

KRISTIN M. LAMOUREUX, PH.D.

VISITING PROFESSOR OF HOSPITALITY AND TOURISM MANAGEMENT

FEIERTAG DEPARTMENT OF HOSPITALITY AND TOURISM

VIRGINIA TECH UNIVERSITY

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SUMMARY HIGHLIGHTS

Dr. Kristin Lamoureux is an accomplished hospitality and tourism professional with over 25 years of experience as an educator, researcher and consultant in tourism and hospitality, tourism development, destination management and marketing, hospitality management, marketing, strategic planning and research. She has a proven track record in engaging with industry, fostering collaboration and transforming real life experience into high quality education.

Most recently, she serves as a Visiting Professor of Tourism and Hospitality Management at Virginia Tech University. Prior to VT, she served as the Associate Dean of the Jonathan M. Tisch Center for Hospitality and Tourism within the School of Professional Studies at New York University and Executive Director of the International Institute of Tourism Studies at George Washington University.

Her primary focus areas include indigenous tourism development, sustainable tourism, tourism and hospitality workforce development, policy and infrastructure intervention, economic development, culture-heritage tourism, accreditation, destination management, public private partnerships, animal welfare and tourism and rural or community tourism development. She is often asked to serve as an expert commentator on these areas and has recently been quoted in numerous media outlets including Marketwatch, CNN, Forbes, Money Magazine, Skift, Time Magazine, Conde Nast Traveler, Wall Street Journal and the Washington Times.

Dr. Lamoureux has been involved in many projects focusing on tourism and hospitality in developed and developing countries and with indigenous populations around the world including Virginia, Washington, DC, Maryland, NY, Montana, Oklahoma, North Dakota, among others as well as countries such as Jordan, Morocco, Honduras, Belize, Egypt, Mali, Dominican Republic, Ecuador, Ethiopia, Bulgaria, Myanmar, Mexico, Portugal, Nambia and Spain. Dr. Lamoureux has served as a consultant for the US Department of Interior, National Park Service, Bureau of Indian Affairs, USAID, the World Bank, the UN World Tourism Organization, the US Environmental Protection Agency, the Ecotourism Society, and Conservation International, among others. At present she serves as a Special Advisor to the American Indian Alaska Native Tourism Association.

During her career, Dr. Lamoureux has been a champion of indigenous people around the world. Utilizing tourism as a tool to support economic development, poverty alleviation,

gender equity, governance, policy support and cultural preservation, she has worked to create viable solutions for Native people. In 2006, Dr. Lamoureux co-authored *Communities, Conservation and Tourism: An Assessment Toolkit* which continues to be recognized as a comprehensive process for assessing and developing tourism in tribal and rural communities.

At present she serves as a Special Advisor to the American Indian Alaska Native Tourism Association. Most recently she has assisted the Blackfeet Tribe, St. Regis Mohawk, Confederated Salish and Kootenai Tribes, the Choctaw Nation in Oklahoma, the Crow Tribe in Montana and the Turtle Mountain Eastern Band of the Chippewa Tribe in North Dakota to assess, develop and implement tourism development opportunities in tribal areas.

Dr. Lamoureux began her education in Ecuador after having received a Rotary Exchange Student Scholarship. She has an A.S. from La Universidad Catolica del Ecuador, a B.S. from Johnson and Wales University in Rhode Island, a M.T.A. (Master of Tourism Administration) and a Ph.D. in Business Administration with a focus on Strategic Management and Public Policy from The George Washington University in Washington, DC. She is fluent in a native-born English speaker and is fluent in written and spoken Spanish.

Below is an abbreviated CV of Dr. Lamoureux' experience

TEACHING AND ADMINISTRATIVE EXPERIENCE

*Visiting Professor of Hospitality and Tourism
Virginia Tech University*

2017 – Present

Dr. Lamoureux joined the faculty of Virginia Tech Department of Hospitality and Tourism Management last year. In addition to teaching, she is currently involved in the following projects:

- Developing a new executive education program in tourism destination management and global sustainability
- Developing a new certificate in Event Management, Privacy and Cybersecurity
- Supporting the six newly Federally recognized tribes in Virginia in tourism destination development.

*Associate Dean and Clinical Associate Professor,
Tisch Center for Hospitality and Tourism,
New York University*

2015 - 2017

As Associate Dean, Dr. Lamoureux oversaw all Tisch Center activities including the oversight of all degree and non-degree programs, as well as the NYU Hospitality Investment Conference. Specific examples of some of these activities include:

- Oversaw of the NYU Hotel Investment Conference which generated over \$1M in scholarship and program funds for the Tisch Center last year
- Developed of the Tisch Center Strategic Plan
- Led the curriculum revision of two existing graduate programs
- Led the reorganization of the Center's professional development and workforce development programs in the areas of hospitality, tourism, restaurant and event management.
- Managed a significant level of industry outreach including hosting industry leaders, such as Danny Meyer, founder of Shake Shack, Jonathan Tisch, President & CEO of Loews Hotels, as well as the managing the NYU Hospitality Conference Executive Committee, and oversight of the NYU Brenner and Grossinger Lectures

*Executive Director and
Assistant Professor of Tourism & Business Management
International Institute of Tourism Studies
The George Washington University*

2005 – 2015

Dr. Lamoureux managed all of the activities conducted by IITS including all research, technical assistance, development projects, career education and customized training. Specific IITS professional education programs that she managed include:

- Redevelopment and On-going management of the GW Event Management Professional Certificate Program
- Development of the Event and Tourism Management Certificate Program for the Jordan Inbound Tour Operators Association in Jordan
- GW Tourism Destination Management Certificate Program with concentrations in

tourism, sports or events

- NFL Players Association Retired Players Hospitality and Business Training Program
- GW Sports Philanthropy Professional Certificate Program
- Event Management Professional Development, Office of Protocol, National Security Agency

Specific IITS grants and contract activities managed by Dr. Lamoureux include:

- USAID Global Sustainable Tourism Alliance
- GW sub-contract for the Morocco Rural Tourism Program under a USAID contract for the Chemonics managed consortium.
- Tourism Competitiveness in the Dominican Republic. GW sub-contract focused on identifying strategic competitive strengths for sustainable tourism development of the Punta Cana region of this country, under the USAID RAISE IQC.
- US NPS Potomac Heritage National Scenic Trail Development Grant
- Biodiversity Conservation and Economic Growth Sustainable Tourism Development project, Bulgaria, funded by USAID via ARD, Inc.
- Middle East/Mediterranean Travel and Tourism Training Program. A five country project geared towards developing professional level training programs within Jordan, Israel, the Palestinian Authority and Morocco through funding from the US Dept. of State. Ms. Lamoureux served as project manager and coordinator.
- Sustainable Travel and Tourism Roundtable. Project with original funding from the U.S. EPA to develop a joint on-going roundtable group made up of public and private tourism sectors involved in tourism as well as civil society groups.

Deputy Director

2002 –2005

International Institute of Tourism Studies

George Washington University

Assisted in the management of all of the activities conducted within IITS. Managed key aspects of the IITS Career Education program including distance learning; as well as manager of IITS contract/grant activities.

Over the past 20 years of her teaching career, she has taught the following classes:

Graduate Courses Taught:

- International Experiences: Tourism & Hospitality Consulting Practicum*
- Applied Strategic Planning
- Hospitality & Tourism Research Methods
- Administration of Hospitality Management
- Tourism and Hospitality Policy Analysis
- Destination Planning

- Volunteer Tourism
- Destination Management
- Ecotourism
- Global Experiences

Professional Development Courses

Taught:

- Tourism for Economic Development
- Best Practices in Event Management

- Green Events
- Tourism Assessment and Development
- Tourism Marketing
- Ecotourism Management
- Cultural Heritage Tourism
- Environmental Management of Tourism Destinations
- Marine and Coastal Tourism
- Product Development

INDUSTRY AND CONSULTING EXPERIENCE

Executive Director, SAVE Travel Alliance

2014 - Present

Dr. Lamoureux has served in a leadership role of the SAVE Travel Alliance since its inception over 10 years ago and most recently, as the Executive Director. The SAVE Alliance focuses on building the bridge between travelers and destinations, by helping destinations, travelers and facilitators come together in area of scientific, academic, volunteer and experiential travel.

Tourism and Hospitality Consultant

1998 - present

Dr. Lamoureux has served as an independent tourism consultant from 1998 to the present. Specifically, she specializes in providing technical assistance with existing and future tourism development, management and marketing. Specific projects she has been involved with include:

- International Market Analysis of visitors to the Hot Springs of the Confederated Salish and Kootenai Tribes
- World Bank: Tourism Strategy Review of East Asia and the Pacific Region
- Destination Management Association International Professional Destination Manager Curriculum Development
- Tourism Sector Desk Study for the United States Trade and Development Agency
- The Relationship of Tourism Development to Biodiversity Conservation and the Sustainable Use of Water and Energy Resources. Study funded by the United Nations Environmental Program that developed a framework for stakeholder involvement in tourism development and biodiversity conservation.
- Honduras: Sustainable Coastal Tourism Learning and Innovation Loan preparation funded through the World Bank.
- Competitive Cluster Strategy for the tourism industry in Honduras funded through World Bank. Contracted as a translator and analyst.

EXAMPLES OF TOURISM CONSULTING AND APPLIED RESEARCH EXPERIENCE

Destination Management Organization Strategic Plan and Business Develop Plan, St. Regis Mohawk Nation. Working with the St. Regis Mohawk Nation which spans the US-Canada border, to develop the Nation's first DMO. Sponsor: St. Regis Mohawk Nation

Strategic Marketing Plan for Destination DC Assisted in the development of the strategic marketing plan for Destination DC, the District's Tourism Destination Management organization. Sponsor: Destination DC

Economic Analysis of Tourism Development in East Asia for the World Bank. Published as "Tourism in Developing East Asia: Managing Growth and Maximizing Future Benefits" in the World Bank 2017 EAP Economic Update.

Destination Development Plan for Eastern Band of Chippewa Nation, North Dakota. Developed a plan to support tourism product development and marketing for the Eastern Band of the Chippewa Indians. Sponsor: Chippewa Nation

Strategic Tourism Assessment for the Choctaw Nation, Oklahoma. Conduct a feasibility analysis and develop a strategic plan for tourism development in the Choctaw Native American Nation. Sponsor: Choctaw Nation

Strategic Tourism Assessment for the Crow Tribe, Montana. Conduct a feasibility analysis and develop a strategic plan for tourism development in the Crow Tribe. Sponsor: US Bureau of Indian Affairs

Improvement of Vocation Education for Youth in Morocco (pending). Sponsor: US Millennium Challenge Corporation

Enhancing Economic Development through Tourism in Myanmar's Inle Region: A Situational Analysis, Strategy and Action Plan. Led a graduate student consulting practicum to the Inle area to assess the environment issues and tourism opportunities for the region. Funded through the Myanmar Ministry of Tourism and the Myanmar Hotel Association.

Women in Leadership in the Hospitality. Conducted research related to the challenges women face in reaching leadership positions within the hospitality industry by interviewing top female leaders paired with secondary research of best practices around female leadership in other service industries.

Innovation in Tourism & Hospitality Education for Tunisia. Grant awarded to IITS to support tourism education enhancements within the Superior Institute of Tourism in Djerba, Tunisia by working with this institution to build their internal capacity through training, idea exchange and inter-organizational collaboration. Sponsor: US Dept of State/US Embassy Tunisia

US National Park Service Potomac Heritage National Scenic Trail (2013-2015). National Park Service and the Potomac National Heritage Scenic Trail project focused on an analysis of the information systems of the Trail, as well as working to build a coalition of

stakeholders around the Trail system. Sponsor: US National Parks Service

Tourism Sectoral Framework for the Inter-American Development Bank. Grant awarded to GW to develop the IADB Tourism Sectoral Framework. The focus of this framework was to provide an academically-supported argument for the Bank's engagement in tourism as part of its poverty alleviation strategy. Sponsor: Inter-American Development Bank

Global Sustainable Tourism Alliance (GSTA) USAID funded program that brings together leading organizations in the sustainable tourism field working together with USAID Missions to apply a holistic and market-driven approach to sustainable tourism development. Sponsor: USAID

- Country Program: Ecuadorian Sustainable Tourism Alliance
- Country Program: Dominican Sustainable Tourism Alliance
- Country Program: Ethiopia Sustainable Tourism Alliance

Rural Tourism in Morocco Consulting Practicum. A collaborative effort between IITS and the Institut Supérieur International du Tourisme de Tangiers, led to the creation of a cross-functional management consulting and collaborative planning team of faculty and student working to identify and evaluate rural tourism opportunities and constraints in Morocco. Sponsor or Contributor: Ministry of Tourism, Morocco.

Assessing Opportunities in Scientific, Academic, Volunteer and Educational (SAVE) Tourism in the North Coast and Bay Islands of Honduras. Assist the Government of Honduras realize the country's potential to attract the SAVE market. Specifically a cross-functional team of faculty and students helped define and analyze the North American save market, assess Honduras. competitiveness, and recommend ways to access the SAVE market. Sponsor or Contributor: Instituto Hondureño de Turismo, Honduras.

Rural and Agricultural Incomes with a Sustainable Environment Indefinite Quantity Contract

Task Order #1: Develop paper and presentation on small business practices and environmental management systems.

Task Order #2: Tourism Cross Cutter Initiative.

Task Order #3: Tourism Competitiveness in the Dominican Republic.

Task Order #4: Rural Tourism Development in Morocco.

Sponsor or Contributor: US AID.

EPA Sustainable Hospitality & Tourism Industry Program. Cooperative agreement with the EPA to establish a permanent public private sector roundtable on travel and tourism related environmental issues. Seed funding for first 2 years secured Sponsor or Contributor: Environmental Protection Agency (EPA).

SGS Environmental Survey of the Hospitality & Tourism Industry. Survey of world travel and tourism industry to determine relative importance of environmental issues. Sponsor or Contributor: SGS.

Middle Eastern and Mediterranean Travel and Tourism Association Tourism and Event Management Training Program. Strategy for the development of tourism management education and training in the Middle East and Mediterranean region in Palestinian Authority, Jordan and Morocco. Sponsor or Contributor: US Dept. of State/ Middle East and Mediterranean Travel and Tourism Association (MEMTTA).

EDUCATION

The George Washington University Washington, DC
Ph.D. 2009, *Business Administration – Strategic Management and Public Policy/Tourism Administration*

The George Washington University Washington, DC
Master of Tourism Administration 1998, *Tourism/Business*
Graduated Summa Cum Laude
Professional Certificate 1998, *Tourism Destination Management and Marketing*
Professional Certificate 1997, *Ecotourism Management*

Johnson and Wales University Providence, RI
BS 1997, *Travel and Tourism Management*
AS 1996, *Travel and Tourism*
Graduated Summa Cum Laude

Universidad Catolica del Ecuador Ibarra, Ecuador
A.S. 1994, *Tourism/Business*
Graduated Valedictorian

PUBLICATIONS & PAPERS

Soulard, J.; McGehee, N. & Lamoureux, K. Transformational Tourism: Connecting with the Consumer (under development)

Lamoureux, K. & Duverger, P. "Economic Impacts of Adventure Tourism" (in-progress)

Lamoureux, K. & Hilliard, T. Volunteering and Risk Management Issues for the Meetings Industry (in-progress)

- Lamoureux, K. (2018). "Introduction to Animals, Food and Tourism" *Animals Food and Tourism*, Routledge Ethics of Tourism Series, C. Kline (Ed.) Taylor & Francis Group, New York, NY.
- Lamoureux, K. (2017) "Donald E. Hawkins: transferring knowledge into practice" *Anatolia: An International Journal of Tourism and Hospitality Research*, Vol. 28, Iss. 4, pp. 617-623.
- Duverger, P., Lamoureux, K. & Heyniger, C (2014, 2012, 2011, 2010) Adventure Travel Development Index Report. Adventure Travel Trade Association, Seattle, WA.
- Duverger, P., Lamoureux, K. & Heyniger, C (2010, 2013) Adventure Tourism Market Study. Adventure Travel Trade Association, Seattle, WA.
- Kline, C., Kask, S. & Lamoureux, K. (2011) Modeling Tourist and Community Decision Making" *Annals of Tourism Research*, 38 , pp. 1387–1409
- Lamoureux, K. (2011) "Volunteer Tourism" Chapter in *Travelers Philanthropy Handbook*. Edited by M. Honey. Center for Responsible Travel, Washington, DC.
- Lamoureux, K (2009) Dissertation: *Success Factors of Cross-Sector Volunteer Tourism Partnerships Involving U.S. Federal Land Agencies*.
- Lamoureux, K. & Bakker, M. (2008) Volunteer Tourism Industry Intelligence Report Mintel International.
- Hawkins, D. & Lamoureux, K. (2008) Sustainable Tourism, Chapter entitled "Understanding Tourism Indicators", Tourism Intelligence International.
- Lamoureux, K. et al. (2006). Conservation and Communities: Tourism Assessment Process. Conservation International.
- Hawkins, D. E., & Lamoureux, K. (2006). Performance Monitoring Programs and Performance Indicators for Sustainable Tourism. *Industry and Environment Programme, Paris*.
- Hawkins, D., Lamoureux, K. & Clemmons, D. (2005) "Voluntourism : A Catalyst for Tourism Development within Destinations" TedQual Magazine, World Tourism Organization
- Hawkins, D. & Lamoureux, K. (pending) "Marine and Coastal Tourism Development: A White Paper".

Lamoureux, K. (2003). "Community Tourism Knowledge Network" TedQual Magazine, World Tourism Organization, Vol. 1, Num. 6.

Hawkins, D. & Lamoureux, K. (2002). "Development of Competitive Ecotourism Products for Rila and Central Balkan Pilot Sites" Online document: http://www.moew.government.bg/ecotourismforum/index_e.htm

Hawkins, D., Lamoureux, K. & Poon, A. (2002). The Relationship of Tourism Development to Biodiversity Conservation and the Sustainable Use of Water and Energy Resources: A Stakeholder Framework. United National Environmental Program

Hawkins, D. & Lamoureux, K. (2001). Ecotourism Encyclopedia, Chapter entitled "Global Growth and Magnitude of Ecotourism". CABI Publishing, Wallingford, UK.

Frechtling, D. & Lamoureux, K. (2001). "Survey of International Tour Operators Visiting US National Parks". US National Park Service Internal Document.

Hawkins, D. & Lamoureux, K. (1999). "Assessment for Sustainable Development: Growth- Environment Opportunities through Natural Resource-based Industries Proceedings" RAISE, Washington, DC

Lamoureux, K. & Hawkins, D. (1999) "Environment and Tourism: Is the Industry Plundering Its Own Future? A Study by the International Institute of Tourism Studies" SGS/Green Globe, London, UK.

Lamoureux, K. (1999) "*Ecotourism Education*" The Ecotourism Society Newsletter, Vermont.

Hawkins, D. & Lamoureux, K. (2000) Manual for Tourism Product Development in Mexico. Developed for THR Consultants, Barcelona, Spain.

SELECT PRESENTATIONS

- MPI Virginia, Cybersecurity and Privacy for Event Professionals, Aug. 8, 2019
- American Indian Tourism Conference, Tourism Trends: How to Participate in the Shared Tourism Economy through Airbnb, Sep 2018
- American Indian Tourism Conference, Tourism Foundations for Indian Country, Sep 2018

- PATA Adventure Tourism Conference Creating New Boundaries of Adventure Tourism, Luoyang, China, May, 2017
- OAS/UNWTO, Global Conference on Jobs and Inclusive Growth: Partnerships for Sustainable Tourism, Best Practices, Lessons Learned And Recommendations: International Year of Sustainable Tourism Development Core Themes, Nov, 2017
- US Department of State International Visitor Leadership Program, Tourism, Economic Development and Sustainability Keynote Address, Sept, 2017
- NYU Africa House, "Driving African Tourism Growth through Innovation, Entrepreneurship and Technology: African Minister Forum Moderator," 11th Annual Presidential Forum on Africa Tourism, Sept. 2016
- NYU International Hospitality Investment Conference, "CEO Roundtable: A Conversation with the CEOs of Marriott, Hilton, Choice and Intercontinental Hotels", , June 4, 2016

"Developing the First World Adventure Destination Travel Index: A Policy and Communication Platform Fostering Cross-Cultural Exchanges", May 2015.

"Native Tourism and Workforce Development", American Indian Alaska Native Tourism Association Annual Conference, Sept. 29, 2014

"SAVE Tourism in Namibia Seminar," Ministry of Environment and Tourism of Namibia, March 10, 2014 "Maximizing Unique Partnership Opportunities." Wyoming Governor's Conference on Tourism Feb. 24, 2014

"National and international perspectives on heritage tourism, gateway communities & economics, Potomac Heritage National Scenic Trail". National Park Service Network Roundtable & Heritage Tourism Workshop, Nov 5, 2013

"Developing a Tourism Asset Inventory & Strategic Plan with Crow Nation" American Indian Alaska Native Tourism Association Annual Conference, Sept. 11, 2012

"Baseline Tourism Development," American Indian Alaska Native Tourism Association Annual Conference, Sept. 28, 2014

"Industry and Education --perspectives to partnerships and Models, Creating Alliances between Higher Education and Tourism in Jordan" Jordan Tourism and Higher Education Conference, Dec 2012.

"Developing a Tourism Asset Inventory & Strategic Plan with Crow Nation" American

Indian Alaska Native Tourism Association Annual Conference, Sept. 11, 2012

“Tourism as a Value Chain System” Webinar. Microlinks/USAID, Oct. 3, 2011.

Volunteer Tourism: Towards Guiding Principles Presentation. The Ecotourism and Sustainable Tourism Conference, Sept. 18, 2011.

Volunteer Tourism and the Adventure Community. Adventure Tourism World Summit, Adventure Travel and Trade Society, Chipias, Mexico, Oct. 18, 2011

“Travel Philanthropy and Voluntourism in the Meetings Industry” Destination Management Association International Destination Showcase, Feb. 25, 2010

“Developing the First World Adventure Destination Travel Index: A Policy and Communication Platform Fostering Cross-Cultural Exchanges” Paper accepted for presentation at the Cross-Cultural Research Conference, Dec. 15, 2009

“Adventure Travel Development Index: Impact for Destinations” Adventure Tourism World Summit, Tromso, Norway, Oct. 24, 2008.

“Understanding Tourism’s Eco Footprint” Green Tourism Conference, Blackstone River Valley Tourism Office and RI State Office of Economic Development, April 26, 2007.

“Accessing Opportunities for Scientific, Academic, Volunteer and Educational Tourism” Voluntourism Conference, RI State Office of Economic Development, June 27, 2006.

“Opportunities in Event Management” Graduation Keynote Address, University of West Indies Graduate School of Business Event Management Certificate Program, August 29, 2006.

AWARDS AND HONORS RECEIVED

- Meritorious Service Award for Lifetime Achievement – George Washington University 2015
- Enough Good People Award for Excellence in Hospitality and Tourism and Service to Native American Tourism Development, 2015
- Service Excellence Award Nomination for Exception Service – Alumni Choice, 2011
- Award in Recognition of 10 Years of Service to the George Washington University, 2007
- Outstanding Emerging Alumni Leader, Johnson and Wales University, 2007
- Potomac Heritage Interpretation Award Recipient, Potomac Heritage Trail Council, 2005
- Scholarship Recipient, International Airline Travel Agent Association, 1999
- Scholarship Recipient, National Defense Transportation Association, 1999

- Student Achievement Award for highest department GPA, 1998
- Scholarship Recipient, American Society of Travel Agent's (ASTA) Fernando Ayusa Scholarship, 1998
- Awarded membership into the Golden Quill Honor Society, 1997
- Awarded Membership into ETA SIGMA DELTA, International Hospitality Management Honor Society, 1997
- President's Award for Highest Overall Academic Achievement within the University – Johnson & Wales, 1996
- Scholarship Recipient, National Tour Association Treadways Inn Scholarship, 1996

BOARD POSITIONS AND AFFILIATIONS

- Board Member, Destination Marketing Association International, Accreditation Program, 2013 – Present
- Board of Advisor Member, NY Travel Unity, 2016 - Present
- Special Advisor for Workforce Development and Education, American Indian Alaska Native Tourism Association, 2014 - 2019
- Committee Chair, National Tribal GIS Program, AIANTA, 2013- 2015
- Board of Regents, Sustainable Tourism International's Ed. Programs, 2012 - 2015
- Board of Advisors, World Footprints Media, 2012 - Present
- Advisory Board – Voluntourism.org, 2005-2013
- Advisory Board – Adventure Travel and Tourism Association Annual World Summit, 2007 & 2008
- Advisory Board – The International Ecotourism Society North American Ecotourism Conference, 2007
- Steering Committee Member – Business Enterprises for Sustainable Tourism Educational Network 2002 – 2006
- Memberships, past or current: AHLA, HSMIAI, Tourism Cares, Academy of Management, US Travel and TTRA, ATTA, TIES