pick who attends the tour.
3. Market administration and the municipality work with the administration and Brazilian municipality in order to organize logistics, timeline and goals of the project.
4. Market administration and the municipality apply for sponsorship from PromPerú and seek out other sources of funding (at least 2 months prior to the trip).

**Budget**

PromPerú has provided sponsorships for tours such as this in the past; therefore, it would be a good resource to provide assistance in order to make this study tour possible. A copy of the directions and application are included in Appendix 19 (For more information, the appropriate contacts at PromPerú are: Arlety Da Costa: adacosta@promperu.gob.pe and Maria Lazarte: mlazarte@promperu.gob.pe).

Depending on the arrangement, it also may be possible for the Municipality in Sao Paulo, Brazil to work with the local stakeholders who may be able to provide the San Pedro Market group with free or discounted accommodations, meals and transportation.

The administration and vendors from both the San Pedro Market and the Mercado Municipal Paulistano could benefit from learning best practices and techniques from one another. This study tour is a crucial part of the learning process for the San Pedro Market to become a first-class market for visitors that is safe and engaging, but still preserving the traditional practices of the locals.

- S/. 490 per person per day for meals, lodging and miscellaneous expenses (visas, etc.)
- S/. 1,000 per person for flights
- Approximate total= S/. 2,960 per person
- Approximate group total=S/.44,400
SISTER MARKET PROGRAM
Knowledge and information shared in a meaningful way is very valuable, and the San Pedro Market should not only observe benchmark markets, but also interact with them. For this reason, San Pedro Market should establish a relationship with the farmers market in its Sister City: Madison, Wisconsin, USA. This interaction offers a number of advantages:

- Madison Farmers Market can share marketing expertise as well as hygiene standards support.
- Cross-promotion through media outlets and social media to promote the markets.
- Cultural exchange on a personal level between market vendors.

What is a Sister City?
The concept for a “sister market” is based on the Sister City program; Cusco, Peru’s sister city is Madison, Wisconsin in the Sister Cities International (SCI) organization. The objectives of SCI are to establish diplomatic relationships between U.S. cities and international cities, which facilitate the sharing of knowledge, expertise and information in the context of cultural exchange. Victor Villacrez of Madison initiated the Sister Cities program, which has already been involved in tourism projects. A team from Madison helped Cusco to strategize a plan for offsetting traffic along the Inca Trail by diversifying their adventure tourism products to include other routes.

The Madison Farmers Market (pictured above) is an impressive benchmark for the San Pedro Market in that it has a cohesive brand identity and organized website, and the market overall is a vibrant part of Madison’s culture. Drawing on the Sister Cities relationship already established and extending it to connect the markets would be an actionable learning experience for all parties.

The consulting team has already spoken with Larry Johnson of the Madison Farmers Market administration, and they are open to cooperating in whatever capacity possible. They have, in the past, been contacted by other markets and have shared resources. The Madison Farmers Market has a generally open policy when sharing technical expertise.

They also have an online presence through their website and social media pages. Both markets have the opportunity to cross promote each other and let the public know of their sister market relationship as a means of cultural exchange. It’s a good marketing opportunity to use social media tools to share, through photos and recipes, a “taste” of the sister market.
Finally, the sister market program could be beneficial on a personal level in facilitating relationships between the market vendors. The program’s success is dependent upon vendors from both markets becoming invested in sharing information with each other. With enough interest, a coordinator from USIL could facilitate translation and communication through email between the market vendors. Recipe exchanges are a good way to both cross promote the markets and facilitate communication. For example, since Wisconsin is known for its cheese, Peruvian recipes featuring cheese would be a creative theme for one exchange.

**Action Plan**

- San Pedro Market administration along with a coordinator from USIL should begin a conversation with Mr. Johnson to determine the needs of both markets. Included in initial conversations should be a discussion about language barriers. Potentially, the Madison Farmers Market can identify bilingual vendors and employees who might be interested in being involved.
- University volunteers should prepare a small packet for the market in Madison describing the history of the market, along with photographs, and a few vendor profiles and some recipes, and encourage the market in Madison to send the same. These can be shown to the vendors in both locations to generate interest, as well as provide information for each market’s social media and promotional campaigns.
- When possible, link websites and social media pages. Either the market administration or the university coordinator should prepare a press release of the announcement and distribute to local media as well as SCI. SCI will also be a resource for recommending solutions to overcome language barriers, and may want to integrate the sister market relationship into the Sister Cities program. In the future if San Pedro Market has an intern for marketing, a relationship with the marketing director for the Madison Farmers Market would be beneficial.
- To create an interactive environment, a local business equipped with videoconferencing technology, or even a good internet connection with a webcam could provide in-kind monthly usage so vendors from the San Pedro Market that have expressed interest can video conference with vendors in Madison (with a translator or with Spanish speakers in Madison).

**Budget**

The budget consists of the nominal costs of communicating internationally. This option is very viable if the funding for the study tour is insufficient. Most of the administration and coordination would be through market administrators and the coordinator from the university working on a volunteer basis in the context of the Friends of San Pedro.

**Figure 10: Madison Farmers Market Website**
ONLINE PRESENCE

As mentioned in the Market Findings section of this document, there was a strong correlation between the awareness of the San Pedro Market and visitation. Promotion of the market is an obvious choice when trying to increase visitation and online promotion is a great fit for market promotion. There are many advantages to using online channels to promote the market. An online presence further legitimizes the market as a tourist attraction. Tourists need to know that the market exists, and tour operators need to be reminded that visiting San Pedro Market is a viable attraction. Some initiatives to increase online visibility are free, and in general, marketing online is more cost efficient than direct or print advertising.

Tourists worldwide are increasingly using the Internet to research their vacations: it is a touch point for almost everyone traveling to a new location. Additionally, tour operators encourage guests to “book ahead,” especially in the high season. With limited free time, tourists are likely to research available activities in Cusco from home. Finding the San Pedro Market in pre-trip research contributes to a robust, authentic image of Cusco. It gives visitors one more reason to stay longer and spend more money.

PromPerú’s Website

On its website, PromPerú lists tourism attractions, as pictured below. The San Pedro Market should be listed in this section of the website as well. Additionally, PromPerú lists Cusco’s handicraft markets like Pisac, San Blas and Chinchero. Information about the various markets includes directions, and hours of operation. The San Pedro Market should also be included in Cusco’s market section of the website. Conducting a comprehensive review of other informational websites about Cusco, and providing San Pedro Market’s information to websites that currently don’t list the market is a cost-effective way to increase visibility.

Figure 11: PromPerú’s Website

San Pedro Market Website

Launching and maintaining a website may seem daunting, however, investing in one should be considered a long-term goal for the San Pedro Market. An official website makes a powerful statement and further legitimizes the market as a center of commerce and as a tourist attraction. USIL and CARTUC should take this opportunity and facilitate an internship for a student to maintain the San Pedro Market website, as well to create social media presence. Many of the benchmark markets, which the consulting team research, maintain a website and many international central markets use their websites as a tool to sell market-branded merchandise and accept donations with simple PayPal programs to process the transactions securely. Additionally, the site is another channel to share history and culture of the market.
The team recommends a very simple and low-maintenance website for the San Pedro Market maintained by a USIL intern, who would also lead the social media activities. User-friendly website platforms exist, so the person in charge of maintaining the website would not need to be an expert at coding. The primary section that would need to be updated would be the events and activities page, and some of the other sections could be updated, but it would be on an optional basis. This also mitigates the risk of an unkempt website.

**Website Wireframe**

- **Homepage**: The homepage features a left menu navigation area, along with an introduction of the market and its history, and a featured recipe.
- **Products**: This section could feature unique offerings and descriptions of the market section, in addition to a color-coded map of the market.
- **Events and Activities**: This is one of the only parts of the website that will need to be updated regularly; all of the activities that San Pedro Market is promoting could be featured here.
- **Meet the Vendors**: This area of the website features short profiles of market vendors identified as interested in participating. It could be static or rotating.
- **Gallery**: The gallery houses all of the images of the market, its vendors, and products. It could be static or rotating.
- **Friends of San Pedro**: This section would list the supporters of Friends of San Pedro, including businesses, and optionally provide a place for website visitors to donate to the San Pedro Market fund, to offset the costs of maintaining the website as well as infrastructure improvement projects.

**Action Plan**

- Designate an intern from USIL to manage the website and social media, facilitated by CARTUC and USIL.
- Gather graphic content and finalize the wireframe.
- Send out requests for proposals based on the content, wireframe, and optional features.
- Hire a website designer to develop the website and put it through a standard testing phase.
- Launch the website and update the events and activities page.
- Increase linkages, and potentially integrate with social media.

**Budget: Website**
The consulting team interviewed a local website developer to estimate costs for launching and maintaining a website:

- **Design**: approximately S/.1,325
SOCIAL MEDIA

Social media solutions and second generation web-based services are shifting the internet paradigm. The goal of social media solutions for the San Pedro Market is to maximize the potential of emerging technologies and consumer generated content. The Social Media Marketing plan for San Pedro Market should:

- Monitor the online brand of the San Pedro Market
- Engage the San Pedro Market website visitors
- Facilitate sharing of the content of the San Pedro Market
- Build “buzz” by reaching and engaging customers in their communities in relevant and enriching ways

The consulting team researched and evaluated many emerging technologies to ensure that the San Pedro Market has access to the most innovative web-based tools and solutions. RSS feeds, blogs, and podcasts are just some of the trends impacting online marketing in tourism field. The team has several detailed recommendations:

Increase Visibility on Third Party Networks

It is recommended that the Friends of San Pedro Market increase the presence of the San Pedro Market on popular travel booking and networking websites. As mentioned in the Market Findings section of this paper, visitors have reviewed the San Pedro Market on many travel sites, but no one monitors these reviews. The lack of response to these reviews is bad for the market. Therefore, the consulting team suggests that the San Pedro Market assign a representative from Friends of San Pedro Market to take on the responsibility of monitoring the online brand and reputation. A permanent position called E-marketing Manager of the Cusco Region could also be created. As is the case with the website, this position will be a long-term goal as the Friends of San Pedro Market program expands and the market improves its infrastructure and sanitation.

Create a Social Media Presence

To capitalize on the popularity of social media and its increasing presence in the travel industry, the San Pedro Market needs a social media presence. The first step is to create a presence of the San Pedro Market on social media websites, but this effort does not extend far enough. The social media presence needs daily maintenance to attract followers and engage them. As a long-term goal, the aforementioned e-marketing manager would be responsible for the creation and maintenance of these pages.

Action Plan

- Create San Pedro Market Facebook pages in English and Spanish (http://www.facebook.com/SanPedroMarket)
- Create San Pedro Market Twitter account (https://twitter.com/#!/SanPedroMarket)
- Connect the Facebook page to the Twitter account by posting the links in each respective location
- Share pictures and videos on the Facebook page and Twitter to attract a wide audience using varied media
- Take advantage of the existing customer base of PromPerú by linking Prom Peru to the new San Pedro Market Facebook, Twitter, and web pages to increase traffic
- Today, PromPerú has over 11,000 likes on its Facebook page. PromPerú could use its influence through its official website and home page on Facebook to promote the online presence of the San Pedro Market.
- Create targeted ads on Facebook—budget permitting—marketing the San Pedro Market and its programs to reach millions of Facebook users throughout the world at a comparably low expense.

Figure 12: PromPerú’s Facebook Page
Search Engine Marketing (SEM)
As Search Engine Optimization (SEO) has increased in popularity another longterm recommendation for the San Pedro Market would be to use search engine marketing and optimization methods on the San Pedro Market website and Facebook page.

- Keyword research and analysis involves the following three steps:
  - Ensure the site can be indexed in the search engines;
  - Find the most relevant and popular keywords for the site and its products and;
  - Use those keywords on the site in a way that will generate and convert traffic.
- People in charge of the social media networking sites of the San Pedro Market should be aware of the identical attributes that San Pedro Market has and the popular keywords that tourists search (eg. market, authentic tourism, culinary tourism, etc.) Then they could make the website have a higher ranking on search pages.
- Website saturation and popularity. How much presence a website has on search engines can be analyzed through the number of pages of the site that are indexed on search engines (saturation) and how many backlinks the site has (popularity). It requires that your pages contain keywords people are looking for, ensuring that they rank high enough in search engine rankings.
- Paid inclusion. Paid inclusion involves a search engine company charging fees for the inclusion of a website in their results pages. Also known as sponsored listings, paid inclusion products are provided by most search engine companies, the most notable being Google.

Paid inclusion is SEM in itself, but also a tool of SEO, since experts and firms can test out different approaches to improving ranking, and see the results often within a couple of days, instead of waiting weeks or months. Knowledge gained this way can be used to optimize other web pages, without paying the search engine company. There are many internet companies out there doing paid inclusion services especially for tourism destination websites, some examples include:

- Newmind e-tourism solutions - [http://www.newmind.co.uk/](http://www.newmind.co.uk/)
- Travel Spike - [http://travelspike.com/about_us.php](http://travelspike.com/about_us.php)

These internet companies have many years of successful experience in building tourism destination websites and SEM including paid inclusion for these websites. Please see Appendix 20 for visual examples of the social media recommendations made in this document.
## Action Plan

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Specific Task</th>
<th>Responsibilities</th>
<th>Timeline</th>
<th>Resources</th>
</tr>
</thead>
</table>
| **Step 1:** Increase the online presence of San Pedro Market | Focus on travel-booking websites and travel-networking websites (Lonely Planet, Tripadvisor, etc.) | E-Marketing manager and unpaid interns (Recruit from local universities) | Dec. 2012 | A. Existing online presence of San Pedro Market  
B. Human and financial resources support from PromPerú |
| **Step 2:** Create a social media presence for San Pedro Market | Create San Pedro Market Facebook and Twitter account | Turismo Cuida/CARTUC with the assistance from the internet promotion department of PromPerú | Long term | A. Existing customer base and online brand management experience of PromPerú  
B. Human resources to operate the social media page for San Pedro Market and financial resources to launch short-term online marketing campaign to raise awareness of new social media pages |
| **Step 3:** Search Engine Marketing | SEO  
Contextual advertising  
Paid Inclusion | Turismo Cuida/CARTUC | Jun. 2013 | A. Deep understanding of the brand and positioning of San Pedro Market  
B. Financial resources to launch contextual advertising, paid placement and paid inclusion |

### Budget

The budget of social media solutions for San Pedro Market mainly includes two parts: paid inclusion and contextual advertising on Facebook and Google AdSense.

Approximately, the budget is S/. 20,530.50. But it is noted that this budget is for a short term (one year) social media marketing solutions. For the long term, although San Pedro Market could utilize unpaid interns to monitor the online brand and reputation, it still needs to input some budgets to promote and facilitate the social media marketing for San Pedro Market. The budget does not include the paid ad placement using Google Adwords. Instead the team suggests using ad placement on Facebook since in this phase San Pedro Market should focus on social media channels to promote its brand and image because of the limitation of human and financial resources.
CAPACITY BUILDING

Human resource planning, capacity building and institutional strengthening are central components of planning for successful tourism development. Successful tourism destinations have often relied on strong supporting institutions (including funding support from government offices) to provide planning, development, management, training and marketing support. In addition, informal and formal tourism training programs may be available through local universities, technical schools, and industry associations (Gutierrez, et al, 2005).

One survey question posed to visitors was if there was anything the visitor was dissatisfied with during their stay in Cusco. The largest area of dissatisfaction was customer service, which included language barrier issues. Well-established tourism institutions and organizations, at different levels, can effectively facilitate tourism development in Cusco through offering classes around hygiene and business skills and language training. The institutional support available and its capacity to engage in tourism development efforts will impact the successful implementation of this recommendation.

It is particularly important to develop the capacity of the San Pedro Market vendors for several reasons:
- Improves the visitor experience when the vendors can easily communicate with English speaking tourists;
- Provides professional development of the vendors to be able to manage their inventory and services, which translates to increased standards within the market, and;
- It is an opportunity for the Cusco community to reinvest in its existing human resources.

There are two parts to this recommendation for the development of the San Pedro Market vendors. The first part addresses the need for partnerships with institutions to offer hygiene and business skills training. The second concerns educational partnerships for the development of English skills. Before either capacity building recommendation can be implemented, an assessment must be conducted.

Assessment
The first step in the capacity development recommendation is to conduct an initial assessment of skills, hygiene, and language training needed by the San Pedro Market vendors. An assessment would determine what knowledge and skills exist and specifically what existing gaps can be addressed. In general, the vendors, who were interviewed during the consultants’ time in country, were excited about the possibility of learning English but an assessed is still needed. From this assessment, necessary hygiene workshops will also be offered in addition to English classes. The hygiene workshops will include trainings in such things as food safety and production, as these are very important elements to bettering the visitor’s experience. It is also important to determine what business skills the vendors are looking for, such as accounting or marketing. A level of priority can be determined from the assessment results.

Hygiene and Business Skills Workshops
The consultants suggest the hygiene and business workshops be facilitated by the professionals involved with CARTUC and those participating in the Friends of San Pedro program. The hygiene workshops would include sanitation education. The workshops should be four-week courses generally, held in the San Pedro Market classroom (Wawawasi room) with the goal being to offer six workshops per year. The workshops could be in the morning, for 70 people at a time and vendors would sign up based off interest. This proposed schedule provides an opportunity to give hygiene, (including sanitation) and business skill training to 420 vendors per year. Course suggestions should be based off the initial assessment, and could include: hygiene standards, entrepreneurship and quality in food production. In addition, hygiene refresher courses could be offered in specific food categories.

English Classes
The consultants suggest using established training facilities and existing teachers from USIL to provide English language classes. Classes would be offered three times a week in the evening in the Wawawasi classroom at the market. The program would use the volunteer students from USIL and newly developed partnerships with local Spanish language schools. The program would need three instructors to facilitate the classes at the market meeting space. The consultants suggest using the existing USIL model of training. This is a seven-week course that would have a capacity of 25 people for one classroom, and will use the USIL English teaching material that
already exists. A proposed schedule was created by the consultants, which covers 28 weeks out of the year. An example for the first seven weeks can be seen below. This schedule would provide an opportunity for 600 vendors per year to learn basic English.

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Days</th>
<th>Time</th>
<th>Participants</th>
<th>Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mon, Wed, Fri</td>
<td>5pm</td>
<td>25</td>
<td>1-7</td>
</tr>
<tr>
<td>2</td>
<td>Mon, Wed, Fri</td>
<td>6pm</td>
<td>25</td>
<td>1-7</td>
</tr>
<tr>
<td>3</td>
<td>Mon, Wed, Fri</td>
<td>7pm</td>
<td>25</td>
<td>1-7</td>
</tr>
<tr>
<td>4</td>
<td>Tue, Fri, Sat</td>
<td>5pm</td>
<td>25</td>
<td>1-7</td>
</tr>
<tr>
<td>5</td>
<td>Tue, Fri, Sat</td>
<td>6pm</td>
<td>25</td>
<td>1-7</td>
</tr>
<tr>
<td>6</td>
<td>Tue, Fri, Sat</td>
<td>7pm</td>
<td>25</td>
<td>1-7</td>
</tr>
</tbody>
</table>

To make this a sustainable process, and provide ongoing support, the vendors learning English should be linked with a partnership from a Spanish language schools such as Wiracocha, Amauta, or Proyecto Peru, to hold a “conversation meet-up.” A full list of suggested language schools that may be interested in partnerships can be found in Appendix 21. Each week a topic will be chosen and the students from the Spanish school and the vendors will meet for an hour in the evening at a café or home to practice their language skills. The first week, the topic will be in English, and the following week a new topic will be in Spanish. This provides opportunity for both groups to practice their language skills.

**Budget**

Below is the proposed budget for the recommended capacity building for one year. The budget includes class material such as textbooks and pencils, as well as the in-kind services for the English teachers and the professional facilitators for the hygiene and business workshops. This budget was built assuming English classroom materials (including textbooks) will be S/.21 per person. For a four, seven-week classes per year, it will cost S/. 12,600. Business and hygiene workshop materials are estimated to be S/. 10 per person, so a four-week workshop, with 6 of those workshops per year, will be S/. 4,200. The in-kind teaching and instruction will be provided by USIL volunteers and professional facilitators.

The consultants envision the Municipality of Cusco, Turismo Cuida, CARTUC and USIL to be the leaders for this knowledge and language training initiative. The suggested financial contributions are ten percent from the Municipality of Cusco, while Turismo Cuida, CARTUC and USIL could each contribute thirty percent.

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Class Materials</td>
<td>S/. 12,600</td>
</tr>
<tr>
<td>Business &amp; Hygiene Workshop Materials</td>
<td>S/. 4,200</td>
</tr>
<tr>
<td>Three English Teachers</td>
<td>In-Kind</td>
</tr>
<tr>
<td>Professional Facilitators</td>
<td>In-Kind</td>
</tr>
<tr>
<td>Classroom</td>
<td>In-Kind</td>
</tr>
</tbody>
</table>
SCAVENGER HUNT

The San Pedro Scavenger Hunt is a proposed activity that helps to communicate the interesting stories behind the San Pedro Market to visitors, by asking them questions and letting them discover the secrets of San Pedro Market by finding the answers. A scavenger hunt is traditional a game that takes the players on a journey in a given area. The players are given clues to help them complete the journey, and the first person or team to finish correctly, wins. To further develop the visitor experience in Cusco and the San Pedro Market, the consulting team suggests the implementation of a scavenger hunt game.

This game should begin as a free activity to encourage participation, which will increase the number of visitors to the San Pedro Market. In addition, this free activity can help the market partner with tour operators giving another reason to bring tourists to the market. The game can also help promote San Pedro Market as one of the must-see destinations in Cusco, and help visitors get more meaningful information while visiting the market itself.

Game Design

The Friends of San Pedro Market would be responsible for designing the scavenger hunt. This scavenger hunt project can be developed by one of the interns from USIL and will be inspired by the stories provided from the video footage of the market vendors created by the GW Consulting Team. An intern from USIL will partner with the San Pedro Market administration to create a game that accurately represents the market. The game would not disrupt the natural flow of business in the market and should be created with these considerations in mind. Friends of San Pedro Market will prepare a list defining specific items for use in the scavenger hunt that will guide the intern’s creation of the game. (See Appendix 22 for Sample Questions for Scavenger Hunt of San Pedro Market.)

Once the intern has created the game, administration will approve the scavenger hunt. The scavenger hunt will be pilot tested by the members of the Friends of San Pedro and then it will be ready for the public. Two versions of the scavenger hunt will be created, one in English and one in Spanish. The game will be promoted by PromPeru, local tourism businesses and the Friends of San Pedro Market. The Friends of San Pedro Market can promote the scavenger hunt idea through national and local tour operators. Information on the scavenger hunt will also be available at the visitor information booth within the market. The photos and footage from the scavenger hunt will be used to promote the market. As outlined later in this section, participants will earn extra points for uploading images and media to Facebook, Twitter and other social networking sites.
The San Pedro Market Scavenger Hunt can be scheduled up to three times per day, and the schedule can be posted online so that visitors can sign up. Along with independent travelers, the scavenger hunt can be customized for tour operators. Tour operators can integrate all or part of the scavenger hunt into their tours as a unique tourism offering for their clients. San Pedro Market scavenger hunt can be scheduled one to three times per day, and the schedule can be posted online so that visitors can sign up. In addition to independent travelers, the scavenger hunt can be customized for tour operators. Tour operators can integrate all or part of the hunt into their tours as a unique tourism offering for their clients.

Managing the Scavenger Hunt

Friends of the San Pedro Market will organize the San Pedro Market scavenger hunt. Two San Pedro Market Scavenger Hunt Coordinators (an internship position) will be created. The coordinator position will be provided as an internship opportunity for USIL. Both coordinators will take turns to manage the scavenger hunt games at the San Pedro Market everyday. One coordinator will be in charge of updating questions for the San Pedro Scavenger Hunt, updating the online marketing distribution such as Facebook, Twitter and other social media websites. The other coordinator will focus on organizing participants such as groups from tour operators.

Game Promotion

The stories behind the San Pedro Market and the information and rules can be posted online through the proposed San Pedro Market website (see the recommendation on page 68). Visitors can also find information about and sign up for the game at the information booth. The San Pedro Market, can be linked through PromPerú website, so that the information about the San Pedro Market Scavenger Hunt can be found through the PromPerú website. Also, the stories and rules of the game could be printed out as a San Pedro Market Scavenger Hunt Guide, the guidebook can be placed at the information booth and provided to tour operators.

Budget

- Information Online: Free
- Scavenger Hunt Guide: S/. 20 per guide
- Winner’s Prize: S/. 20 restaurant certifications donated by local restaurants and a half-day tour donated by tour operators
- Printout for the scavenger hunt game: S/.10 for each printout.
- Labor: San Pedro Market scavenger hunt coordinators: free (Internship by USIL)

HOW IT WORKS

The scavenger hunt will begin at the visitor information booth and will last three hours or less. As visitors tackle tricky questions they will be sampling the best foods in the market, sipping the most incredible juice as they discover the delightful intricacies of the market.

Teams can be made up of individuals or groups of up to four people. Each team will be given a scavenger hunt printed guide. Each team needs to complete as many tasks as possible during the given time. The team with the most points will be the winner. Each team needs to bring a digital camera to document the steps of the journey. The images will be collected by the scavenger hunt administrators to be used for promotions. Participants will be encouraged to share these images on social media networks.

The winning team will receive a gift certificate from one of the local restaurants in the Friends of San Pedro network or a half day tour from a tour operator—these gifts will depend on in-kind donation. The winning team’s name and game history will be recorded on the “Top Scavenger Hunters” list, which records the points and best times of top scavenger hunters. List can include the fastest team to finish or the team with the highest score. Pending the success of this program for the market, the game can be scaled up to include the entire city of Cusco.
Conclusion

During the course of preliminary research, fieldwork and primary interviews, the GW Consulting Team discovered a number of crucial findings that can be used to help shape a future tourism development strategy for the region of Cusco and the San Pedro Market. The GW Consulting Team has used those findings, in combination with secondary research on the situational analysis and best practices, to develop feasible recommendations for Cusco and the San Pedro Market. It is proposed that clients Turismo Cuida and CARTUC collaborate with the Municipality of Cusco and other relevant tourism stakeholders to devise a plan of action for those recommendations that are most pressing. The implementation of just a few of these recommendations, especially in regard to marketing and product development, will ensure that Cusco is one of the top ranked destinations for authentic tourism.
Sources Cited


GW Consulting Team. (2012). Sustainable Tourism in Cusco, Peru: Survey Methodology, Data Collection and Analysis on Tourists’ Behavior and Spending Patterns While In-Country.


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Appendix 1: Statement of Work
Client: Turismo Cuida & Camara Regional de Turismo de Cusco (CARTUC)

Date: May 31, 2012

Project Name: Beyond the Inca Trail: Cusco Tourism Development Project

Project Subject: Strategies for enhancing tourism’s impact by leveraging the San Pedro Market, as well as other avenues of tourism product development.

Statement of Purpose
Tourism plays a significant role in Peru’s economy as the nation’s third largest industry. Cusco, one of the most popular regions in Peru, is a destination that is becoming increasingly more visited. This project will help identify ways to enhance the social and economic benefits of tourism through strategic tourism development and capacity building.

The project is designed to:

- Analyze similar South American locations and identify lessons learned and best practices, which may be applied to Cusco and the San Pedro Market.
- Assess the role of volunteer tourism and its impact with regard to Cusco.
- Analyze and assess methods to ensure and promote tourism quality standards.
- Identify potential funding mechanisms for local tourism enterprises through public and/or private partnerships.
- Assess visitor motivations and opinions through a visitor survey
- Explore niche tourism opportunities such as culinary tourism and make recommendations for products and services in this area

Statement of Needs
San Pedro Market is a traditional South American market that focuses on food and goods for the local population of Cusco. Due to its proximity to many of the main tourist attractions in Cusco, San Pedro has started to attract a steady stream of tourists looking for authentic, local experiences. However, San Pedro has only informally adapted to accommodate tourists and lacks the needed support systems to truly stand out as a must-see attraction.
CARTUC, Turismo Cuida, and the stakeholders of San Pedro need to have a better understanding of the current tourism situation—including the current market situation, benchmarks, and international health and safety standards—in order to raise the profile of San Pedro market and Cusco’s other culinary attractions.

Additionally, there is a need for a more formalized support system for stakeholders in both the formal and informal sector which would facilitate interaction between the various stakeholders.

**Background**

The George Washington University (GW) Consulting Team has entered into an agreement with the Cuida Turismo and the Camara Regional de Turismo de Cusco (CARTUC) - the regional tourism board of Cusco— with assistance from the Universidad de San Ignacio de Loyola, an established local university located in Lima.

Known as the “Land of the Incas,” Cusco is a top tourist attraction the South American nation of Peru. Located in the southeastern part of the country near the Andes Mountain Range, Cusco is situated at 3,400 meters of elevation, or 11,200 feet. The city is the capital of the Cusco region as well as the Cusco province. Historically the region was also the capital of the Inca Empire and earned the designation as a World Heritage Site in 1983.

Cusco is the gateway for one of the most well-known and visited relics from this bygone era, Machu Picchu. The famous structure is one of the finest examples of landscape architecture and was discovered in 1911 by explorer Hiram Bingham. “Old mountain” in Quechua (the ancient language of the Incas), the site is the region’s star attraction, one of the Seven Wonders of the World and a World Heritage Site itself.

Cusco currently attracts roughly two million tourists annually, but hopes to increase its visitation and diversity of tourists. While Machu Picchu is a star attraction, the region would also like to diversify its product offerings and improve on existing ones. One of the main areas for improvements is culinary tourism and food-centric tourism circuits. Peru is quickly becoming known for its unique and flavorful cuisine. The nation and the region of Cusco is home to a variety of indigenous crops and ingredients that flavor their local cuisine—Peru has been said to have the biggest assortment of crops out of any other country in the world. Locally Cusco is known for such dishes as Lawa Lawa (fresh maize and bean soup), Chicharron con mote (Pork fritters and fresh maize), and Chiriucho (Roast chicken or guinea pig, accompanied with an omelet of toasted corn flour, cheese, salt-dried meat, rocoto chili pepper and algae).

In addition to their culinary tradition, the San Pedro Market is another culinary tourism attraction, a site where locals and local products converge in a bustling marketplace. The San Pedro Market plays a part of the large outdoor market tradition in Peru and South America, this natural synergy between this market and others is another arena for culinary tourism and the future development of circuits.
Known as the central market, this covered, open-air market is three-blocks long and one-block wide. Here visitors can experience local life and culture, buy local produce, sample local cuisine, and purchase local handicraft. While this is a tourist attraction the market is in need of improvements. The structure itself is in a state of disrepair and the clients are seeking improvement. Also the food and sanitation standards do not meet international tourism standards, and needs to be improved in order to increase visitation and culinary tourism. Lastly, the market is known for instances of petty theft and pickpocketing, therefore security needs to be improved.

As part of this improvement to the market, Tourism Cares organized a volunteer tourism project at the San Pedro Market on May 6, 2012. The outcomes of this project have yet to be assessed. Looking into this project and its successes and failures will help the destination create other voluntourism projects going forward.

Description of Assignment:
Turismo Cuida, as well as CARTUC, are interested in developing and increasing tourism outside of the main attraction-Machu Picchu. In addition, the partners believe the San Pedro Market could be an avenue for enhancing and encouraging tourism to Cusco. The GW consulting team will assess potential improvements around the San Pedro Market, and further development and promotion of the culinary tourism segment, and other niche tourism markets in the Cusco area. From the statement of purpose and needs, the consulting team determined the three areas of strategic focus are: 1. Market Analysis, 2. Product Development, and 3. Future Strategies. The consulting team has identified specific goals and tasks for each area, that when fulfilled, will support and sustain the Cusco tourism efforts. It is anticipated that this process will engage local stakeholders in an effort to ensure that the proposed strategies and recommendations are supported and sustainable.

Strategic Focus:

1. Market Analysis
The market analysis will focus on analyzing the current and potential traveler profiles as well as the current situation and opportunities for public markets in Peru with an emphasis on Cusco. Research will focus on the specific thematic areas the client has identified as potential niche markets for development: culinary tourism and public markets, volunteer tourism, and cultural tourism. The market analysis will give the consulting team and client a clear picture of where Cusco and the San Pedro Market currently stand in each of the above themes. This information will be crucial as Cusco expands its potential product offering. The consulting team will also present specific benchmark regions and public markets that Cusco and the San Pedro Market could aspire to emulate.
Goals for Market Analysis:
1. To understand the current trends among travelers and specific destinations within the niche areas of culinary, volunteer tourism, and cultural tourism.
2. To provide the foundation for marketing strategies pertaining to product and support system development.
3. Understand current tourism visitation to Cusco through tourism research.

Tasks for Market Analysis:
1. Analyze overall current travel trends and tourist profile for Peru and Cusco.
2. Conduct primary and secondary research of potential niche markets relating to the global travel market and demand within culinary, volunteer, and cultural tourism.
3. Identify international and regional public market benchmarks in order to extend length of stay and elevate niche tourism markets for Cusco.
4. Conduct a survey of current visitors to Cusco through airport and bus terminal interviews.

2. Product Development
Public markets are often frequented by locals and visitors alike. These markets not only sustain locals but also act as conduits that connect local communities to tourists. By diversifying a destination’s product portfolio to include the San Pedro Market, the economic impact of tourism can be more widely distributed. Cusco and its public markets can be enhanced by developing niche tourism products.

Goals for Product Development:
1. To evaluate the current perception among tourists and local residents of the San Pedro Market.
2. To understand the current offering of tourism products in Cusco and recommend unique and authentic experiences.

Tasks for Product Development:
1. Interview San Pedro Market stakeholders to understand their satisfaction and expectations regarding tourism opportunities.
2. Recommend authentic experiences to expand the current tourism offerings.
3. Suggest strategies to increase exposure of recommended product offerings.
3. Future Strategies

In order to increase tourism and enhance the visitor experience in the San Pedro Market and surrounding Cusco area, planning, capacity building and funding recommendations are needed to support the San Pedro Market enhancements.

Goals for Support Systems:
1. Identify capacity building opportunities for food related tourism stakeholders in order to generate an enhanced tourist experience.
2. Recommendation potential funding mechanisms and revenue sources to promote the financial sustainability of the San Pedro Market and associated organizations & partnerships.

Tasks for Support Systems:
1. Assess limitations of the workforce capacity and the need for education and training methods.
2. Propose new opportunities for standard and skill set development within the San Pedro Market.
3. Review plans to restore and enhance the San Pedro Market and make recommendations for potential sustainable financial resources

Deliverables:
The findings and recommendations of each thematic area will be a presented in a final presentation followed by a final report.

Dates for Deliverables
June 11, 2012: Initial Inception presentation
June 22, 2012: Final Presentation to client in Cusco
July 31, 2012: Final Report to client

Locations, Duration, and Timing of Assignment
May 22, 2012- July 31, 2012 with 14 days in Cusco, Peru. Preparatory and follow up work to be completed before and after the in country consulting.

Consultant Profile and Qualifications
The consultants are graduate candidates at The George Washington University in Washington, D.C.
**GW Consultants:**
Lynette Andrews  
Cassady Bailey  
Mikael Castro  
Nicole Gigante  
Shawna Haggerty  
Yuri Horowitz  
Annessa Kaufman  
Harmony Lamm  
Will Lin  
Sarah Mahmoud  
Rachel Notson  
Rachel Rong  
Talia Salem  
Tania Segura  
Yunxiang Su

**Working Languages**
The final report will be in English. The language of the final presentation will be determined.

**Reporting**
The consultants will report directly to the Turismo Cuida and CARTUC. Turismo Cuida and CARTUC will provide in-country logistical support, including transportation, office space, and access to computers, telephones, and other supplies, in addition to lodging and meals to the consulting team.

**Client Requirements**
The consultants require that the Municipality of Cusco and Turismo Cuida provide an appropriate venue for the inception and final presentations along with the necessary technology as determined by the consultant team. Assistance will also be needed in arranging introductions and meetings to key stakeholders in Cusco and the surrounding region in order to arrange interviews and provide access to key information.

**Administrative Information**
The GW consulting team will be working with the parameters of two graduate level courses, which each consultant has been registered for. These are TSTD 6214.6- Consultative Processes and TSTD 6282.60- International Experience (Culture and Nature-based Tourism in Peru). In relation to these courses and the required consultant assignment, registration covers costs beyond tuition, including appropriate health and travel insurance coverage. Each consultant is responsible for purchasing and making their own travel arrangements to and from Peru.
Appendix 2: Consulting Contact Information and Subject Matters
Appendix 2: Consulting Contact Information and Subject Matters

Below you will find the contact information and the list of subject matters that the consulting team focused on during the preliminary research, as well as all findings and recommendations that are included in this report.

GW Tourism Team

- Lynette Andrews: leandrew@gwmail.gwu.edu
- Cassady Bailey: cassadyb@gwmail.gwu.edu
- Mikael Castro: mikael@gwmail.gwu.edu
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USIL Tourism Team

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- Catherine Sánchez: Catherine_rsa@hotmail.com
Subject Matters

• Adventure Tourism: Yuri Horowitz
• Agriculture Tourism: Shawna Haggerty
• Amazon to Andes Event: Shawna Haggerty
• Authentic Tourism: Annessa Kaufman
• Benchmark Central Markets: Talia Salem
• Capacity Building, Education and Training: Rachel Notson
• Culinary Tourism: Cassady Bailey, Rachel Rong
• Enhancing the Visitor Experience in Cusco: Yuri Horowitz
• Food Circuits: Nicole Gigante, Rachel Rong
• Friends of San Pedro: Mikael Castro, Shawna Haggery, Nicole Gigante, Annessa Kaufman, Tania Segura
• Giveback Program: Mikael Castro, Rachel Notson
• Handicraft/Cultural Tourism: Nicole Gigante
• Hygiene and Vendor Perception of the Market Findings: Mikael Castro, Harmony Lamm, Talia Salem, Tania Segura
• Informal Sector in Cusco: Mikael Castro
• Interpretative Signage: Sarah Mahmoud, Talia Salem
• Market Logo Findings: Talia Salem
• Marketing and Promotion: Lynette Andrews, Cassady Bailey, Talia Salem, Will Lin
• Multimedia/Videos: Mikael Castro, Rachel Notson, Talia Salem, Tania Segura
• Scavenger Hunt: Yuri Horowitz, Rachel Rong
• Sister Market Program: Cassady Bailey, Lynette Andrews
• Study Tour: Lynette Andrews, Cassady Bailey
• Supply Chain in Cusco: Rachel Rong
• Tour Guide Training: Tania Segura
• Tourist’s Perception of the Market: Talia Salem
• Training and Hygiene Recommendations: Rachel Notson
• Travelers Philanthropy: Mikael Castro, Annessa Kaufman
• Turismo Cuida Event Findings: Talia Salem
• UNESCO City of Gastronomy: Lynette Andrews, Annessa Kaufman
• Volunteer Tourism/SAVE Tourism: Yunxiang Su
• Visitor Information Center: Annessa Kaufman
• Visitor Survey: Will Lin, Yuri Horowitz
Appendix 3: Survey Questionnaire
1. How many nights did you stay in the Cusco and Sacred Valley area? _____ nights?
   a. 0-3 Nights:
   b. 4-6 Nights:
   c. 7-10 Nights:
   d. 11-14 Nights:
   e. 2+ Weeks:

2. What was the main purpose of your trip?
   a. Vacation/Tourism
   b. Business/Work
   c. Education/School
   d. Religious Mission
   e. Visiting Friends or Family
   f. Other

3. Including yourself, how many people are in your travel party? (Sharing expenses, experiences, and/or decisions) __ people?
   a. Solo
   b. 2 People
   c. 3-5 People
   d. 6-10 People
   e. 11+ People

4. Please describe the relationship you have with the people with whom you are traveling: (DO NOT READ RESPONSES - CHECK ALL THAT APPLY.
   IF PROMPTING IS NEEDED, READ ALL.)
   a. Spouse/Fiance/Significant other
   b. Family members
   c. Volunteer Group
   d. Tour Group
   e. Alone
   f. Friend
   g. Colleagues
   h. Religious Group
   i. Classmates
   j. Other

5. What sources of information did you use to plan your trip? (DO NOT READ RESPONSES. CHECK ALL THAT APPLY. IF PROMPTING IS NEEDED READ ALL)
   a. Travel Agencies and Tour Companies
   b. Tour Books (such as Lonely Planet and Frommer’s)
   c. Advice from friends, family, and acquaintances
   d. Online Travel Website
      i. (If Yes to 5d) Did you visit Peru.Travel?
   e. Promotions and Discounts
   f. Materials provided by study abroad offices or educational institutions
   g. Volunteer or Religious Groups
   h. Television
   i. Magazine/Newspaper
   j. Other
   k. Refused to Answer
6. When booking your itinerary, activities and tours in Cusco and the Sacred Valley, what reservation techniques or systems did you use?

*(DO NOT READ RESPONSES - CHECK ALL THAT APPLY. IF PROMPTING IS NEEDED, READ ALL)*

a. Direct online booking through company’s website (tour operator, hotel, etc.)
b. Online booking through third party (Expedia, Hotels.com, Lonely Planet, etc.)
c. Over the phone
d. In person
e. Don’t recall
f. Other
g. Refused to Answer

7. How far in advance did you start planning your trip from the time you bought your plane/bus/train ticket?

*(DO NOT READ RESPONSES - CHECK ONLY ONE. IF PROMPTING IS NEEDED, READ ALL.)*

a. Less than one week in advance
b. One to three weeks in advance
c. One month in advance
d. One to three months in advance
e. More than three months in advance
f. Refused to answer

8. What type of accommodations did you use while on your stay in Cusco and the Sacred Valley? *(DO NOT READ RESPONSES - CHECK ALL THAT APPLY. IF PROMPTING IS NEEDED, READ ALL)*

9. Next, we are interested in learning about what activities exist or do not exist in Cusco and the Sacred Valley. For each of the following, please indicate:

a. Whether you think this activity is offered in Cusco and the Sacred Valley
b. Whether you participated in this activity while in Cusco and the Sacred Valley
c. Your level of satisfaction with your experience.
   i. Tour of Machu Picchu
   ii. Visit the San Pedro Market
   iii. Visit other markets (ex: Pisac)
   iv. Hiking and trekking
   v. Purchas of Handicrafts
   vi. Gastro/culinary tourism (experience in which one learns about, appreciates, or consumes local branded culinary resources).
   vii. Adventure tours (rafting, kayaking, ATVing, zip lining, bungee jumping, biking, horseback riding, etc)
   viii. Artisanal workshops (Dyeing, weaving, painting, etc)
   ix. Volunteer tourism (Travel to destination to donate time, talent or money to help support the destination)
x. Agricultural tourism (An activity that invites visitors to a farm or rural community to enjoy local agricultural products)

xi. Visit museums and/or monuments

xii. Bus Tours

10. What, if anything, were you dissatisfied with during your time in Cusco and/or the Sacred Valley? (DO NOT READ RESPONSES - CHECK ALL THAT APPLY. IF PROMPTING IS NEEDED, READ ALL.)

   a. Crowds
   b. Safety
   c. Costs
   d. Pollution
   e. Street Vendor/Solicitors
   f. Cuisine
   g. Transportation
   h. Customer Service
   i. Other
   j. I was completely satisfied
   k. Refused to Answer

11. What was the average daily spending per person while in Cusco and the Sacred Valley? Expenses should include lodging, food, activities, transportation within the area, programs, etc; but should not include your transportation to and from the region.

   (INTERVIEWER: READ RESPONSES - CHECK ONLY ONE SHOW THE RANGES TO THE SUBJECT)

<table>
<thead>
<tr>
<th>SOLES</th>
<th>USD</th>
<th>EURO</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. 0 – 99 SOLES</td>
<td>0 - 36</td>
<td>0 - 29</td>
</tr>
<tr>
<td>B. 100 – 499 SOLES</td>
<td>37 - 183</td>
<td>30-145</td>
</tr>
<tr>
<td>C. 500 - 999 SOLES</td>
<td>184-366</td>
<td>146-291</td>
</tr>
<tr>
<td>D. 1000 - 1499 SOLES</td>
<td>367 – 549</td>
<td>292 - 437</td>
</tr>
<tr>
<td>E. 1500 SOLES OR MORE</td>
<td>550 +</td>
<td>438 +</td>
</tr>
<tr>
<td>F. REFUSED TO ANSWER</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. How many times, if ever, have you visited Cusco and the Sacred Valley before this trip? ___ ___ times.

   a. 0
   b. 1
   c. 2
   d. 3
   e. 4
   f. 5
   g. 6
   h. 10
   i. 15
   j. 18
   k. 19
   l. 20
   m. Refused to Answer
13. Based on your experience this time, how likely are you to recommend Cusco and the Sacred Valley to a friend?
   a. Very likely
   b. Somewhat likely
   c. Somewhat unlikely
   d. Very unlikely
   e. Refused

14. If asked, would you be willing to pay an additional fee, or make a donation, to ensure that tourism in the Cusco and Sacred Valley region conserves the culture and environment? (Work at orphanage, community service, teaching, construction and repair of cultural sites, planting trees, farming services, habitat restoration)
   (IF RESPONDENT SAYS “MAYBE”, “DEPENDS” OR SIMILAR, THEN ASK WHY)
   a. Yes
   b. No
   c. Maybe/Depends – Specify
   d. Refused

15. If programs or activities were available that help conserve the region’s environment and culture, how likely would you be to participate in them?
   a. Very likely
   b. Somewhat likely
   c. Somewhat unlikely
   d. Very unlikely
   e. Refused

16. What is your age? ___ years old.
   a. 18-27
   b. 28-34
   c. 35-46
   d. 47-76
Appendix 4: TTCR Rankings of Peru
Peru

Key indicators
Population (millions), 2009 ................................................................. 29.2
Surface area (1,000 square kilometers) ................................................. 1,285.2
Gross domestic product (US$ billions), 2009 ........................................ 126.8
Gross domestic product (PPP, US$) per capita, 2009 ....................... 8,626.2
Real GDP growth (percent), 2009 ...................................................... 0.9
Environmental Performance Index, 2010 (out of 163 economies) ...... 31

Travel & Tourism indicators

T&T industry, 2010 estimates
GDP (US$ millions) ............................................................. 3,756 .................... 2.8 .................... 5.7
Employment (1,000 jobs)....................................................... 364 .................... 2.7 .................... 3.3

T&T economy, 2010 estimates
GDP (US$ millions) ............................................................. 9,819 .................... 7.4 .................... 5.3
Employment (1,000 jobs)....................................................... 911 .................... 6.8 .................... 3.0

Source: World Travel & Tourism Council, TSA Research 2010

International tourist arrivals (thousands), 2009 .................. 2,140.0
International tourism receipts (US$ millions), 2009 ........ 2,045.5

Source: United Nations World Tourism Organization

Travel & Tourism Competitiveness Index

2011 Index ........................................................................................................... 69 4.0
2009 Index ........................................................................................................... 74 3.9

T&T regulatory framework ................................................................. 87 4.3
Policy rules and regulations............................................................... 45 4.7
Environmental sustainability ........................................................... 79 4.4
Safety and security ............................................................................... 119 3.9
Health and hygiene ............................................................................... 98 3.7
Prioritization of Travel & Tourism ................................................ 47 4.8

T&T business environment and infrastructure ................................ 82 3.4
Air transport infrastructure ................................................................. 78 2.8
Ground transport infrastructure ...................................................... 121 2.7
Tourism infrastructure .......................................................................... 58 4.2
ICT infrastructure ................................................................................. 84 2.8
Price competitiveness in the T&T industry .................................... 81 4.5

T&T human, cultural, and natural resources ................................ 34 4.4
Human resources .................................................................................. 66 4.9
Education and training ..................................................................... 72 4.6
Availability of qualified labor ............................................................... 45 5.2
Affinity for Travel & Tourism .............................................................. 74 4.6
Natural resources ................................................................................ 7 5.0
Cultural resources ................................................................................ 44 3.3

Note: For descriptions of variables and detailed sources, please refer to “How to Read Country/Economy Profiles.”

The Travel & Tourism Competitiveness Report 2011 © 2011 World Economic Forum
Appendix 5: GeckGo- Volunteer Travel Insights 2009
Volunteer Experience Abroad

For those that are interested in volunteering (or have already volunteered), there appears to be significant interest in volunteering abroad, with 24% of respondents having already volunteered abroad, and an additional 46% expressing interest in volunteering abroad.

TYPES OF VOLUNTEER TRAVEL

The majority of respondents have used an organization or operator for their volunteer trip (48%) followed by independently organized (34%) and then faith based. Females were more likely to volunteer with an organization (50%) compared to males (44%).

Table 1: Breakdown of volunteer trips by category

<table>
<thead>
<tr>
<th>What type of volunteering group did you go with?</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faith Based (e.g., Habitat for Humanity)</td>
<td>118</td>
<td>29%</td>
</tr>
<tr>
<td>Science / Medical Based (e.g., Doctors without Borders)</td>
<td>29</td>
<td>7%</td>
</tr>
<tr>
<td>Military Based (e.g. Peace Corps)</td>
<td>11</td>
<td>3%</td>
</tr>
<tr>
<td>With an organization / operator</td>
<td>196</td>
<td>48%</td>
</tr>
<tr>
<td>I organized my trip independently</td>
<td>138</td>
<td>34%</td>
</tr>
</tbody>
</table>

REASONS FOR NOT VOLUNTEERING ABROAD

For those that haven’t volunteered abroad, the top reasons why they haven’t done so are: lack of money (43%), lack of time (36%), lack of information (31%) and that they already have enough to do locally (25%). Too much commercialism wasn’t a factor for many people and it was cited as a reason by 2% of respondents. Lack of information is an interesting reason as it speaks of a potential gap in terms of resources available for researching volunteer travel abroad.

WHERE DO PEOPLE WANT TO VOLUNTEER ABROAD?

Of the 866 respondents who indicated their top three countries of interest for volunteer travel, South America was a popular choice, with Peru (23%) and Brazil (14%) coming in first and second place, and Argentina (8%) coming in at number six. The Asia Pacific region was also popular, with Australia and India (both 11%), and Thailand (7%) all making the top ten list.
Table 2: Top 10 Countries where travellers want to volunteer abroad (worldwide)

<table>
<thead>
<tr>
<th>Country</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peru</td>
<td>195</td>
<td>23%</td>
</tr>
<tr>
<td>Brazil</td>
<td>122</td>
<td>14%</td>
</tr>
<tr>
<td>Australia</td>
<td>94</td>
<td>11%</td>
</tr>
<tr>
<td>India</td>
<td>94</td>
<td>11%</td>
</tr>
<tr>
<td>South Africa</td>
<td>72</td>
<td>8%</td>
</tr>
<tr>
<td>Argentina</td>
<td>70</td>
<td>8%</td>
</tr>
<tr>
<td>Thailand</td>
<td>58</td>
<td>7%</td>
</tr>
<tr>
<td>United States</td>
<td>55</td>
<td>6%</td>
</tr>
<tr>
<td>Cambodia</td>
<td>54</td>
<td>6%</td>
</tr>
<tr>
<td>Kenya</td>
<td>50</td>
<td>6%</td>
</tr>
</tbody>
</table>

For Americans, the top ten countries to volunteer in were fairly similar, with the two lists sharing six of the same countries. Peru was the top choice of Americans (16%), followed by Costa Rica (15%) and Australia (13%).

Table 3: Top 10 Countries where Americans want to Volunteer Abroad

<table>
<thead>
<tr>
<th>Country</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peru</td>
<td>16%</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>15%</td>
</tr>
<tr>
<td>Australia</td>
<td>13%</td>
</tr>
<tr>
<td>South Africa</td>
<td>12%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>9%</td>
</tr>
<tr>
<td>India</td>
<td>9%</td>
</tr>
<tr>
<td>Brazil</td>
<td>9%</td>
</tr>
<tr>
<td>Philippines</td>
<td>8%</td>
</tr>
<tr>
<td>China</td>
<td>8%</td>
</tr>
<tr>
<td>Kenya</td>
<td>7%</td>
</tr>
</tbody>
</table>

WHAT DO PEOPLE WANT TO DO WHEN VOLUNTEERING?

The interest levels were pretty close between different types of volunteering activities, with humanitarian work (62%) cited by the most respondents. Conservation and teaching were both cited by 56% of respondents, followed by community development with 53%. Building is a more niche oriented volunteering activity that was cited by 28% of respondents. Other types of volunteer activities cited include legal work and translations.

When looking at gender difference, females were most interested in Humanitarian work (64%) while males were more interested in Conservation work (63%).

DECISION-MAKING CRITERIA FOR VOLUNTEERING

Altruism is a key criterion for deciding on where to volunteer. Respondents are concerned with maximizing the good they can do through volunteering and are willing to make personal sacrifices in the form of convenience (and to a lesser extent money). In return, they expect to get some personal growth and learning experiences out of the volunteering experience.
Appendix 6: UNESCO Creative Cities - Guidelines
Creating an application
Guidelines

The following sample structure is offered as a **guideline** and does not replace a table of contents: it indicates the **type of information** on the city that best composes an application. However the following fields of information are not exhaustive and can be **adapted** to the field of application of the candidate city.

**Part 1 – Introduction**

- **Executive summary**
  - Application goals and objectives
  - Management team
  - Mission and visions towards membership

- **Overview of the city / General information**
  - Geographical area
  - City layout
  - Infrastructure
  - Multicultural profile of the city
  - Lifestyle aspects
  - Municipal/governmental structure
  - Urban planning policy and strategy

- **Facts and figures**
  - Population
  - Economy
  - Other

**Part 2 – Direct resources related to the applied field**

- **Historical facts**

- **Cultural Infrastructures**
  Museums, galleries, theatres, cultural centres, libraries, concert venues, etc.

- **Finances**
  - Projected budget
  - Major funding parties

- **Cultural promotion and dissemination**
• Creative industry
  - Professional organizations
  - Key industries with significant impact on social, cultural and economic development

• Public awareness
  - Award programmes and other types of recognition
  - Local media (newspaper, magazines, television)
  - Publications
  - Trade fairs, conferences, high profile events

• Contemporary creation
  - Names of local creators
  - Number of creative professionals
  - Number of jobs created in the last 5 years
  - Areas/neighbourhoods dedicated to creativity (e.g. regeneration plans)
  - Creative clusters and professional associations

• Education / Research / Capacity building
  - Number of educational programmes related to the creative sector
  - List of educational institutions in the creative sector
  - Level of qualifications
  - Annual number of graduates in the creative sector
  - Awarded/prominent professors in the creative sector
  - International reputation
  - Informal educational opportunities

• Statistics  (if existing)

Part 3 – Creative partnerships and initiatives

• Programme of activities

• Public-Private partnerships

• International cooperation
  - Projects
  - Partnerships

• Prospects for intercultural collaboration with Member cities
Appendix 7: UNESCO Application for Popayán, Colombia
THE GLOBAL ALLIANCE

CANDIDATURA DE POPAYÁN A LA RED DE CIUDADES CREATIVAS

GRUPO TEMÁTICO: GASTRONOMÍA

1. CRITERIOS GENERALES

a) Apoyo Político y Financiero:
La centenaria gastronomía de Popayán, ha sido una manifestación omnipresente y continua en la vida cotidiana de la ciudad, así su disfrute adquiera mayor visibilidad en determinados momentos del año, en ciertas festividades como la Semana Santa o la navidad.

Pero es en realidad a partir de 2003, año de la fundación de la Corporación Gastronómica de Popayán, y de la realización del primer congreso Nacional de Gastronomía de Popayán, cuando esta cultura gastronómica sea cristalizado en un evento de gran prestigio que ha puesto de manifiesto las innumerables facetas de la cultura gastronómica de la ciudad, así como de las distintas regiones de Colombia y del país invitado de turno.

Es a partir de entonces cuando, alrededor del congreso, se ha materializado también el interés y el apoyo político y financiero tanto del sector privado como de los organismos del Estado hacia la cultura gastronómica. El Congreso Nacional de Gastronomía de Popayán ha recibido aportes financieros del Ministerio de Cultura de Colombia, de la Gobernación del Cauca y de la Alcaldía de Popayán. Por otra parte, numerosas empresas agroalimentarias o relacionadas con el sector restaurantero, la fabricación de muebles, vajillas, manteles, cerámica, artesanías de la mesa y la edición de libros de cocina, se vinculan financieramente, cada año mas numerosos, a la realización del Congreso.

Por otra parte, el Congreso tiene una gran repercusión en los medios de comunicación de toda Colombia, tanto en la prensa escrita como en la radio y la televisión. A ello se ha debido la progresión geométrica del número de participantes de año en año.

Merece mencionarse finalmente algo de capital importancia: la Universidad del Cauca, una de las más antiguas de América, se ha vinculado a la Corporación Gastronómica de Popayán, mediante la apertura de una disciplina académica de investigación antropológica sobre el ‘patrimonio gastronómico de Popayán y de las distintas regiones del Cauca (el Departamento
el cual Popayán es Capital) programada a siete años e integrada por un numeroso grupo de Universitarios investigadores.

b) Tradición en el Ámbito Seleccionado:
Por su posición geográfica la ciudad de Popayán y sus alrededores cuentan con climas privilegiados para el cultivo de un amplio inventario de cultígenos que han dado pie a una tradición gastronómica que se funda en productos del agro propios de la región entre los que se destacan sus verduras y hortalizas como ollucos u ollucos (Ollucos tuberosus) muchas variedades de papas las cucurbitáceas (ahuyama, zapallo, calabaza, totumo ), ajíes o chiles, el infaltable maíz, y los cogollos tiernos de la caña brava (Gynerium sagittatum), a los cuales se han sumado los que se introdujeron desde Europa con excelentes resultados de aclimatación como coles, nabos, lechugas, hierbabuena, peréjil, cebollas, ajíes, espinacas, repollo y brócoli, entre otros. El uso amplio y difundido de estos productos sumado al empleo de los carnícos locales y los traídos del viejo mundo han dado como resultado una tradición gastronómica centenaria caracterizada por sopas y amasijos, salsas y aderezos, tortas y tortillas, postres y bebidas, ensaladas y antojitos imposibles de enumerar en su totalidad, pero entre los cuales Popayán presenta con orgullo, como suyos los chuliques derivados de los cogollos tiernos de la caña brava, las diferentes variedades de sopas de tortillas o arpas de maíz, la carantanta (pasta seca y tostada de colada maíz), gran variedad de envueltos, múltiples formas de preparar las diferentes variedades de las papas regionales, por ejemplo sus pipianes presentados en frituras- empanaditas – y envueltos – tamalitos de pipían- , amasijos del tipo rosquillas, panderos, molletes, pambazos, mantecadas, cucas y galletas, particulares maneras de usar el maní o cacahuate en variedad de platillos de sal y de dulce (destacamos el uso de maní en la preparación del mífico ternero) y, claro esta, sus bebidas tradicionales: aloja, chicha y champús de maíz , y birimbi (colada de maíz fermentado).

Todos estos platillos que identifican la tradición gastronómica local han sido transmitidos por tradición oral a través de muchas generaciones de cocineras y amas de casa y solo recientemente han sido llevados a impresos (por ejemplo, Platos de las Abuelas. Cocina Tradicional de Popayán, j.j. Muñoz Delgado).

c) Creación Contemporánea y Entorno:
Popayán cuenta con un importante y numeroso grupo de personas reunidas en torno a la gastronomía y todas sus expresiones. Se destaca por sus logros y por el renombre nacional e internacional que ha ido adquiriendo desde su creación, la Corporación Gastronómica de Popayán, entidad sin ánimo de lucro que pese a su juventud ha posicionado el evento más importante que se celebra en Colombia en su genero con la celebración de los eventos consecutivos con la participación de más de 350 asistentes y participantes nacionales y extranjeros, y que esta ad portas de celebrar el tercero con una asistencia proyectada de 450
buena mesa y la cata de vinos, estudiosos e investigadores del tema, cocineros y críticos de cocina, historiadores de la cocina y antropólogos interesados en los estudios sobre la cocina como patrimonio cultural, y a la fecha ya presenta a los interesados la edición de 500 ejemplares de un libro que recoge las memorias del segundo evento y cuyo contenido ha sido calificado por expertos como de excelente calidad académica. En este sentido podemos afirmar que Popayán brinda un excelente entorno para la celebración de eventos de alta calidad Gastronómica y Académica.

d) Indusrias Existentes.
La industria gastronómica local contempla múltiples opciones: va desde restaurantes de excelente calidad en los que se puede disfrutar de comida internacional preparada a la manera de los mejores restaurantes populares especializados en la preparación y expendio de platos de la comida tradicional, ancestral o típica, en los que las formas de preparación se remontan sin alteraciones a más de un siglo. El sector histórico de la ciudad ofrece la infraestructura requerida para que desde él, se puedan ofrecer alternativas turísticas variadas como la del turismo gastronómico. Popayán a partir de la celebración del primer festival gastronómico en el año 2003, ha pasado a convertirse en el primer destino turístico gastronómico del sur occidente colombiano.

e): Infraestructura.
En relación con “presencia de instituciones (bibliotecas, archivos, organismos de Investigación, tiendas, emplazamientos para mercados, asociaciones, etc.), cabe mencionar al menos tres organismos afines con el tema: 1. Servicio Nacional de Aprendizaje -SENA- entidad educativa del orden nacional que cuenta con una escuela de preparación de técnicos en cocina y de meseros; 2. la Corporación Gastronómica de Popayán, que además de celebrar el Congreso Gastronómico Nacional, ha ofrecido capacitaciones en temas como Organización de Eventos, Servicio de Mesa y Etiqueta de Mesa, y adelanta planes para poner a funcionar en asociación con la Facultad de Ciencias Agropecuarias de la Universidad del Cauca, la que sería la primera escuela de alta cocina en el sur occidente colombiano; y 3. el Grupo de Investigaciones Sobre Patrimonio Gastronómico del Departamento del Cauca -GPG-, grupo creado al interior del Alma Mater de los caucanos como respuesta al compromiso adquirido por el señor Rector de la Universidad del Cauca en la sesión plenaria del clausura del segundo Congreso Gastronómico Nacional. La creación del GPG en esas circunstancias ha generado vínculos estrechos entre la Universidad y la Corporación Gastronómica. El grupo ha sido reconocido institucionalmente por el Sistema de Investigaciones de la Universidad del Cauca, p
antropología; su propuesta de investigación espera cubrir la totalidad del departamento en un lapso de 7 años (un año para cada una de las regiones gastronómicas que lo conforman).

f) Perfil y Concepción Internacional.
Durante el Congreso Gastronómico celebrado en la ciudad de Puebla (México) en 2003, se creo la Red Latinoamericana de Ciudades Gastronómicas, integrada en ese momento por Puebla, Popayán y Lima y abierta a la adhesión de otras ciudades de la América Latina.

El propósito principal de la Red es fomentar el intercambio de investigaciones científicas sobre las cocinas autóctonas de los países miembros, así como de las experiencias culinarias de todo orden que conformen el patrimonio gastronómico nacional de cada cual, el intercambio de personas y la celebración de eventos de análisis y degustación gastronómica. Es preocupación de la red el potenciar el impacto económico de la gastronomía como sector creador de empleo y componente privilegiado de los planes de desarrollo turístico.

La participación del Perú (2003) y de México (2004) como países invitados al Congreso de Popayán ilustró la eficacia de esta colaboración internacional que enriquece la cultura gastronómica de los participantes y abre nuevas vías de cooperación a la industria agroalimentaria y turística en la región de América Latina.

El ingreso de la ciudad de Popayán a la Red de Ciudades Creativas en materia de gastronomía le permitiría ampliar considerablemente el radio de sus vínculos internacionales, incluso por fuera del área de la América Latina y beneficiarse de la experiencia y el saber hacer que en esta materia han desarrollado los países europeos. Por su parte Popayán puede ofrecer una riquísima gama de sabores y experiencia, con el sello exótico de las infinitas variedades de productos naturales que la base de su saber culinario y con ellas, su peculiar manera de concebir la mesa como una cultura de apego a las tradiciones de la tierra, al disfrute de sus dones y como lugar privilegiado para cumplir con las leyes sagradas de la hospitalidad.

g). Actividades educativas y de formación.
A través del Grupo de Investigaciones Sobre Patrimonio Gastronómico del Departamento del Cauca, GPG, el departamento de Antropología de la Universidad del Cauca está preparando en los métodos y las técnicas de la investigación sobre patrimonio gastronómico a estudiantes de la carrera de antropología que conformarán el grupo de investigadores especializados en el tema que a futuro se ocuparán de la investigación de esta temática a nivel nacional.

Es de esperarse que algunos de los integrantes del GPG escriban sus monografías de grado para obtener el título de antropólogo sobre asuntos relacionados directamente con las actividades de investigación del grupo.
h) orientación hacia el público.
Las raíces de la cultura gastronómica su hunden profundamente en la cocina familiar, en los platos de origen popular, en las soluciones culinarias fruto del medio y de los ingredientes naturales que en el se producen. Por ello cuando estos elementos se devuelven a la sociedad después de ser por el tamiz del análisis gastronómico (hedonista, científico o nutricional) cada cual reconoce en ellos algo que le es familiar y que le pertenece.

Por lo anterior toda actividad gastronómica de carácter institucional está destinada a volcarse hacia el público, ya sea como expresión cultural comunitaria, ya como actividad educativa. En el caso concreto del Congreso Nacional de Gastronomía de Popayán, esta proyección tiene la forma de círculos concéntricos que cada vez alcanzan un radio de acción más amplio: al círculo estrecho de los iniciados y especialistas se ha unido el interés y el disfrute gastronómico un grupo cada vez más numeroso de participantes y la versión 2005 del Congreso contempla una serie de actividades que cubren el gran público e inclusive manifestaciones gastronómicas en las zonas menos favorecidas de la ciudad. Ello implica instrumentar diversos grados de presencia en la sociedad. Que van desde los contenidos técnicos y científicos de panelistas e investigadores o la ejecución de sofisticadas muestras gastronómicas y catas de vinos, hasta una labor educativa destinada al gran público, a quien hay que acercar al saber hacer culinario desde el punto de vista de su disfrute hedonista y al mismo tiempo como información dietética para mejorar el equilibrio de la nutrición cotidiana.

i) Intercambio de conocimientos y saber hacer.
La presencia de Popayán como ciudad gastronómica en la red de ciudades creativas de la alianza global para la diversidad cultural de la UNESCO le permitirá a la ciudad instrumentar diversas modalidades de intercambio, con el fin de compartir el conocimiento y el saber hacer gastronómico a varios niveles, por ejemplo:

-Intercambios institucionales: las autoridades civiles de Popayán podrán entrar en contacto con las de otras ciudades del mundo con el fin de establecer vínculos alrededor de la gastronomía, tales como intercambio de expertos y personalidades, cooperación técnica, operaciones de "ciudades hermanas" en gastronomía, asistente en la planificación del desarrollo económico relacionado con el turismo gastronómico, etc.

-Intercambios entre las corporaciones responsables de la realización de eventos gastronómicos (festivales, congresos, simposios) tanto sobre las modalidades de organización y gestión de tales congresos como en materia de contenidos, investigación, y muestras gastronómicas.
-Intercambio académicos, entre universidades y centros especializados que se ocupan de investigación gastronómica tanto desde los enfoques sociológico y antropológico del patrimonio gastronómico, como en el terreno de la formación de recursos humanos en los distintos oficios involucrados en la cadena gastronómica (dietistas, cocineros, personal de servicio de mesa, gestión del restaurante, etc.)

-Intercambios internacionales a nivel del sector privado y la sociedad civil: entre empresarios de las industrias agroalimentarias, responsables de actividades de importación y exportación de bienes y servicios relacionados con la gastronomía y promotores de turismo cultural y gastronómico.

En relación con el numeral 4.4. Criterios temáticos, la elección de Gastronomía, como grupo temático para la postulación de Popayán al programa, se complementa la información anterior con el desarrollo de los siguientes items:

**II – CRITERIOS TEMÁTICOS**

- **Tradición culinaria dinámica que haya dado lugar al desarrollo de un determinado tipo de cocina característica del centro urbano y/o de la región.**

  Popayán cuenta con una tradición culinaria que se remonta a la época prehispánica como quiera que fue sitio de emplazamiento de una numerosa población nativa. De ello dan prueba los numerosos hallazgos arqueológicos que se han hecho tanto en el sitio de su actual núcleo urbano como en sus alrededores. Complementa lo anterior la cercanía de la ciudad a los sitios de asentamiento de las poblaciones nativas de los guambianos, paques y coconucos, etnias que han legado su tradición culinaria basada en el consumo de maíz, papa y gran variedad de hortalizas y legumbres que los actuales pobladores de la ciudad y la región han fusionado para dar origen a una cocina autóctona rica en usos de ingredientes regionales y con excelente variedad de viandas.

- **Numerosos restaurantes y/o cocineros tradicionales.** La oferta de comidas tradicionales de marcado ancestru caucano es numerosa en la ciudad ya que además de contar con un crecido número de restaurantes especializados en ella, cuenta con una singular oferta de platos a través de un sistema que podemos denominar “a puerta cerrada” que consiste en ofrecer algunas de las comidas tradicionales en los comedores familiares. Tal es el caso de los tradicionales platos de costilla y del ternero que se sirven en algunas casa de familia sin que tengan la categoría de restaurantes ni dispongan de locales abiertos al público. Complementando lo anterior se encuentran los expendios de comidas típicas, regionales o criollas que se hallan ubicados en el interior de las cuatro galerías o plazas de mercado de la ciudad, y los comederos de las veredas aledañas al sector urbano en donde abundan las ofertas de los tradicionales sanchocos de gallina, gran variedad de carnes ahumadas,
ofertas de los tradicionales sancochos de gallina, gran variedad de carnes ahumadas, pescados fritos y el infaltable acompañamiento de tres de las ancestrales bebidas fermentadas de mayor consumo local: chicha de maíz, aloja (bebida a base de harina de maíz tostado, endulzada con agua de panela), y guarapo de caña.

- **Ingredientes endógenos usados en la cocina tradicional.** Papas en sus muchas variedades y maíz son los principales componentes de la cocina tradicional de Popayán y la parte montañosa del departamento del Cauca. A los anteriores hay que agregar una amplia variedad de legumbres y hortalizas, como frijol, arracacha y ullucos, y algunos condimentos como ajíes, y achiote o bixa. El maní o cacahuate también ocupa un importante lugar entre los productos de la huerta que resaltan el sabor de las comidas tradicionales de Popayán, bien sea como complemento de los pipianes de papa o como componente del local aji de maní que acompaña tamalitos y empanaditas de pipián.

- **Métodos culinarios que hayan sobrevivido al progreso industrial/tecnológico.** Pese a que Popayán cuenta con muchos de estos métodos, hay cuatro que merecen especial mención: 1. **ecurtidos en vinagre**: base de la elaboración de chulquines (encurtidos a base de cogollos tiernos de caña brava); 2. **desamargados** (tratamiento de algunos frutos y de las cáscaras de algunos cítricos –naranjas y limones, especialmente–, en agua por varios días para extraerles los sabores ácidos y amargos para luego substituirlos por el dulce de los almíbar y en que se los cuece, 3. **borneados en leña**, especialmente de panes de maíz y de otros amasijos en los que el sabor a leños es insustituible como argumento de autenticidad y permanencia de la tradición, y 4. **Cocción en leña** mediante el uso de fogones sobre piedras (tullpas).

- **Dieta cotidiana que contenga platos tradicionales cuyo origen remonte a tiempos remotos:** la dieta tradicional del popayanero raizal incluye casi a diario papas en algunas de sus variedades; alguna de las muchas formas de preparación y presentación del maíz (arepas, tortillas, envueltos, mazorcas tiernas cocidas, tortas de sal y de dulce, etc.); desde su introducción el arroz es casi infaltable en su alimentación diaria así como la carnas de vacuno, cerdo o pollo. No siendo cotidiano su uso, merecen especial mención el consumo de sidra, papa o chimacayote y los ya mentados ullucos. Ocupa un lugar destacado el consumo del fruto de la palma de chontaduro (Bactris gasipaes) puesto que pese a que pocas veces llega a la mesa, su consumo calcejero cotidiano es costumbre inveterada entre los popayanejos.
Mercados tradicionales de alimentos: Popayán cuenta con cuatro amplias plazas de mercado o galerías, que cumplen la función de abasto de todo tipo de alimentos y pese a la presencia de modernos hipermercados en la localidad, sus compradores aún conservan la fidelidad en sus visitas, entre otras razones, por economía. Localmente son conocidas como Galería del Barrio Bolívar, Galería de La Esmeralda, Galería de La Trece (o del Barrio Alfonso López), y Galería de Las Palmas.

Respeto de la tradición culinaria: dos épocas marcan el énfasis del respeto a las tradiciones culinarias en Popayán: Semana santa y navidad. En estas épocas se vuelcan a las mesas de los popayanejos raíces algunas comidas que suelen estar ausentes el resto del año. En semana santa son tradicionales las sopes de ayuno ricos potajes en el que los huevos hervidos sin cáscara dan el toque característico de la época que se vive, en la que el consumo de carnes es vetado para los fieles católicos, especialmente en los días jueves y viernes santos; para estos días también es consumida la sopa de vigilia, caracterizada por la presencia de postas de pescado, preferentemente bagre de río; estos alimentos son matizados por las mieles de un fruto local que madura para esta época y cuya producción y consumo se restringe a la región: las granadillas del quíjo. Durante la navidad los festejos familiares son acompañados del tradicional plato de noche buena, consistente de una bandeja multicolor compuesta de dulces de leche, dulces desamargados y amasijos de diversas clases, que suelen intercambiarse entre los vecinos y parientes como expresión de buena vecindad y de regocijo por la natalidad.

Industria alimentaria tradicional: por su condición de ciudad universitaria, Popayán es una ciudad en la que una de las más importantes fuentes de ingreso para muchas familias de medianos y bajos recursos económicos es la que se deriva de la producción de alimentos. La preparación de alimentos para estudiantes venidos de fuera ha sido por más de 150 años una tradición familiar en la ciudad. Algunos apellidos de la ciudad tienen ganado un puesto en la historia local gracias a las suculencias que han salido de manos de las laboriosas mujeres en cuyas cocinas la tradición alimentaria ha permanecido invariable. Ya sea fabricando los tamales de pipian que hacen las delicias de locales y visitantes, o cocinando los enormes calderos de ternero no tan sazonado con achiote y maní tostado y molido, o dorando en aceite las deliciosas rosquillas de harina con su típica forma de rueda dentada con que se acompañan desayunos y meriendas. De la forma que sea, son numerosas las familias que han hecho de la elaboración doméstica de alimentos tradicionales el modus vivendi que les ha permitido construir descendencias de gran utilidad social para la ciudad, la región y el país.

Tradición de acogida de festivales gastronómicos: esta tradición se está fundando en Popayán con buenos augurios. Desde la exitosa celebración del primer festival
gastronómico en el año 2003, Popayán se convirtió en punto de referencia gastronómica de los colombianos. La condición de referente obligado fue ratificada durante la celebración del segundo evento consecutivo en el cual fueron superados todos los cálculos previstos por sus organizadores y se reafirmará en el mes de agosto de este año cuando se celebre el tercer evento como quiera que a la fecha las reservas han sobrepasado los cálculos estimados. Estos eventos que no son meros festivales a los que acuden los amantes de la buena mesa o de los buenos vinos se han convertido en foros de gran altura y nivel académico en el que participan profesionales de las diversas expresiones de la gastronomía alternando con antropólogos, historiadores, biólogos, ecólogos, periodistas y otras ramas del conocimiento a las que los avatares de la cocina no les son indiferentes.

JUSTIFICACIÓN

La ciudad de Popayán, capital del departamento del Cauca, justifica la presentación de su candidatura para ingresar a la Alianza Global para la Diversidad Cultural en la red temática Gastronomía, en los siguientes argumentos:

- Desde la época prehispánica Popayán ha sido sitio de emplazamiento de una importante sede cacical de la cual hay evidencia monumental en las estribaciones de uno de sus cerros tutelares. Estos asentamientos permitieron a sus pobladores la creación de una gastronomía basada en cultígenos como maíz, papa, ulluco, quinua, chachafruto, frijol, y otras verduras y hortalizas a las que se sumaban las carnes de animales de monte y peces de sus ríos. Durante la colonia el mestizaje permitió que los europeos se apropiaran de algunas prácticas culinarias indígenas que al fusionarse con las de sus países de origen dieron lugar a una comida nativa-europea de la que muchas de sus viandas perduran apenas modificadas hasta la fecha.

- Sabedores de la importancia que reviste la gastronomía como patrimonio cultural de los pueblos y de las amenazas constantes a que se ven sometidas las cocinas tradicionales por la influencia de las comidas ligeras y de la globalización, un grupo de popayanejos interesados en el tema fundó la Corporación Gastronómica de Popayán y dio paso en el año 2003 a la organización del primer evento de carácter académico y gastronómico que se realizó en Colombia.

- El primer festival gastronómico de Popayán se convirtió en un evento internacional en el que Perú como país invitado se vio rodeado de delegaciones de países hermanos como Venezuela, México y Argentina al tiempo que la ciudad y la Corporación se integraban
a la Red Latinoamericana de Ciudades Gastronómicas con Puebla, Bahía y Lima, entre otras.

A la fecha en Popayán se han celebrado dos versiones del evento con resultados académicos y gastronómicos que han superado ampliamente las expectativas iniciales y se prepara para la celebración del tercer evento consecutivo en el próximo mes de agosto, con la presencia de Brasil como país invitado, con cifras de participación nacional e internacional que supera con mucho las de los eventos anteriores en número de personas y países asistentes.

Programa de Políticas y Actividades

En términos de Programa de Políticas y Actividades que habrán de ejecutarse en los cinco años siguientes, destacamos las siguientes:

- Celebración del Congreso Gastronómico anual, como ha venido sucediendo hasta la fecha, con un país invitado. Tomando en cuenta que hasta ahora los países invitados han sido americanos (Perú, México y Brasil), la Corporación Gastronómica de Popayán tiene previsto iniciar la invitación de países del viejo continente.

- Con el auspicio directo de la Corporación Gastronómica de Popayán se continuará la realización de talleres encaminados a la capacitación de personas de los sectores populares en aspectos relacionados con la gastronomía y el servicio de mesa como parte de sus políticas para contrarrestar el desempleo y para actualizar a las personas que prestan este servicio en los restaurantes locales.

- La Corporación Gastronómica de Popayán adelanta gestiones multiestamentarias para consolidar a la ciudad como el primero de los destinos turísticos gastronómicos del sur occidente colombiano.

- En lo que toca a la investigación académica y científica, el Grupo de Investigaciones sobre Patrimonio Gastronómico del Departamento del Cauca -GPG- de la Universidad del Cauca, adelanta ejecuta en la actualidad un ambicioso programa de investigaciones sobre las cocinas tradicionales del departamento del Cauca, con líneas de investigación y objetivos que abarcan desde lo meramente gastronómico hasta lo social cultural, entre los que destacamos por su impacto social los siguientes:

Gastronomía, patrimonio cultural, etnografía

- Conceptualización de la gastronomía como patrimonio cultural
Etnografía de los alimentos
- Etnografía de la cocina
- Etnohistoria de la alimentación regional
- Etnohistoria de las prácticas culinarias regionales

Culinaria
- Principios de transformación de los alimentos
- Aplicaciones en desuso de los alimentos
- Recuperación de tradiciones alimentarias en desuso

Objetivos
- Recopilar las prácticas culinarias tradicionales del Departamento del Cauca, con especial énfasis en aquellas que están en peligro de desaparecer de la memoria colectiva por haber entrado en desuso.
- Rescatar mediante la elaboración de recetarios las diferentes formas de procesamiento de los alimentos autóctonos del departamento.
- Adiestrar grupos de personas en las particularidades de las cocinas regionales del departamento.
- Incentivar entre los antropólogos en formación el interés por las múltiples perspectivas antropológicas de las diferentes cocinas caucanas.
- Constitución de una base de datos relativa a los diferentes aspectos que se comprometen en la configuración de una gastronomía regional.
- Crear un centro permanente de estudios sobre patrimonio gastronómico del departamento que irradié el conocimiento adquirido sobre el tema e investigue formas novedosas de incrementar el consumo de productos del agro de bajo costo y alto valor nutritivo.
Appendix 8: Sample Map Chicago
The Loop
For neighborhoods events or information visit www.ExploreChicago.org or call 1.877.CHICAGO

ExploreChicago.org
The City of Chicago's Official Tourism Site
Appendix 9: Sample Map Aspen
Appendix 10: Sample Map of Boston Freedom Trail
Appendix 11: Sample Map of Melbourne
Appendix 12: Project Evaluation for Signage in the Tumbes Region
INFORME N° 28 - 2012- MINCETUR/COPESCO-UE

A : ING. MARIA SUSANA ANFOSSI MIRANDA
    Directora Ejecutiva
    Plan COPESCO Nacional

DE : LIC. MARIA DEL CARMEN ROCA HUAMAN
    Jefe (e) de la Unidad de Estudios

ASUNTO : Sustento de variación en el monto de inversión del PIP “Implementación de Señalización Turística en las Principales Playas de La Región Tumbes” - Código SNIP 158585

ANEXOS : a) Formato SNIP 15, de Consistencia
          b) Formato SNIP 16, de registro de variaciones
          c) Presupuesto detallado de obra

FECHA : San Isidro, 04 MAY 2012

Tengo el agrado de dirigirme a Usted, a fin de alcanzarle el sustento para el registro de la variación en la fase de inversión del proyecto “Implementación de Señalización Turística en las Principales Playas de La Región Tumbes” con código SNIP N° 158585, luego de haber sincerado y culminado el desarrollo del expediente técnico, a fin de dar inicio a la etapa de inversión del proyecto.

I. ANTECEDENTES

1.1. Con fecha 10.08.2010, se aprueba la viabilidad del presente proyecto de inversión pública (PIP) con código SNIP 158585, mediante Informe Técnico Nº 274-2010-MINCETUR/SO/OGPPD, siendo la unidad formuladora y ejecutora Plan COPESCO Nacional.

1.2. Con fecha 28.04.2011 se otorgó la Buena Pro para la elaboración del Expediente Técnico, al Consultor Lincoln Cabellos Rodríguez, derivado de la AMC-2-2011-MINCETUR/COPESCO/CEPT.

1.3. Con Fecha 13.05.2011 se suscribió contrato con el consultor Lincoln Cabellos Rodríguez, para la elaboración del Expediente Técnico.


1.6. La Municipalidad Distrital de Aguas Verdes, mediante Oficio N° 00855-2011-MDAV-ALC, con fecha 09.01.2012, remite a Plan COPESCO el derecho de uso para la instalación de Señalización Turística.

1.7. La Municipalidad Distrital de Canoas de Punta Sal, mediante Oficio N° 002-2012-SG-MDCPS con fecha 19.01.2012, remite a Plan COPESCO la autorización de uso de derecho de Vía para la instalación de señales turísticas.

II. ANALISIS:

El Proyecto declarado viable contempla los siguientes componentes:

- En materia de Señalización Turística: Colocación de señalización turística a lo largo de la ruta del circuito de playas y la vía nacional y departamental, hasta llegar al recurso turístico, indicando los servicios que hay en la zona.

- En materia de Intangibles: Desarrollo de talleres en el cual participarán el personal y autoridades de los gobiernos locales involucrados en dar un mantenimiento adecuado a la señalización turística.
A) AVANCE DE EJECUCIÓN

Según el SOSEM, el proyecto registra a la fecha un avance presupuestal correspondiente a la elaboración del expediente técnico, con un gasto real efectuado de S/. 37,673, correspondiente al 15.1% del monto total de inversión declarado viable.

Cabe resaltar que el contrato para la elaboración del Expediente Técnico se dio por un valor de S/.38,186.88, quedando pendiente aún el último pago para el mes de mayo, por un monto de S/.513.88, correspondiente a la aprobación de PROVIAS.

Cuadro Nº 01
Avance de ejecución

<table>
<thead>
<tr>
<th>Componentes</th>
<th>PIPI Viable</th>
<th>Ejecución</th>
<th>% de Avance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expediente Técnico</td>
<td>S/. 35,000.00</td>
<td>S/. 37,673.00</td>
<td>15.1%</td>
</tr>
<tr>
<td>Costo Directo: Instalación de</td>
<td>S/. 163,292.42</td>
<td>S/. 0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Señalización Turística</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacitación</td>
<td>S/. 6,000.00</td>
<td>S/. 0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Gastos Generales</td>
<td>S/. 16,392.24</td>
<td>S/. 0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Utilidad (10%)</td>
<td>S/. 16,392.24</td>
<td>S/. 0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Supervisión</td>
<td>S/. 13,063.39</td>
<td>S/. 0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>MONTO DE INVERSIÓN TOTAL</td>
<td>S/. 250,014.29</td>
<td>S/. 37,673.00</td>
<td>15.1%</td>
</tr>
</tbody>
</table>

B) COMPARATIVO DE LOS NUEVOS COSTOS DE INVERSIÓN.

En general, podemos apreciar en el Cuadro Nº 02, que durante la fase de inversión del proyecto, el monto ha variado a S/. 243,984.66, disminuyendo en S/.6.029.63 a precios privados respecto al monto de inversión asignado en la viabilidad del proyecto; esta variación representa la disminución del 2.41% del monto de inversión total declarado viable a precio de mercado.

Cuadro Nº 02
Comparativo del Monto de Inversión a precios de mercado

<table>
<thead>
<tr>
<th>Componentes</th>
<th>Costo (S/)</th>
<th>Variación</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Declaratoria Viabilidad</td>
<td>Expediente Técnico</td>
</tr>
<tr>
<td>1. Expediente Técnico</td>
<td>S/. 35,000.00</td>
<td>S/. 38,186.88</td>
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<tr>
<td>2.1 Instalación de Señalización</td>
<td>S/. 136,077.02</td>
<td>S/. 122,706.92</td>
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<tr>
<td>Turística</td>
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<tr>
<td>Obras Provisionales</td>
<td>S/. 595.00</td>
<td>S/. 9,890.43</td>
</tr>
<tr>
<td>Movimiento de Tierras</td>
<td>S/. 1,488.71</td>
<td>S/. 1,919.62</td>
</tr>
<tr>
<td>Concreto Simple</td>
<td>S/. 824.09</td>
<td>S/. 4,328.04</td>
</tr>
<tr>
<td>Concreto Armado</td>
<td>S/. 18,461.57</td>
<td>S/. 4,198.29</td>
</tr>
<tr>
<td>Estructuras Metálicas de Soporte</td>
<td>S/. 16,783.39</td>
<td>S/. 38,988.08</td>
</tr>
<tr>
<td>Suministro y Colocación de</td>
<td>S/. 74,504.75</td>
<td>S/. 58,894.39</td>
</tr>
<tr>
<td>Letreros</td>
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<td></td>
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<td>Seguridad y Salud</td>
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<td>S/. 4,130.00</td>
</tr>
<tr>
<td>2.2 Gastos Administrativos</td>
<td>S/. 13,607.70</td>
<td>S/. 0.00</td>
</tr>
<tr>
<td>2.3 Imprevistos</td>
<td>S/. 13,607.70</td>
<td>S/. 0.00</td>
</tr>
<tr>
<td>3. Capacitación</td>
<td>S/. 6,000.00</td>
<td>S/. 6,000.00</td>
</tr>
<tr>
<td>4. Gastos Administrativos e</td>
<td>S/. 0.00</td>
<td>S/. 27,215.40</td>
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<tr>
<td>Imprevistos</td>
<td></td>
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<td>5. Gastos Generales</td>
<td>S/. 163,292.24</td>
<td>S/. 24,541.38</td>
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<td>6. Utilidad</td>
<td>S/. 16,392.24</td>
<td>S/. 12,270.69</td>
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<tr>
<td>7. Supervisión</td>
<td>S/. 13,063.39</td>
<td>S/. 13,063.39</td>
</tr>
<tr>
<td>MONTO DE INVERSIÓN TOTAL</td>
<td>S/. 250,014.29</td>
<td>S/. 243,984.66</td>
</tr>
</tbody>
</table>
Es preciso indicar que los rubros de Gastos Administrativos e Imprevistos, consideradas en el estudio de pre inversión, como parte de los Costos Directos de obra, no sufrieron modificación en términos monetarios. Sin embargo, producto del desarrollo del presupuesto durante la elaboración del expediente técnico, este rubro fue desagregado a nivel de componente con la finalidad de no afectar el cálculo de la variación de la inversión.

Asimismo, como se puede apreciar en el Cuadro N° 03, los costos de inversión a precios sociales descendió a S/. 171,835.38, habiendo disminuido en S/.35,310.14, en relación al monto de inversión asignado en la viabilidad del proyecto a precios sociales, este decremento representa una variación de 17% menor al monto declarado viable.

Cabe resaltar que los factores de corrección para el cálculo de los costos a precios sociales, también sufrieron modificaciones, producto de la reducción del IGV del 19% al 18% mediante Ley N° 29666 con fecha 20.02.2011. Razón por la cual, el factor de corrección para los bienes no transables variaron de 0.840 a 0.847.

### Cuadro N° 03
Comparativo del Monto de inversión a precios sociales

<table>
<thead>
<tr>
<th>Componente</th>
<th>Declaratoria Viabilidad</th>
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<th>Variación</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Expediente Técnico</strong></td>
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<td>S/. 102,799.75</td>
<td>S/. 2,961.76</td>
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<tr>
<td><strong>2. Costo Directo:</strong></td>
<td>S/. 134,926.19</td>
<td>S/. 102,799.75</td>
<td>-S/. 32,126.44</td>
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<tr>
<td>2.1 Instalación de Señalización Turística</td>
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<td>S/. 102,799.75</td>
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<td>S/. 18,501.41</td>
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<td>-S/. 1,143.47</td>
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<td><strong>3. Capacitación</strong></td>
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<td>S/. 5,082.00</td>
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<td><strong>4. Gastos Administrativos e Imprevistos</strong></td>
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<td><strong>5. Gastos Generales</strong></td>
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### C) ANÁLISIS DE LAS VARIACIONES EN EL MONTO DE INVERSIÓN.

Resultado del desarrollo del Expediente Técnico, relacionada a la Instalación de Señalización, se pudo determinar que el estudio de pre inversión presentaba la instalación de algunas señales inadecuadamente ubicadas, así como partículas de manera global, unidades de medidas no representativas que no cuantifican adecuadamente los requerimientos, metrados subdimensionados y sobrevalorados; que al realizar un mayor detalle en el desarrollo del estudio definitivo, se vio la necesidad de disminuir la implementación de señales en cantidad, sincerar los metrados y unidades de medidas. Asimismo se observó un incremento de partículas dentro del presupuesto de inversión por el mayor desarrollo de cada especialidad, así como el sinceramiento de unidades de medidas representativas de acuerdo a la Norma Técnica de Metrados.
Es necesario mencionar, que las modificaciones realizadas son no sustanciales, tales como:

i) Disminución en la cantidad de señales a implementar de 42 a 31 señales.

ii) Desarrollo de mayores partidas en el presupuesto de inversión, relacionado a los componentes previstos en el estudio de preinversión.

iii) Variación en metados y precios unitarios en las partidas, y plazo de ejecución.

iv) Unidades de medida que no representan adecuadamente las partidas.

v) El Expediente Técnico a comparación del estudio de pre inversión, no ha variado en relación a la modalidad de ejecución (ejecución por contrata).

vi) La localización geográfica del PIP y el planteamiento técnico de la alternativa de solución, se mantiene.

El detalle de las variaciones se presenta en el ítem C), del Formato SNIP 16, anexo en el presente informe.

D) RENTABILIDAD Y SOSTENIBILIDAD DEL PROYECTO

El proyecto no pierde condición alguna para su sostenibilidad considerando que solo ha sufrido una disminución en el monto de inversión del 2.41%, manteniendo su rentabilidad social (VAN Social positiva) y su sostenibilidad; lo cual se enmarca dentro del Art. 27°, numeral 27.1 de la Directiva Nacional de Inversión Pública, que establece que las modificaciones no sustanciales no podrán ser mayores al 40% del monto declarado viable, cuando el monto de inversión viabilizado sea menor o igual a S/. 3,000,000.00 nuevas soles.

En cuanto a la Operación y Mantenimiento no sufrió modificación, teniendo en cuenta que la variación está orientada a disminución de señalización; no generan mayor impacto en el logro del objetivo e intervenciones planteadas. Siendo las Municipalidades Distritales involucradas las encargadas de mantener la intervención.

III. CONCLUSIONES Y RECOMENDACIONES:

Por lo antes mencionado, se informa que el proyecto “Implementación de Señalización Turística en las Principales Playas de La Región Tumbes” con código SNIP 158585, requiere el registro de variación del monto de inversión en la fase de inversión, dado que el costo de inversión del proyecto total, se ha visto disminuido en 2.41%.

Para lo cual, se ha efectuado el respectivo análisis de evaluación del proyecto, concluyéndose que, la disminución se debe en su mayor parte a la disminución en la cantidad de señales a implementar de 42 a 31 señales, resultado de la evaluación técnica.

Luego de realizada la evaluación, con datos del expediente técnico, se concluye que el proyecto sigue siendo rentable socialmente, con un VAN social de S/. 170,239.54, por lo que se recomienda la aprobación del registro de variación del proyecto, para la posterior ejecución del mismo; para lo cual se deberá gestionar ante la OPI MINCETUR a fin que realice la actualización del monto de inversión.

Para lo cual se adjunta el Formato SNIP 16 – Registro de la Fase de Inversión y Formato SNIP 15 – Registro de Consistencia

Atentamente,

[Signature]

Av. José Gálvez Barrenechea N° 290
San Isidro, Lima 27, Perú
T: (511) 5136100

www.mincetur.gob.pe/pactoprevencion

504653885
ANEXO N° 01

PIP VIABLE: COSTOS DE OPERACIÓN Y MANTENIMIENTO

<table>
<thead>
<tr>
<th>ITEMS DE Gasto</th>
<th>METRADO</th>
<th>PRECIO</th>
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<tbody>
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<td>70</td>
<td>S/. 19.68</td>
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<td>S/. 25.09</td>
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PIP CON VARIACIÓN: COSTOS DE OPERACIÓN Y MANTENIMIENTO

<table>
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<th>PRECIO</th>
<th>PARCIAL</th>
<th>F. AJUSTE</th>
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<tr>
<td>LIMPIEZA Y MANTENIMIENTO DE LETREROS</td>
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<td>70</td>
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<td>S/. 88.74</td>
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<td>TRANSPORTE DE PESONAL PARA MANTENIMIENTO</td>
<td>150</td>
<td>S/. 46.13</td>
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<td>S/. 9,962.29</td>
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Los costos de Operación y Mantenimiento, sufrieron modificaciones no significativas, producto de la disminución de señalización; no generando mayor impacto en el logro del objetivo e intervenciones planteadas.
### ANEXO N° 02

**PIP Viable: Costos Incrementales de Operación y Mantenimiento a Precios Sociales**

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<td>S/. 8,528.00</td>
<td>S/. 8,528.00</td>
<td>S/. 8,528.00</td>
<td>S/. 8,528.00</td>
<td>S/. 8,528.00</td>
<td>S/. 8,528.00</td>
<td>S/. 8,528.00</td>
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**PIP con variación: Costos Incrementales de Operación y Mantenimiento a Precios Sociales**

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<td>S/. 8,438.06</td>
<td>S/. 8,438.06</td>
<td>S/. 8,438.06</td>
</tr>
</tbody>
</table>

Al igual que los Costos de Operación y Mantenimiento, los Costos Incrementales sufrieron modificaciones no significativas, no generando mayor impacto en el logro del objetivo e intervenciones planteadas.
### ANEXO N° 03

**PIP Viable: Beneficios Sociales**

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### PIP Con Variación: Beneficios Sociales

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<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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</thead>
</table>

Los Beneficios que se obtendrá con la ejecución del proyecto, no sufrió modificación, por cuanto la disminución de señales no afecta a la cuantificación de beneficios.
### ANEXO N° 04

**PIP VIALBE: BENEFICIOS NETOS A PRECIOS SOCIALES**

<table>
<thead>
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<th>ANO 2</th>
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<th>ANO 4</th>
<th>ANO 5</th>
<th>ANO 6</th>
<th>ANO 7</th>
<th>ANO 8</th>
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<tr>
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<td>38,234</td>
<td>43,213</td>
<td>48,941</td>
<td>55,203</td>
<td>62,394</td>
<td>70,522</td>
<td>79,710</td>
<td>90,097</td>
<td>101,837</td>
<td>115,109</td>
</tr>
<tr>
<td>B. COSTOS INCREMENTALES (S/)</td>
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<td>8,528</td>
<td>8,528</td>
<td>8,528</td>
<td>8,528</td>
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<td>8,528</td>
<td>8,528</td>
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<tr>
<td>C. BENEFICIOS NETOS (A-B) (S/)</td>
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<td>34,685</td>
<td>40,313</td>
<td>46,675</td>
<td>53,866</td>
<td>61,994</td>
<td>71,182</td>
<td>81,569</td>
<td>93,369</td>
<td>106,581</td>
</tr>
<tr>
<td>D. INVERSION (S/)</td>
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<tr>
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<td>46,675</td>
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**PIP CON VARIACIÓN: BENEFICIOS NETOS A PRECIOS SOCIALES**

<table>
<thead>
<tr>
<th>DESCRIPCION</th>
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<th>ANO 2</th>
<th>ANO 3</th>
<th>ANO 4</th>
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<th>ANO 6</th>
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<tr>
<td>A. BENEFICIOS INCREMENTALES (S/)</td>
<td>38,234</td>
<td>43,213</td>
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<tr>
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<td>8,528</td>
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<tr>
<td>C. BENEFICIOS NETOS (A-B) (S/)</td>
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<td>40,313</td>
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<td>D. INVERSION (S/)</td>
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<tr>
<td>E. FLUJO DE CAJA (C-D) (S/)</td>
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<td>46,675</td>
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</table>

De la evaluación realizada, es posible indicar que las variaciones presentadas durante la fase de inversión al proyecto, no generaron mayor impacto, observando que aún mantiene su condición de rentabilidad social, con un VAN social de S/. 170,239,54 y una TIR social del 25%.
Appendix 13: Market Vendor Interviews
Janet Ugarte Curilo, Head of Juice Section

Do you like the new market logo?
Not really. She thought it was a condor but understood what it was after it was explained.

Do you feel that it represents you as a merchant? Why?
No. She can’t tell what it is. The logo does not express what the market stands for. The woman is good, but the logo is not well done.

What do you think of activities that Turismo Cuida did on May 6th?
Yes, it was very good. It was a great help but they didn’t inform anyone in the market about Turismo Cuida painting. The president of the market should really share this information because if not, the vendors become very suspicious and wonder if it was really “free.”

If you could improve one thing about the San Pedro Market what would it be?
The roof.
Wants the market remodeled and modernized. Would LOVE English classes.

Do you like having tourists in the market?
Yes

What is the percentage of tourists you serve vs. locals?
50/50 usually. June and July have the most tourists (national and international).
Mary Orellana Flores, 564, Head of Soup Section

Didn’t really ask her these specific questions but have a long video.

The market is for everything, even supports the poorest in the surrounding area who don’t work at the market. For example if there is a death in the nearby hospital, the window may come to the market to collect money to pay for the burial. The vendors assist the community in this way. Mary’s son is a tour guide and brings tourists here and tourists add value to the market. In 2005 when the government wanted to destroy the market she helped form a group of resistance. She studied the history and policies around the market. She would love to share stories and history with tourists. She suggested a booklet that could be given to tourists.
Marenna Garcia, 582, Soup Section (no video)

Worked in the market almost 30 years and is from Cusco. Works every day and very rarely takes a day off. Each vendor pays for their own water and they have just become used to the conditions.

Do you like the new market logo?

It’s nice and pretty but didn’t know what it was a picture of before it was explained to her.

Do you feel that it represents you as a merchant? Why?

The market representative gives the opinion for all the soup people but she did think it represented the market (although the soup lady next to her chimed in saying she didn’t think it represented the market).

What do you think of activities that Turismo Cuida did on May 6th?

It was good and improved the market. Wished they would have painted the inside.

If you could improve one thing about the San Pedro Market what would it be?

There are missing signs for the soup and chocolate sections. Needs to be remodeled.

The space is too tight, is uncomfortable, and is a fire hazard. Wants water and trash cans (for the tourists especially).

Do you like having tourists in the market?

Tour groups just come and watch and don’t buy. All the money from the tourists go to the “tourist pass.” Tourists don’t bother her but they mostly look with a few buying soup and eating the vegetables.

What is the percentage of tourists you serve vs. locals?

Mostly locals.
Bertha Ruiz Vargas, Dried Good Section (ritual materials)

Do you like the new market logo?
Good, likes it and she knew it was a woman.

Do you feel that it represents you as a merchant? Why?

What do you think of activities that Turismo Cuida did on May 6th?
It was nice they came to help but said some smaller nearby markets are jealous. SPM receives the most support because it’s traditional and old.

If you could improve one thing about the San Pedro Market what would it be? Want a pamphlet with history in English and Spanish that talk about the story of SPM. Wants lights for tourists at night. Paint the pillars with traditional paintings. She would be very interested in taking English classes because she wants to understand the tourists. She thought it would be really great to have signs in English explaining “natural incense” for example or even a card that would explain what the product is used for and what it is.

Do you like having tourists in the market?
Because of tourists we have business. Don’t really like groups or guides because we don’t understand English or what they say to tourists. When tourists want to buy things the vendors can’t speak English to help them. Guides don’t let tourists buy and sometimes they speak badly about the vendors. All the tourists do is take pictures.

What is the percentage of tourists you serve vs. locals?
Almost all locals.
Do you like the new market logo?
She knows of it and likes that it has the colors of the Cusco flag.

Do you feel that it represents you as a merchant? Why?
Yes, because they sell crafts and food.

What do you think of activities that Turismo Cuida did on May 6th?
It was good because before the event, no one seemed to worry about the maintenance so now it is better.

If you could improve one thing about the San Pedro Market what would it be?
Need water because they are only allowed 2 buckets of water a day. Should have own water source but there is only one sink for the entire area. The wires are old and dangerous. Need more lighting. The general market lights are very week.

Do you like having tourists in the market?
Tourists allow the vendors to sell even more. “It is because of tourists we can make our living.” Groups are good but they just look and take photos and don’t buy much. They are not a bother though.

What is the percentage of tourists you serve vs. locals?
50/50. Tourists generally come here because it is more economical.
Do you like the new market logo?
Never saw it before.
Looks like a hat but couldn't figure out the rest.

Do you feel that it represents you as a merchant? Why?
Yes, it does represent because this is a typical market.

What do you think of activities that Turismo Cuida did on May 6th?
Provisionally, it was good. But for the future we will need to modernize the market with more physical improvements.

If you could improve one thing about the San Pedro Market what would it be? People know very little about Peru and SMP history so it would be nice to share this in some way. The market should be preserved in the form of a typical market with produce etc. There are too many crafts. He felt the vendors would be willing to finance 25% of the modernization and the government 75%. This allows personal responsibility.

Do you like having tourists in the market?
Yes and doesn't feel like any money donations from them would be ethical. He felt NGOs and the government should pay for any upgrades. There are institutions in place like the municipality. Tour agencies don't give the right info to the tourists. They usually are negative toward vendors. Tourists don't have the confidence to buy anything.

What is the percentage of tourists you serve vs. locals?
More locals.
Shirley, 358, Juice Section
She had only worked there for 2 months but it was her mother’s stand.

Do you like the new market logo?
She had never seen it before. She said it looked like a woman.

Do you feel that it represents you as a merchant? Why?
It was typical of this market and looked good.

What do you think of activities that Turismo Cuida did on May 6th?

If you could improve one thing about the San Pedro Market what would it be?
Need more space.
Clean the floors. New
roof.

Do you like having tourists in the market?
Tourists are great.

What is the percentage of tourists you serve vs. locals?
More locals. Maybe 20% tourists.
Do you like the new market logo?
She likes it.

Do you feel that it represents you as a merchant? Why?
Yes

What do you think of activities that Turismo Cuida did on May 6th?
It was good. Now the market is more beautiful.

If you could improve one thing about the San Pedro Market what would it be?
Paint the pillars yellow inside.

Do you like having tourists in the market?
Yes, tourists always buy a little something.

What is the percentage of tourists you serve vs. locals?
Mostly locals.
A tour guide once talked bad about the state of the food court in the SPM. saying that this is where the poorest people eat. This does not help the Market look good for tourists.
Josefina Molinedo de Esquivel, Bread Section
49 years old and her grandmother used to work at the market. The market is a means to raise her kids and earn money. The bread came from Oropeza and required her to leave at 3am.

Do you like the new market logo?
Yes.

Do you feel that it represents you as a merchant? Why?
Yes

What do you think of activities that Turismo Cuida did on May 6th?
Painting was good but need new roof.

If you could improve one thing about the San Pedro Market what would it be?
Electricity and running water. Plus the roof.

Do you like having tourists in the market?
3 to 4 groups a day. Tourists don’t buy the bread and there are many groups. They don’t bother her. This is fine with her because she doesn’t speak English and feels she is too old to learn.

What is the percentage of tourists you serve vs. locals?
Most to all are locals.
Teresa Huytai, 734, Potato Section
She sells 11 types of potatoes. Likes that the new signs are in English as that will help the tourists. Potatoes come from another market. She is proud to work in the market.

**Do you like the new market logo?**
Yes because this is a national monument and it deserves recognition. Also it is a good advertisement.

**Do you feel that it represents you as a merchant? Why?**
Represents the market and cultural heritage.

**What do you think of activities that Turismo Cuida did on May 6?**
They have yet to paint inside.

**If you could improve one thing about the San Pedro Market what would it be?**
Electricity.

**Do you like having tourists in the market?**
Tourists are great. They come by bus and buy food sometimes.

**What is the percentage of tourists you serve vs. locals?**
Alicia Galiano, Dry Goods Section
She has worked at the market for 24 years and is proud to work here. She likes sharing about her products but can’t speak English and feels she is too old to learn. All the workers are mothers and have kids.

Do you like the new market logo?
It is good

Do you feel that it represents you as a merchant? Why?
Now the market has more value.

What do you think of activities that Turismo Cuida did on May 6th?
It was a beautiful activity. It makes the market look good.

If you could improve one thing about the San Pedro Market what would it be?
Running water. There used to be sinks at every corner.

Do you like having tourists in the market?
She likes tourists and thinks they are great.

What is the percentage of tourists you serve vs. locals?
Luis Angel Huaypo Quiso, 20, Dry Goods (Bulk Grains)

Do you like the new market logo?
Yes, I identify with it. Its cultural.

Do you feel that it represents you as a merchant? Why? Yes

What do you think of activities that Turismo Cuida did on May 6th? Yes, it was good to help out image.

If you could improve one thing about the San Pedro Market what would it be?
Change the roof.
There are no bathrooms.

Do you like having tourists in the market?
Yes, I like tourists in the Market.
Some tourists buy seeds from me.

What is the percentage of tourists you serve vs. locals?
There are sometimes, up to 10-12 groups a day.
Julia Trujillo, Sells Choclo

Do you like the new market logo?
She has not seen the logo yet.
She thinks it's beautiful.

Do you feel that it represents you as a merchant? Why? Sure

What do you think of activities that Turismo Cuida did on May 6th? It was good she felt happy.

If you could improve one thing about the San Pedro Market what would it be? She wants running water for sanitation
She wants electricity
She wants to roof to be changed – to use roof tiles that are transparent for more light.

Do you like having tourists in the market?
Yes, I like tourists in the Market.

What is the percentage of tourists you serve vs. locals? For every four locals, two tourists come.
1. Antoinetta Escobedo Luna, sold dried fruits, nuts, and wooden utensils, 14 yrs working in the market.

Meet Antoinetta Escobedo Luna, dried fruits, nuts, and wooden utensils vendor. A Cusco native, she has been working in the market for 15 years, with her daughter and her husband. Before this stand, her mother worked here selling gelatin de patitas. The market is her means of educating her children and providing them with better opportunities.

Do you like the new market logo? It’s pretty, but not sure what it is. (After telling her, she understood what it was) Do you feel that it represents you as a merchant? Why?

What do you think of activities that Turismo Cuida did on May 6th? Yes, I remember it, it was good, very collaborative.

If you could improve one thing about the San Pedro Market what would it be? I think they should paint the pillars inside the market – they should all be the same color.

Do you like having tourists in the market? Yes

What is the percentage of tourists you serve vs. locals? Many tourists come through, we sell to them, though it’s mainly seasonal, from May – August. Probably 50% of my customers are tourists.
2. Gladys Alvarez, sold fruits in the middle of the market, also has a permanent fruit stand

Do you like the new market logo?
I’m not aware of the new market logo. (After showing her a picture) Oh yes, it’s very pretty. (Gladys didn’t know what the logo was exactly, so the team explained it to her). I love it! “Me encanta”. I would like to see it all the entrances.

Do you feel that it represents you as a merchant? Why?
No, it’s not representative, this logo looks like it could be for an artisanal market, and the San Pedro Market is a food market, not a handicraft market.

What do you think of activities that Turismo Cuida did on May 6th?
“Hermosoísmo” Beautiful, I helped paint with one of the professors that took part in the event.

If you could improve one thing about the San Pedro Market what would it be?
They need to do something about the cables and wires that are hanging all over the roof. They should also paint the roof bars. They should also remodel the newer portion of the market, they could make it into a 3 to 4 story building.

Do you like having tourists in the market?
Many tourists come by, but it’s hard for most of us to communicate with them. We would like English classes. But they should be offered to everyone in the market. Perhaps they could come up with some sort of system that lets certain portions of the market take classes. In the past, people manipulated the classes. It should be a mutual exchange, for example if they bring volunteers in to teach English, we could teach them Quechua. The class could be an hour or hour and a half long at the end of the day from 4-5pm once the market dies down. They should be voluntary of course, because a person must be motivated to learn if they want to get anything out of it.

These would be beneficial because many times the guide will come buy and tell the tourists not to eat this or that because it will make them sick. I would like to tell them the proper way to eat and wash their fruit so that they don’t get sick.

What is the percentage of tourists you serve vs. locals?
Probably about 70% are tourists.

Gladys also mentioned that movies are filmed in the market such as El Dorado. They also enjoy the events that are held in the market.
3. Dried Fruits section??

Do you like the new market logo?
Yes, it’s very typical; I can see that it’s a woman with braids.

Do you feel that it represents you as a merchant? Why?
Yes, I think it’s very representative of the region as a whole.

What do you think of the activities that Turismo Cuida did on May 6th? Yes, it was good; I was here when it happened.

If you could improve one thing about the San Pedro Market what would it be?
I think they need more signs – they need to be more prominent and apparent. They also need more trash cans where tourists and customers can find them easily (many times they buy fruit to eat and want to eat it immediately and need a place to throw the peel.

The market needs to be more organized – the San Pedro Market should only be focused on selling food product (not handicrafts), we already have an artisanal market in Cusco.

They also need a good, clean bathroom inside of the market (currently it’s outdoors). Do you

like having tourists in the market?
Yes

What is the percentage of tourists you serve vs. locals?
We get more tourists than locals who buy – they understand that dried fruit and nuts are very nutritious and are good snacks. We sell from three different regions and fruit from the Inca epoch.
4. Beatriz Kadagand – Handicrafts Section

Do you like the new market logo?  
Yes, it’s very pretty (although she didn’t know what the logo was)

Do you feel that it represents you as a merchant? Why? N/A

What do you think of activities that Turismo Cuida did on May 6th?  
Good, I participated in the event. But it’s nothing new – every year they repaint the market.

If you could improve one thing about the San Pedro Market what would it be?  
They should clean it really well. I would also like the market to have a better roof – when it rains it feels like you’re outside.

Do you like having tourists in the market?  
N/A

What is the percentage of tourists you serve vs. locals? N/A
5. Aguilar Loniza Dionicio – Handicrafts Section

Do you like the new market logo?
Hadn’t seen it before today.

Do you feel that it represents you as a merchant? Why? Yes

What do you think of activities that Turismo Cuida did on May 6th?
I liked it, they do this every year however this is the first time that foreigners participated.

If you could improve one thing about the San Pedro Market what would it be?
The roof and the floor – the floor below (on the lower level) is even worse. We do have light in our stall – but we pay for it. There are no English classes that I know of – I’ve never been invited to any.

Do you like having tourists in the market?
Many come with a guide, they mainly just pass through, there are a few that come alone and buy. In order to attract tourists though we need a better facility.

(Mentioned on video) I started out by selling clothes for the everyday person but began to carry more tourist handicrafts and souvenirs as they started to come more.

What is the percentage of tourists you serve vs. locals?
Probably about 50%
6. Margot Ayme - Handicrafts

Do you like the new market logo?  
Yes

Do you feel that it represents you as a merchant? Why? Yes, many women work here.

What do you think of activities that Turismo Cuida did on May 6th? I liked it, I participated and helped clean up a little.

If you could improve one thing about the San Pedro Market what would it be?  
There should be more investment in the market – better infrastructure, everything really.

Do you like having tourists in the market?  
N/A

What is the percentage of tourists you serve vs. locals?  
I have more tourists, some buy, but more often they just come to see. I can’t give you a specific percentage.
7. Cynthia – Juice, Stall #74 (Stall belongs to her mom, was helping out)

Do you like the new market logo?
I haven’t seen it before.

Do you feel that it represents you as a merchant? Why?
It looks very pretty, yes I think it represents me and the market because there are people with those characteristics who sell here. It looks like a mix of the old and the modern.

What do you think of activities that Turismo Cuida did on May 6th?
They do something like this every year – however we did notice that tour operators were participating.

If you could improve one thing about the San Pedro Market what would it be?
It needs to be remodeled to be a bit more modern. We also need to have bigger stalls (currently we only have 1m each) and we must buy our own water which makes it harder to work.

Do you like having tourists in the market?
Yes.

What is the percentage of tourists you serve vs. locals?
Depends but it’s probably about the same.
8. Maria Belen Mamani Medrano (Gelatin and Hot Juice)

Do you like the new market logo?
(Knew what it was) It’s magnificent – I think it helps to attract the public to the market.

Do you feel that it represents you as a merchant? Why?
I think it represents Cusco and the people who live in the country (commented on the braids).

What do you think of activities that Turismo Cuida did on May 6th?
Yes, I remember it – it was very collaborative having people from the U.S. participate. It really gives life to the market (before people only painted the market interior). June 24th is another day that is dedicated to cleaning the inside of the market completely (Dia del Campesino), they usually shut the market down and the firemen come to hose it down.

If you could improve one thing about the San Pedro Market what would it be? The roof, water, and the floor. When it hails or rains hard it is very loud inside.

Do you like having tourists in the market?
Yes.

What is the percentage of tourists you serve vs. locals?
Many, about 60%. They buy flan de leche, chocolate mousse and love taking pictures of the gelatin because it’s very colorful.
9. Irene Vilalma, Stall #68

Do you like the new market logo?  
N/A

Do you feel that it represents you as a merchant? Why? N/A

What do you think of activities that Turismo Cuida did on May 6th?  
They need to do more – especially with the interior and electricity situation.

If you could improve one thing about the San Pedro Market what would it be?  
Something needs to be done about the interior now, I think it can also be organized better so that sections are grouped appropriately; it’s not very orderly at the moment – I think the Municipality can help with this.

In terms of standards – it is hard because not everyone prepares food the same way, some don’t care, and they just want money.

Do you like having tourists in the market?  
The big tour companies that bring visitors through don’t consume much because they organize with hotels and restaurants to provide their lunch. Independent travelers who come through do consume though. I think tour operators should collaborate more with vendors.

What is the percentage of tourists you serve vs. locals? N/A
10. Doris Huayta Morales, Meat Sectioin

Do you like the new market logo?
Yes, I think it’s pretty, the variety of colors helps attract people to the market. I don’t like the old wooden signs though, those would fit a tourist restaurant better.

Do you feel that it represents you as a merchant? Why?
I think it looks better, it’s aligned to the type of people that work and buy here.

What do you think of activities that Turismo Cuida did on May 6th? I love it, it was a great gesture, shows great harmony.

If you could improve one thing about the San Pedro Market what would it be?
They have painted the market before but it never lasts. I think the pillars should be painted a uniform color. Also, the roof looks horrible – especially when you climb the church watchtower across the street – the metal has oxidized, it needs to be replaced.

Also, the floor, water, and electricity (in the food section) must be addressed. It would help if stalls or sections had access to a faucet.

Do you like having tourists in the market?
I have very few tourists buy from me, locals buy more meat than tourists. I would like to see more though and teach them my customs. English classes would be great to communicate; right now I must use sign language. I do feel like I’m a part of the tourism industry when I teach others about my product.

What is the percentage of tourists you serve vs. locals? N/A
11. Nellie Lizaraso, Stall 61 cheese and jams seller

Do you like the new market logo?
Yes

Do you feel that it represents you as a merchant? Why? Yes it is a part of the market.

What do you think of activities that Turismo Cuida did on May 6th? I was very happy with it.

If you could improve one thing about the San Pedro Market what would it be? It needs to be restored. The market has to close early at 6 pm because there is no light. Tourists want to come later, we need light so we can close closer to 9 pm. They need new uniforms and books. They also need more water. Many of the stands have to bring in their own water and it makes sanitation very difficult.

Do you like having tourists in the market? Yes I do. They buy many things like cheese, bread, meat, handicrafts. They especially like the stronger, aged cheese around three to four months old. They don’t buy fresh cheese, but they like the jams and dried fruits.

What is the percentage of tourists you serve vs. locals? There are a lot of tourists especially in June, July and August.
Market Vendor Interviews

Juana Palomino, sells beef innards, stall 776, 32 years working on the market

Do you like the new market logo?

Yes.

Do you feel that it represents you as a merchant? Why? Yes, because it will attract more people to the market.

What do you think of activities that Turismo Cuida did on May 6th?

It was very good. The painting improves the presentation of the market. It has stimulated the vendor to improve their own space.

If you could improve one thing about the San Pedro Market what would it be?

1. paint the ceiling
2. change the floor
3. water for each stall
4. refrigeration
5. Install new lights

Do you like having tourists in the market?

Yes, I love them. She likes how the tourists are impressed by her products (cow heads) What is the percentage of tourists you serve vs. locals?

I don’t sell to tourists.
Victor Ramos, owner of stall 718 for 10 years, sells prepared food.

Do you like the new market logo?

Excellent

Do you feel that it represents you as a merchant? Why? Yes as an owner

What do you think of activities that Turismo Cuida did on May 6th?

Excellent, I felt proud. The mayor’s support was key.

If you could improve one thing about the San Pedro Market what would it be?

Make its stall bigger, have water for its own stall, equality of conditions when compared with bigger stall (he wishes that he pays less for rent or have a bigger space to put more chairs)

Do you like having tourists in the market?

yes

What is the percentage of tourists you serve vs. locals?

2-3 tourists a day vs. 30 locals.
Gladys Huaman, sells prepared food, stall 923, 10 years working on the market

Do you like the new market logo?

It is the first time I see it. It is pretty

Do you feel that it represents you as a merchant? Why? Yes,

it is beautiful

What do you think of activities that Turismo Cuida did on May 6th?

It is only something for the outside; but how are we in the inside?

If you could improve one thing about the San Pedro Market what would it be?

The municipality should keep its promise and renovate the market. The stalls are dangerous and uncomfortable. The municipality should start by changing the floor.

Do you like having tourists in the market?

Yes, because they buy.

What is the percentage of tourists you serve vs. locals?

2 tourists a day, usually backpackers and students; vs. 35 locals.
Do you like the new market logo?

Yes, but it is confusing because I don’t understand it easily it should be more vertical. Do you feel that it represents you as a merchant? Why?

Not too much, because of the clothes the logo represents. It represents old traditional ladies. What do you think of activities that Turismo Cuida did on May 6th?

They were very good, however I didn’t knew about the activities and was not able to help. If you could improve one thing about the San Pedro Market what would it be?

Change the floor, the doors and have light all day long. Do you like having tourists in the market?

Yes and No. No because they only take pictures and resell the pictures in their home countries. What is the percentage of tourists you serve vs. locals?

I don’t sell products to tourists.
Valentina Wari de Quispe, sell prepared food, working for more than 15 years in the stall with her mother, and grandmother.

Do you like the new market logo?

I like it, but haven’t seen it before.

Do you feel that it represents you as a merchant? Why? Yes

it represents all of the vendors.

What do you think of activities that Turismo Cuida did on May 6th?

It was very good. It helps improve the market and bring more tourism. The market should receive more tourists.

If you could improve one thing about the San Pedro Market what would it be?

Everything. The municipality should change the floor to ceramic tile for more hygiene and a better look.

Do you like having tourists in the market? Yes

What is the percentage of tourists you serve vs. locals?

7 tourists a day vs. 30-40 locals.
Appendix 14: History of the San Pedro Market Brochure
HISTORY OF THE SAN PEDRO MARKET

National Patrimony

JULY 1925 - PRESENT
THE BEGINNING

In the late 1900’s the city of Cusco was in need of a public space for a commercial area. The authorities at the time decided to build a central market to respond to the high demand of commerce. The commerce in Cusco was centered on ambulatory commerce around the plazas of the city. In 1905 the Cusco authorities appointed the San Francisco Plaza as the space to build the market, however the project was abandoned.

In 1920, the Mayor of Cusco, Don Manual Silvestre Frisancho decided to reinitiate the Central Market project. It was decided that the neighborhood of San Pedro was the ideal place to build the market. The place: the pampas of Qasqaparu located in front of the San Pedro Church. Since colonial times, this area was used as a slaughterhouse that attracted merchants from the surrounding villages, who barter. The Pampas of Qasqaparu brought together cusqueños since it was located near the Hospital and Church for Indios and in front of the San Pedro’s Train Station.
TRADITION & DIVERSITY

The San Pedro Market is now considered the most diverse and traditional market in the city of Cusco. It has been declared an important landmark, being named a National Heritage of Peru. Nowadays it is home to more than 800 vendors that supply the city.

EARTHQUAKES & ARCHITECTURE
FROM PARIS TO THE SAN PEDRO MARKET

The Municipality used the pampas of Qasqaparu and bought the farms of the Santa Clara Monastery to have adequate space to build the Central Market of Cusco. The construction started in 1921 following the design of Engineer Teodoro Elmore and the internal structure is attributed to Gustave Eiffel as the steel columns and beams are from Eiffel et Cie.

The market was inaugurated on the 7th of July, 1925 and named “Mercado Frisancho” in honor of its visionary. The San Pedro Market soon became the commercial center of the city. In 1950 after Cusco suffered one of the biggest earthquakes in its history; the market remained intact. In response to demand and to the reconstruction plans within the city, the local authorities decided to expand the market following the Eiffel
Appendix 15: Sample Circuit Brochure
The story behind the San Pedro is begging to be told. There are many opportunities waiting to be found once you enter into the San Pedro Market. Visit the Juice section and ask vendors to demonstrate how they make one their delicious concoctions. Or a meat vendor where guests can receive a postcard with a savory Cuqueñan recipe which they can try to cook later that night or back at home.

We are excited to have you as a friend of the Market. Every guest you bring is our guest as well. Every guest you bring who purchases a product you support the women and men who make San Pedro what it is. In conjunction with Universidad San Ignacio de Loyola, we have been working hard to train and enforce standards. Every vendor you listed in this brochure has completed training and meets quality standards endorsed by Peru’s Ministry of Health - Sanitary Regulations for Supply Markets & Fairs.

Heads of Associations

**Escabeche Association**
Mary Orellana
List Contact Information

**Innards Association**
Juana Palomino
List Contact Information

**Head of Soup Association**
List Contact Information

**Head of Juice Association**
List Contact Information

**Head of Prepared Foods Association**
List Contact Information

**Head of Cheese Association**
List Contact Information

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**Market Administrator:** Ezequiel Supa Ayte
List Contact Information

**Secretary General:** Pablo Vargas León
List Contact Information

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**Getting to Know the San Pedro Market**

**Friends of San Pedro Market**

Open Daily from 8am - 6pm
**Market Stories**

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**Gladys Alvarez**
Calls the San Pedro Market her second home

A Variety of Fruit
Try some of the more exotic fruits such as chirimoya, lucuma, and “tuna.” In case you aren’t familiar, tuna is also known as “prickly pear.”

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**Antonietta Escobedo Luna**
Pictured here with her granddaughter

Energizing Dried Fruit sold in the San Pedro Market
Sample and buy some dried nuts and fruit - perfect to pair with some local honey, fresh cheese, loaf of bread, or a glass of red wine in the evening.

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**Start: Meet Antonietta Luna**
Antonietta has been working the market for 15 years. Carrying on family tradition, she works the same booth as her mother. Antonietta sells a variety of dried nuts and fruits and beautifully carved wooden kitchen utensils. She uses this business to support the education of her three children and living expenses. Antonietta is a Cusqueña born and bred.

**Demonstration:**
Sample different varieties of dried fruits and nuts and browse through some typical kitchen items guests can take back as gifts. Hear about who makes it and how it’s made. Guests would have the chance to purchase as much product as they wish.

**Next: Meet Gladys Alvarez**
Growing up, Gladys worked in the market with her mother selling fruit. She continues to carry on the family business and derives much joy from her work. Originally from Santiago, Cusco - Gladys is proud of her Cusqueñan heritage. Gladys will spend some time telling you the role the Market plays in her life and will probably throw in an interesting story or two. Feel free to ask her questions, she’s a resident expert in her section.

**Demonstration:**
Gladys will cut a few samples of Andean fruit and let customers sample and purchase to their heart’s content. Also available are postcards with recipes or dishes these fruits can be found as well as the local restaurants who have them. These restaurants are apart of the Giveback program and source from the San Pedro Market.

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**Antonietta's Market**
Antonietta has been working the market for 15 years. Carrying on family tradition, she works the same booth as her mother. Antonietta sells a variety of dried nuts and fruits and beautifully carved wooden kitchen utensils. She uses this business to support the education of her three children and living expenses. Antonietta is a Cusqueña born and bred.

**Energizing Dried Fruit**
Sample and buy some dried nuts and fruit - perfect to pair with some local honey, fresh cheese, loaf of bread, or a glass of red wine in the evening.
Appendix 16: Printing Quote
Lince, 21 de Setiembre de 2011

Señores
COMISION DE PROMOCION DEL PERU PARA LA EXPORTACION Y EL TURISMO- PROMPERU
Ciudad.-

Estimados señores:
Nos es grato dirigirnos a usted, para darle a conocer el presupuesto que a continuación detallamos:

FOLLETOS RUTA MOCHE (Alemán)

Tamaño : 13 x 23.5 cm cerrado,
         65 x 23.5 cm abierto
Impresión : full color
Caratula : papel couche mate de 200 gr
Acabado  : barniz offset mate t /r, doblado especial

Cantidad : 4,000 unid  Precio : S/.2,650.00

El cliente entrega archivos

FORMA DE PAGO   : PRESENTACION DE FACTURA
PLAZO DE ENTREGA : 02 DIAS DESPUES DE APROBADO EL ARTE
                   EL PRECIOS INCLUYEN EL I.G.V.

Sin otro particular, quedamos a la espera de su pronta respuesta.

Atentamente,
Appendix 17: Vendor Story Template
Vendor Story Template

Name:

Years Working in the Market:

What section do you work in?

Family Background (optional): where they are originally from, number of kids if any

How did you begin to work in the San Pedro Market?

What do you enjoy most about working and selling in the San Pedro Market?

Do you have any goals or aspirations for the future? This could be related to business or in your personal life.
Appendix 18: San Pedro Market Prototype Posters
Doris is a lively meat vendor who has been at “this beautiful market” for 45 years. She grew up here alongside her mother, who was also a vendor making prepared food. When asked what the market means to her, she enthusiastically says, “This market is my father, my mother, my family, my everything.” In addition to selling meat, she also has a wealth of knowledge. Find her in the meat section and ask her about the medicinal properties of the different parts of meat and traditional recipes—she is more than happy to share her stories with visitors.
ANTIONETA

A Cusco native, Antionetta has been working in the market selling dried fruits, nuts, and wooden utensils for 15 years. Before this stand in the dry goods section, her mother worked here selling gelatina de patita (flavored gelatin). After she passed away Antionetta carried on the family business. When asked what the market means to her, she said it is a means of educating her three children and grandchild, pictured here, as well as a means for providing them with better opportunities.

This profile is part of a rotating exhibit on the stories of the historic San Pedro Market and its vendors.
Don’t be fooled by the simple look of these small potatoes, morayas have a fascinating history. Considered to be the most important food of the Inca Empire, ancient cultures bred potatoes like these to be specifically frost tolerant and suited for the harsh weather of the Andes. These super potatoes were frozen at bone-chilling temperatures at night and then dried out under the hot Andean sun during the day. They were then taken by Incan armies on long trips to protect against famine. Morayas allowed the Inca culture to spread their reign far and wide by keeping the armies well fed.
Quechua for “makes the daughter-in-law cry,” Pusi Qachun Waqachi is an indigenous Peruvian potato. Not only does this native potato have an unusual appearance, but it also played an important role in Inca tradition. Incan mothers presented this potato to their future daughter-in-laws to test their peeling abilities. Tradition says that if the wife-to-be removed more flesh than necessary, she would not be allowed to marry into the family. The complex shape made it hard for them to peel, thus creating its name. Today these potatoes are grown at the Parque de la Papa and around the region. Look for this potato at stands around the market.

This profile is part of a rotating exhibit on the stories of the historic San Pedro Market and its vendors.
Appendix 19: PromPerú Study Tour Sponsorship - Guidelines & Application
DIRECTIVA Nº 005-2006-PROMPERU
EJECUCIÓN DE GASTOS MEDIANTE APOYO A TERCEROS POR ACCIONES PROMOCIONALES DE TURISMO Y DIFUSIÓN DE LA IMAGEN DEL PAÍS

I. OBJETIVO:

Establecer disposiciones orientadas al otorgamiento, uso y rendición de cuentas en la ejecución de gastos, mediante el apoyo a terceros por acciones de promoción de turismo y difusión de la imagen del país, así como permitir la evaluación de los resultados obtenidos por estos apoyos.

II. FINALIDAD:

Estandarizar procedimientos y garantizar la eficiencia en el uso de los recursos de PromPerú, logrando su correcto funcionamiento y la adecuada implementación de su estrategia, en el marco de su competencia, funciones y para el logro de sus fines institucionales, promoviendo la imagen del Perú en materia de promoción turística.

III. BASE LEGAL:

- Decreto Supremo N°010-93-PCM Creación de la Comisión de Promoción del Perú-PromPerú
- Decreto Legislativo N°833 Otorga rango de Ley a creación de PromPerú
- Ley N° 27790: Ley de creación del MINCETUR.
- Decreto Supremo N° 012-2003-MINCETUR: Reglamento de Organización y Funciones de PROMPERU.
- Ley Anual de Presupuesto.
- Manual de Gestión de Proyectos del PNUD.

IV. ALCANCE:

Las disposiciones contenidas en la presente Directiva son de observancia obligatoria para las Unidades Orgánicas de la Comisión de Promoción del Perú-PROMPERU, involucradas, a fin de tramitar y/o gestionar los apoyos a terceros mediante acciones promocionales o similares solicitados.
V. DISPOSICIONES GENERALES

1. DEFINICIÓN DE TÉRMINOS:

Para efectos de la presente Directiva, se entiende por:

a. **Actividad**: Es todo tipo de evento, seminario, festival, curso, feria, conferencia, exhibición, concurso, campaña, publicación en diversos soportes, visita, asesoría, evento deportivo o cultural, viajes de filmación y/o producciones audiovisuales, actividad o feria gastronómica, press tour y famtrips apoyados u otras similares.

b. **Actividad promocional de apoyo**: Es todo tipo de apoyo, aporte o contribución de parte de PROMPERU en el marco de sus funciones y competencia, que no implica su intervención directa y por ende responsabilidad en la toma de decisiones con relación a los detalles de la ejecución de la actividad o sobre el uso de los fondos y recursos asignados para ella, previo análisis técnico respectivo a cargo de la Gerencia directamente involucrada en el apoyo. Este apoyo, aporte o contribución se realiza mediante ejecución directa por parte de PromPerú, pudiendo autorizar además el uso de marcas y lemas registrados a nombre de PROMPERU u otros pertinentes. La ejecución directa implica la contratación y/o adquisición por parte de PromPerú “directamente” con el proveedor.

c. **Otorgante del Apoyo**: PROMPERU, que patrocina, colabora o apoya una actividad, sin participar directamente en su organización y/o ejecución.

d. **Apoyado**: Persona natural o jurídica, institución o instituciones, entidad o entidades que solicita el apoyo mediante actividad promocional.

e. **Co-organización**: Es la asociación de PROMPERU con otra entidad o entidades, institución o instituciones, para la organización y ejecución de una actividad. A diferencia del Apoyo mediante actividad promocional, en la co—organización la entidad o entidades, institución o instituciones, comparten con PROMPERU las decisiones sobre los detalles de la ejecución de la actividad y la responsabilidad sobre ésta.

f. **Participación de PROMPERU**: Cuando PROMPERU, con arreglo a la presente directiva, mediante el otorgamiento de apoyo, interviene en el desarrollo y ejecución de la actividad a realizar a solicitud de terceros, sin tener la calidad de co-organizadora de la misma.

2. LIMITACIONES Y PROHIBICIONES

a. En ningún caso una misma actividad materia de apoyo por PROMPERU podrá ser materia de gestión y/o tramitación por más de una de sus Gerencias.
b. PROMPERU sólo otorgará hasta dos apoyos mediante actividad promocional por año a un mismo apoyado, hasta por un máximo de tres años consecutivos. Para tal efecto, se considerará que dos o más personas, empresas o entidades son partes vinculadas al apoyado cuando una de ellas participa de manera directa o indirecta en la administración, control o capital de la otra; o cuando la misma persona o grupo de personas participan directa o indirectamente en la dirección, control o capital de varias personas, empresas o entidades.

c. PROMPERU realizará el apoyo mediante actividad promocional hasta el máximo del 50% del costo total de la actividad.

d. PROMPERU está impedida de otorgar apoyo mediante actividad promocional a un solicitante que hubiera incumplido con sus obligaciones por apoyo brindado con anterioridad por la institución.

e. PROMPERU se abstendrá de apoyar actividades impulsadas por organizaciones políticas, tales como partidos políticos, agrupaciones políticas no partidarias, movimientos políticos independientes u otro tipo de asociación política.

f. La limitación señalada en el literal b precedente podrá ser exceptuada por acuerdo de Directorio, previa sustentación técnica por la Gerencia responsable del apoyo mediante actividad promocional.

VI. DISPOSICIONES ESPECÍFICAS:

DE LA SOLICITUD

a. Toda solicitud de apoyo mediante actividad promocional, formulada a PROMPERU deberá ser presentada por la persona natural o jurídica, sea ésta pública o privada, que esté a cargo de la organización de la actividad, interesada en la participación en la misma o la que los organizadores designen.

b. Deberá ser presentada a la Gerencia General de PROMPERU por escrito, de acuerdo al Formato N° 1 y acompañando los documentos ahí indicados.

c. Las constancias registrales no deberán tener una antigüedad mayor de tres meses de la fecha de presentación de la solicitud.

1 Los documentos indicados son los siguientes:
- Copia del D.N.I., en caso de personas naturales o equivalente para persona natural extranjera.
- Copia del R.U.C. (tanto personas naturales como jurídicas)
- Copia de la Escritura Pública de Constitución y/o de la ficha o partida registral respectiva de manera que se acredite la existencia de la persona jurídica y el objeto social de la misma o su equivalente para persona jurídica extranjera conforme a sus leyes de constitución.
- Vigencia de Poder otorgada por la Oficina Registral respectiva, en caso de ser persona jurídica.
- Documentos que acrediten el encargo de organización, de ser el caso.
- Información sobre la actividad que incluya costo total de la misma, auspiciadores, participantes, condiciones de auspicio, cronograma de acciones, entre otros.
d. La presentación de los referidos documentos no será obligatoria si el solicitante ya ha recibido un apoyo con anterioridad y la información contenida en los documentos presentados en dicha oportunidad se mantiene actualizada y/o vigente. La Gerencia que expide el informe técnico correspondiente y recomienda el otorgamiento del apoyo mediante actividad promocional será la responsable de verificar ello y acompañar las copias respectivas.

e. Toda información y/o documentación acompañada, así como la solicitud tiene carácter de declaración jurada.

f. La solicitud se presentará dentro de los siguientes plazos:

- Con una anticipación no menor de un mes y medio a la realización de la actividad cuyo apoyo mediante actividad promocional se solicita, en caso la solicitud de apoyo no supere los US $ 10,000.
- Con una anticipación no menor de dos meses y medio a la realización de la actividad cuyo apoyo mediante actividad promocional se solicita, en caso la solicitud de apoyo supere dicho monto.
- Sin importar el monto, con una anticipación no menor de dos meses y medio a la realización de la actividad cuyo apoyo mediante actividad promocional se solicita, cuando el apoyado sea una empresa extranjera o el apoyo mediante actividad promocional se ejecute en el extranjero. La ejecución directa en estos casos podrá realizarse vía contratación internacional, con arreglo y/o cargo a la existencia de los presupuestos que la configuran.

g. El apoyo de PROMPERU no supone un aval o garantía frente a terceros de ninguna naturaleza respecto de las actividades de los organizadores y/o auspiciadores y personas naturales que brinden apoyo a la actividad promocional; del mismo modo, PROMPERU quedará plena, anticipada e incondicionalmente eximido de cualquier responsabilidad por los actos, omisiones y/ comentarios u opiniones vertidas por los organizadores, conferencistas y demás personas en el desarrollo de la actividad promocional.

h. PROMPERU tendrá el derecho a exigir el reconocimiento público por el apoyo otorgado, el mismo que deberá darse en forma de menciones expresas durante el evento, colocación e inclusión del logo y de la marca Perú en los afiches, banderolas y demás material publicitario y de organización relacionado con la actividad, sin perjuicio de dejarse explícitamente establecido que el apoyo mediante actividad promocional no representa ningún vínculo entre PROMPERU y el apoyado.
i. Cada Gerencia llevará un archivo correlativo de los auspicios otorgados, bajo el siguiente esquema de numeración

| N° correlativo de solicitud (4 dígitos) | Año (2 dígitos) | Gerencia |

**REVISIÓN Y EVALUACIÓN**

a. La solicitud (Formato N° 1) pasará a revisión y evaluación por la Gerencia directamente involucrada, la misma que emitirá un Informe Técnico (Formato N° 2) en un plazo máximo de quince (15) días hábiles de recibida la solicitud por dicha Gerencia, tomando como criterio el Plan de Actividades de PROMPERU y de la Gerencia, el presupuesto asignado y el correspondiente análisis costo—beneficio. En dicho Informe se deberá recoger en forma expresa, detallada y exhaustiva todas y cada una de las obligaciones que asume el apoyado.

b. En caso que la Gerencia directamente involucrada opine favorablemente para el otorgamiento del apoyo mediante actividad promocional, solicitará un Informe sobre la Disponibilidad Presupuestal a la Gerencia de Planificación, Presupuesto y Desarrollo, quien deberá emitir opinión (Formato N° 2) en un plazo máximo de dos (02) días útiles de recibido el Informe Técnico.

c. Excepcionalmente cuando la actividad ya ha sido programada y por lo tanto cuenta con Calendario, es posible acompañar copia de una SBS.

d. En caso que, como resultado de la evaluación se desestime el pedido de apoyo, se comunicará tal decisión, debidamente fundamentada, en forma inmediata al solicitante.

**APROBACIÓN**

Teniendo en consideración los Informes Técnico y de Disponibilidad Presupuestaria o SBS, según sea el caso, los apoyos serán aprobados de acuerdo a los siguientes niveles:

<table>
<thead>
<tr>
<th>Monto (US$)</th>
<th>Funcionario autorizado*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hasta 3,000</td>
<td>Sub Gerencia de Administración y Gerentes</td>
</tr>
<tr>
<td>Más de 3,000 hasta 10,000</td>
<td>Gerencia de Administración y Finanzas y Gerencia General</td>
</tr>
<tr>
<td>Más de 10,000</td>
<td>Acuerdo de Directorio**</td>
</tr>
</tbody>
</table>
* Aprobación acumulativa.
** Salvo casos de apoyos programados con ocasión de la aprobación del presupuesto institucional por parte del Directorio, en cuyo caso corresponderá ésta a la Gerencia General. Igualmente, deberán ser aprobados por Directorio los apoyos, sin importar el monto, a personas naturales o actividad no turística que involucre promoción de la imagen del Perú como destino turístico conjunta a la imagen de un tercero.

Cada Gerencia el último día hábil de cada mes, según **Formato N° 4,** deberá elevar a Gerencia General con copia a la Gerencia de administración y Finanzas, la relación de apoyos mediante actividad promocional otorgados.

**SUSCRIPCION DE CONVENIO**

a. La adquisición y/o contratación de los bienes y/o servicios derivados de apoyos mediante actividad promocional serán procesados y ejecutados directamente por PROMPERU, sea por la Ley de Contrataciones y Adquisiciones del Estado o bajo el procedimiento que establece el Manual de Gestión de Proyectos del PNUD, debiendo suscribirse Convenio sólo cuando el monto de apoyo supere al previsto para el proceso de adjudicación de menor cuantía para servicios del TUO de la Ley de Contrataciones y Adquisiciones del Estado; o, sin importar el monto, cuando el apoyo ha sido previamente aprobado por Directorio, por tratarse de apoyo mediante actividad promocional a personas naturales actividad no turística que involucre promoción de la imagen del Perú como destino turístico conjunta a la imagen de un tercero.

b. Para el caso de apoyo mediante actividad promocional por monto que no exceda a proceso de adjudicación de menor cuantía, el apoyado deberá suscribir obligatoriamente el Formato Nº 3, cuya redacción definitiva deberá ser determinada previamente por la Gerencia directamente involucrada con la actividad.

c. La Gerencia a cargo del apoyo remitirá los Formatos Nº 1, 2 y 3, o de ser el caso, el Convenio suscrito por PROMPERU y el apoyado, a la Gerencia de Administración y Finanzas para su ejecución, en coordinación con la referida Gerencia. Ningún apoyo podrá ser ejecutado de manera previa a la culminación del procedimiento involucrado en los Formatos o de la suscripción del Convenio correspondiente, de ser el caso, bajo responsabilidad.

d. La Gerencia de PROMPERU a cargo del apoyo, tendrá la responsabilidad de la verificación y seguimiento de los términos acordados, bajo responsabilidad. En caso de detectar desviaciones a lo convenido, podrá suspender o dejar sin efecto el apoyo otorgado así como solicitar el inicio de las correspondientes acciones.
EVALUACIÓN, REGISTRO Y RENDICION DE CUENTAS

a. El apoyado, dentro de los quince (15) días hábiles de concluida la actividad o dentro del plazo convenido por las partes según la naturaleza de ésta, deberá presentar a PROMPERU, un Informe Final que acredite el cumplimiento de las obligaciones asumidas en el Formato y/o Convenio respectivo, de ser el caso, documentado entre otros medios, con fotos, audiovisuales, copia de publicaciones, que demuestren impacto de la actividad en el mercado y/o medios de prensa, tales como empresas de radiodifusión, periódicos y/o revistas u otro similar según sea el caso. Además, dicho Informe deberá incluir los alcances y resultados logrados con relación al objetivo del apoyo otorgado. La Gerencia que gestionó el apoyo otorgará la conformidad de ser el mismo en el informe referido en el acápite b) siguiente.

b. A la conclusión del plazo determinado en el literal anterior y dentro de los diez (10) días hábiles posteriores, la Gerencia respectiva emitirá, con carácter de obligatorio, un informe (Formato N° 4) de evaluación de los resultados de la misma y los beneficios reportados a PROMPERU, debiendo remitirse el mismo a la Gerencia General, confrontando los resultados obtenidos respecto de los señalados en su informe de sustento, realizando la medición correspondiente según indicadores propuestos.

c. Copia del informe señalado en el acápite anterior, será entregado en forma paralela a la Gerencia de Administración y Finanzas, para efectos de abrir un Registro de los Apoyos mediante actividad promocional otorgados, el mismo que comprenderá, entre otros, información de la entidad solicitante, el tema motivo del apoyo, el monto económico involucrado y medición de resultados obtenidos. Dicho registro será considerado fuente de información referencial de consulta obligatoria para los sucesivos informes de evaluación de solicitudes de apoyo.

VII. DISPOSICIONES TRANSITORIAS Y FINALES:

a. La presente Directiva regulará, en todo lo que sea aplicable, la realización de PROMPERU con otra persona natural o jurídica, pública o privada de actividades de co-organización o participación conjunta en una actividad de promoción turística.

b. Las solicitudes de apoyo que a la fecha se encuentren en trámite, se adecuarán en el estado en el que se encuentren y en lo que sea pertinente a la presente Directiva.
c. La Gerencia General podrá autorizar la creación y utilización de sistemas informáticos, formatos u otros necesarios, así como disponer medidas pertinentes que permitan la implementación eficiente de la presente directiva.

VIII. RESPONSABILIDAD:
La Gerencia que apruebe la solicitud del apoyo mediante actividad promocional será responsable de la revisión y evaluación de los mismos así como de la presentación del Informe de evaluación de resultados (Formulario Nº 4) dentro del plazo señalado en la presente Directiva.

IX. CONTROL:
La Gerencia de Auditoría Interna será responsable de vigilar que se cumplan las disposiciones establecidas en la presente Directiva.
FORMATO N° 1

FORMATO DE SOLICITUD DE APOYO A TERCEROS POR ACCIONES PROMOCIONALES DE TURISMO Y DIFUSIÓN DE LA IMAGEN DEL PAÍS

I. CONTENIDO DE LA SOLICITUD

<table>
<thead>
<tr>
<th>N°</th>
<th>Actividad a Desarrollar:</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Descripción de la Actividad:</td>
</tr>
<tr>
<td>3</td>
<td>Lugar de realización:</td>
</tr>
<tr>
<td>4</td>
<td>Fecha de realización:</td>
</tr>
<tr>
<td>5</td>
<td>Público objetivo de la actividad:</td>
</tr>
<tr>
<td></td>
<td>a. Mercado (país/region):</td>
</tr>
<tr>
<td></td>
<td>b. Perfil:</td>
</tr>
<tr>
<td>6</td>
<td>Costo de realización de la actividad (presupuesto desagregado):</td>
</tr>
<tr>
<td>7</td>
<td>Apoyo solicitado:</td>
</tr>
<tr>
<td></td>
<td>a. Valorización económica del apoyo solicitado:</td>
</tr>
<tr>
<td></td>
<td>b. Destino del apoyo (de acuerdo a los conceptos desagregados en el item 6):</td>
</tr>
<tr>
<td>8</td>
<td>Otros patrocinadores y detalle de su participación:</td>
</tr>
<tr>
<td>9</td>
<td>Resultados esperados de la actividad en términos de promoción/exposición mediática u otros, expresados en números:</td>
</tr>
<tr>
<td></td>
<td>a. Alcance esperado:</td>
</tr>
<tr>
<td></td>
<td>b. Cobertura esperada:</td>
</tr>
<tr>
<td></td>
<td>c. Otros</td>
</tr>
<tr>
<td>10</td>
<td>Otros beneficios ofrecidos por el apoyo solicitado (obligaciones):</td>
</tr>
</tbody>
</table>

II. DATOS GENERALES DEL APOYADO

<table>
<thead>
<tr>
<th>N°</th>
<th>Nombre del Apoyado y objeto social:</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Representante Legal:</td>
</tr>
<tr>
<td>13</td>
<td>Dirección:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>14</td>
<td>N° Partida Registral Apoyado:</td>
</tr>
<tr>
<td></td>
<td>(en caso de persona extranjera, su equivalente)</td>
</tr>
<tr>
<td>15</td>
<td>RUC o DNI Apoyado:</td>
</tr>
<tr>
<td>16</td>
<td>RUC o DNI Representante Legal:</td>
</tr>
<tr>
<td>17</td>
<td>Teléfono:</td>
</tr>
<tr>
<td>18</td>
<td>Fax:</td>
</tr>
<tr>
<td>19</td>
<td>Correo Electrónico:</td>
</tr>
</tbody>
</table>

Por la presente declaro que la información aquí contenida es veraz, asumiendo la total responsabilidad que se derive de la determinación de su falsedad o inexactitud, ante las instancias respectivas.

Asimismo, dejo constancia que me someto a la normatividad interna de PromPerú que regula el otorgamiento de apoyos a terceros por actividades promocionales, así como a las disposiciones legales aplicables, sin necesidad de declaración expresa adicional.

Si es Persona Natural:  
___________________
Firma del Solicitante

Si es Persona Jurídica:  
___________________
Firma del Representante Legal

INSTRUCCIONES DE LLENADO DEL FORMATO N° 1

1. La información consignada en los ítems del 1 al 10 constituyen declaración jurada de EL APoyADO.

2. La información consignada en los ítems 11, 12, 14 , 15 Y 16 deberá ser acreditada mediante la presentación de la documentación respectiva:
   a. En caso de Persona Jurídica Nacional: Copia literal de la Partida Registral de una antigüedad no mayor a tres meses de la fecha de presentación de la solicitud, Copia simple del RUC y Copia Simple del DNI del Representante Legal.
   b. En caso de Persona Jurídica Extranjera: documentos equivalentes a los mencionados en a) conforme a las normas del país de constitución.
   c. En caso de entidad pública: Copia Simple de Resolución de nombramiento de su representante legal, mención de disposición legal que otorga facultades para suscribir el Convenio al Representante Legal y Copia Simple del DNI del Representante Legal
   d. En caso de Persona Natural: Copia simple del DNI o equivalente en caso extranjeros.

3. Para aquellas actividades cuyo público objetivo corresponde al mercado peruano, no será necesario precisar el item 9.
III. **ANÁLISIS DE LA SOLICITUD**

<table>
<thead>
<tr>
<th>N°</th>
<th>Descripción</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Competencia de PromPerú:</td>
</tr>
<tr>
<td></td>
<td>Proponer, dirigir, evaluar y ejecutar las políticas y estrategias de promoción del turismo interno y del turismo receptivo, así como promover y difundir la imagen del Perú en materia de promoción turística.</td>
</tr>
<tr>
<td></td>
<td>Dentro de las estrategias de promoción, PromPerú ha identificado el apoyo mediante actividad promocional como una manera eficaz y de bajo costo de llegar al target identificado en cada mercado, incrementando la credibilidad y el prestigio del destino Perú en tanto es relacionado con la actividad apoyada.</td>
</tr>
<tr>
<td>21</td>
<td>Objetivos de PromPerú:</td>
</tr>
<tr>
<td></td>
<td>Dar a conocer y posicionar al Perú en los mercados prioritarios y potenciales como un destino turístico multidiverso, seguro y accesible, líder en Sudamérica.</td>
</tr>
<tr>
<td>22</td>
<td>Análisis del Público Objetivo:</td>
</tr>
<tr>
<td></td>
<td>a. El mercado es un mercado prioritario o potencial:</td>
</tr>
<tr>
<td></td>
<td>b. El público objetivo coincide con el perfil del turista de ese mercado:</td>
</tr>
<tr>
<td>23</td>
<td>Análisis Costo comparativo u otros beneficios:</td>
</tr>
<tr>
<td>24</td>
<td>Plazo Presentación Informe Final por el Apoyado:</td>
</tr>
<tr>
<td>25</td>
<td>Recomendación:</td>
</tr>
</tbody>
</table>

Firma del Funcionario   Firma del Sub Gerente  Firma del Gerente  
(Especialista de Mdo)  (Coordinador)

**APROBACIÓN**

<table>
<thead>
<tr>
<th>N°</th>
<th>Descripción</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Descripción del Apoyo:</td>
</tr>
<tr>
<td>27</td>
<td>Monto al que asciende el apoyo:</td>
</tr>
<tr>
<td>28</td>
<td>N° Partida Presupuestal:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>29</td>
<td>Cuenta con disponibilidad Presupuestal</td>
</tr>
<tr>
<td></td>
<td>(adjuntar informe de disponibilidad presupuestal)</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Firma Gerente GPPD</td>
</tr>
</tbody>
</table>

**INSTRUCCIONES DE LLENADO DEL FORMATO N° 2**

1. La información solicitada en los ítems del 22 al 29 es de llenado obligatorio.
2. En caso de opinión favorable para el otorgamiento del apoyo, adjuntar la SBS correspondiente.
FORMATO N° 3
CONDICIONES GENERALES DE APOYO A TERCEROS POR ACCIONES PROMOCIONALES DE TURISMO Y DIFUSIÓN DE LA IMAGEN DEL PAÍS

Obligaciones del Apoyado:

a) Reconocimiento público a PROMPERU por el apoyo otorgado, el mismo que deberá darse en forma de menciones expresas durante el evento, colocación e inclusión del logo y de la marca Perú en los afiches, banderolas y demás material publicitario y de organización relacionado con la actividad, sin perjuicio de dejarse explícitamente establecido que el apoyo mediante actividad promocional no representa ningún vínculo entre PROMPERU y el apoyado, y/o de la Marca Perú en las invitaciones del EVENTO.

b) Cumplir con la propuesta presentada a PROMPERU para la realización del EVENTO.

c) Remitir a PROMPERU en un plazo máximo de quince (15) días hábiles posteriores a la culminación del EVENTO [de ser necesario, adaptarlo al plazo adecuado a la naturaleza de la actividad promocional objeto de apoyo], un Informe Final documentado con fotos, recortes de publicaciones o cualquier otro medio que resulte pertinente, del cumplimiento de las obligaciones contraídas, alcances y resultados logrados en el mismo con relación a los objetivos del EVENTO.

d) La participación o apoyo de PROMPERU no supone un aval o garantía frente a terceros de ninguna naturaleza respecto de las actividades de los organizadores y/o auspiciadores o personas naturales que brinden apoyo a la actividad promocional; del mismo modo, PROMPERU quedará plena, anticipada e incondicionalmente eximido de cualquier responsabilidad por los actos, omisiones y/ comentarios o opiniones vertidas por los organizadores, conferencistas y demás personas en el desarrollo de la actividad promocional.

e) Otras [de ser necesario, adaptarlo a las condiciones particulares de la actividad promocional objeto de apoyo]

Por la presente declaro que me someto a las Condiciones Generales de Apoyo a Terceros por Actividad Promocional antes descritas para el fiel y cabal cumplimiento de mis obligaciones por el apoyo de PromPerú para la realización de la actividad promocional.

Si es Persona Natural:     Si es Persona Jurídica:

_________________________     __________________________
Firma del Solicitante     Firma del Representante Legal
1. La Declaración deberá ser firmada obligatoriamente por el apoyado en caso el monto no exceda de US$ 3,000.00.

2. La adaptación/redacción definitiva de los incisos c) y e) estará a cargo de la Gerencia responsable del apoyo mediante actividad promocional.
FORMATO N° 4
INFORME FINAL DE EVALUACION

I. EVALUACION DE RESULTADOS

30 El apoyo se aplicó al destino señalado en el Numeral 7 ..........

Alcance obtenido vs. Alcance esperado de acuerdo al Numeral 9..............

Cobertura obtenida vs. Cobertura esperada de acuerdo al Numeral 9..............

Se obtuvieron los Otros Beneficios señalados en el Numeral 10..........  

Costo por mil real de la actividad o costo comparativo u otros de acuerdo al Numeral 23..............

CUMPLIO CON PRESENTAR INFORME CUMPLIMIENTO OBLIGACIONES : SI.......  NO.......  

Firma del Funcionario  Firma del Sub Gerente  Firma del Gerente  
(Especialista de Mdo) (Coordinador)

INSTRUCCIONES DE LLENADO DEL FORMATO N° 4

a. La información solicitada en el item 30 es de llenado obligatorio.
Appendix 20: Social Media Examples
Social Media Appendix

Figure 5.5.1: Search results on travel networking websites.

(Source: GW consulting team, 2012)

Figure 5.5.2: Facebook home page of PromPeru

(Source: the GW consulting team, 2012)
Table 5.5.4: Forms of Search Engine Marketing

<table>
<thead>
<tr>
<th>Type</th>
<th>Form</th>
<th>Explanation</th>
<th>Payment Scheme</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonpaid</td>
<td>Search Engine Optimization (SEO)</td>
<td>The process of improving the quality or quantity of traffic from search engines to a website</td>
<td>None paid to search engines</td>
<td>SEO practices</td>
</tr>
<tr>
<td>Paid</td>
<td>Paid Placement</td>
<td>Bidding on keywords on SERPs</td>
<td>Pay-per-click</td>
<td>Google AdWords, Yahoo! Precision March</td>
</tr>
<tr>
<td></td>
<td>Contextual Advertising</td>
<td>Pay to appear on relevant websites or web pages</td>
<td>Pay-per-Click or Pay-per-thousand impressions</td>
<td>Google AdSense</td>
</tr>
<tr>
<td></td>
<td>Paid Inclusion</td>
<td>Annual subscription fee to search engines to be included in their indices</td>
<td>Pay</td>
<td>Yahoo</td>
</tr>
</tbody>
</table>

Figure 5.5.5: Two main budget sources

(Source: the GW consulting team, 2012)
Appendix 21: Spanish Language Schools
<table>
<thead>
<tr>
<th>Name</th>
<th>Website</th>
<th>e-mail</th>
<th>Location</th>
<th>Offers Activities &amp; Excursions</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lingua Schools - Cusco</td>
<td><a href="http://www.linguaschools.escuelas-de-espanol-latinoamerica/latinoamerica.php?id=11">http://www.linguaschools.escuelas-de-espanol-latinoamerica/latinoamerica.php?id=11</a></td>
<td><a href="mailto:info@wiracochaschool.org">info@wiracochaschool.org</a></td>
<td>2 blocks form plaza de armas</td>
<td>yes</td>
<td>-</td>
</tr>
<tr>
<td>Wiracocha</td>
<td><a href="http://www.wiracochaschool.org/spanish">http://www.wiracochaschool.org/spanish</a></td>
<td><a href="mailto:info@wiracochaschool.org">info@wiracochaschool.org</a></td>
<td>Cuesta San Blas 561 Cusco Peru</td>
<td>yes, cooking classes</td>
<td>offers tourism internships</td>
</tr>
<tr>
<td>Amauta</td>
<td><a href="http://www.amautaspanish.com/">http://www.amautaspanish.com/</a></td>
<td><a href="mailto:info@amautaspanish.com">info@amautaspanish.com</a></td>
<td>Cusco city and Sacred Valley</td>
<td>yes</td>
<td>offers voluntary programs &amp; internships in tourism</td>
</tr>
<tr>
<td>Enforex</td>
<td><a href="http://www.enforex.com/espanol/escuela-cusco.html">http://www.enforex.com/espanol/escuela-cusco.html</a></td>
<td></td>
<td>Plaza Limacpampa Grande</td>
<td>no</td>
<td>offers voluntary programs</td>
</tr>
<tr>
<td>El Sol</td>
<td><a href="http://elsol.idiomasperu.com/spanish/escuela-de-espanol-cusco.html">http://elsol.idiomasperu.com/spanish/escuela-de-espanol-cusco.html</a></td>
<td><a href="mailto:elsol@idiomasperu.com">elsol@idiomasperu.com</a></td>
<td>Calle Suecia</td>
<td>only activities: cooking, dance classes</td>
<td>offers voluntary programs</td>
</tr>
<tr>
<td>Proyecto Peru</td>
<td><a href="http://es.proyectoperucentro.org/">http://es.proyectoperucentro.org/</a></td>
<td><a href="mailto:perucentre@hotmail.com">perucentre@hotmail.com</a></td>
<td>Calle Siete Cuartones 290</td>
<td>yes</td>
<td>offers voluntary programs &amp; internships in tourism, recommended by lonely planet and rough guides</td>
</tr>
<tr>
<td>Ecela</td>
<td><a href="http://www.ecela.com/esp/escuela_de_espanol_cusco_peru.php">http://www.ecela.com/esp/escuela_de_espanol_cusco_peru.php</a></td>
<td><a href="mailto:info@ecela.com">info@ecela.com</a></td>
<td>Calle Abracitos</td>
<td>cultural courses (andean music, quechua, art)</td>
<td>offers voluntary programs</td>
</tr>
<tr>
<td>Aurora Andina</td>
<td><a href="http://www.auroraandina.com/">http://www.auroraandina.com/</a></td>
<td><a href="mailto:info@auroraandina.com">info@auroraandina.com</a></td>
<td>Calle Tecte 311</td>
<td>cultural courses (andean music, quechua, art)</td>
<td>offers voluntary programs</td>
</tr>
<tr>
<td>Ethnias</td>
<td><a href="http://www.ethniasspanishschool.com/">http://www.ethniasspanishschool.com/</a></td>
<td><a href="mailto:info@ethniasspanishschool.com">info@ethniasspanishschool.com</a></td>
<td>Calle Tesecocha 2</td>
<td>yes</td>
<td>offers voluntary programs</td>
</tr>
<tr>
<td>Kantu</td>
<td><a href="http://kantuspanishschool.com/">http://kantuspanishschool.com/</a></td>
<td></td>
<td>Urb. Lucrepata E-18</td>
<td>no</td>
<td>offers voluntary programs</td>
</tr>
</tbody>
</table>
Appendix 22: Scavenger Hunt List
San Pedro Market Scavenger Hunt List
Friends of San Pedro Market 2012

ACTION LIST:

1. ______ Find the Piggy Bank
2. ______ Take a picture of San Pedro Market Logo
3. ______ Find the secret lady at the juice section
4. ______ Taste the secret lady’s juice
5. ______ Take a picture of secret food that help Inca Empire go through the Inca Trail
6. ______ Take a picture of the vendor sells frog
7. ______ Find frog soup vendor
8. ______ Taste Caldo de Gallina
9. ______ Take a picture of Caldo de Gallina
10. ______ Find the vendor sells the most varieties of potato
11. ______ Take a picture with the vendor that has been in the market for three generations