



**ASIA-PACIFIC ECONOMIC COOPERATION**

**2002**

***Training for Sustainable Development in  
the Tourism Industry  
(APEC TWG 04/2001T)***



**APEC Tourism Working Group**



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**Submitted to: Asia-Pacific Economic Cooperation (APEC)**

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## EXECUTIVE SUMMARY

This research project responds to the priorities of APEC leaders and Ministers, as determined by economic and technical cooperation established in the Osaka Action Agenda, which includes action programs, vision statement, and policy statement. It also relates to Policy Goal 3, which refers to sustainable management of tourism outcomes and its impact in the member countries of the APEC Tourism Charter endorsed by the Ministers of Tourism in July 6, 2000.

Sustainable development in "Our Common Future" is defined as "development that can meet the needs of the present without compromising the ability of future generations to meet their own needs." It is based on the concept of basic needs and the concept of environmental limits, which are set by man's technology and social organization. Although sustainable development is recognized to be a mixture of "techno-centric" and "ecocentric" world-views, it is mainly an economist's view, and it is ambiguous but politically acceptable while sustainability is still politically demanding for more "ethical and moral" reform.

Even if there are a lot of talks of sustainable development and changing our societies towards that aim, very little has been done to turn the talks into practical action. To solve the problem, this project sets three fold purposes

- 1) To raise the level of awareness on training for sustainable development in tourism industry of APEC member economies
- 2) To develop effective training programs for sustainable development
- 3) To facilitate the exchange of tourism information and the collection of tourism-related statistics among member economies.

Research methods used for the development of the report include:

- 1) Collect secondary data on tourism of APEC economies.
- 2) Conduct a field survey (public and private sector) / Delphi survey
- 3) Forecast future inbound tourism status and development of IAP for APEC member economies (differentiated training program)
- 4) Case study of best practices in APEC region.
- 5) Develop policy alternatives for the public and private sectors.

Particularly, this research aims at examining the training of sustainable tourism for policy developers both in the public and private sectors. The number of governments and industries, which focus on the training on sustainability, will be growing exponentially as industry recognizes the necessity of sustainable development in tourism. Development of a collective action plan for training on sustainable development in tourism and hospitality across the APEC region will enable the

strengthening and encouragement of linkages between industry and training providers within countries and across the region with the intent to achieve:

- 1) A more responsive education and training system in the sustainable tourism development sector.
- 2) Regional accreditation and articulation of qualifications for dealing with sustainability based on industry standards.
- 3) Cooperative development of curriculum and learning materials,
- 4) A competency-based training and education system across the region.

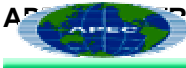
The development of a regional network is vital for collective action plan. It would provide the necessary forum to allow cooperation for the development of regional standards, common curriculum and appropriate policy/skill-based training. It is proposed that a biannual convention and exhibition be held in a host country within the APEC region to address various issues such as :


- Professional development of sustainability guideline in development;
- Cooperative development of curriculum;
- Pooling of resources and sharing of special expertise;
- Key education and training issues;
- Tourism and sustainability development in the region;
- Showcasing partnerships in training (between industry and training providers);
- Developments in training technology;
- Benchmarking practices and opportunities in education and training.

There is a need for training with national and regional standards and programs in all aspects of sustainability in the industry, and one individual public sector institution of each member economy cannot provide it either in quantity or in the mode required by the industry at the APEC regional level. According to the finding and recommendations of the APEC TWG and ECOTECH, the technical assistance program from the centralized center (institute) needs to be implemented through the operations of the new institute/center, which would be strengthened by the development of further professional expertise in instruction techniques with technical aids. This research proposes that APEC Sustainable Tourism Development Training Center (STDTC) for tourism policy developers is established. This center is expected to help educate adequate professional instructors for the values of sustainability.

Individual action plans are also proposed in this research. Based on the results of field survey and Delphi analysis, various individual action plans are made for each APEC member economy. A differentiated training program, which reflects current inbound tourism status of twenty-one APEC member economies, presents individual action plans and tasks for tourism policy-developers.

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## **I. OVERVIEW**

### **1.1. Introduction to The Project**

1. At the first APEC Tourism Ministerial Meeting in Seoul in July 2000, the Tourism Ministers responsible for tourism declared an APEC Tourism Charter, which establishes the sustainable management of Tourism outcomes and impacts as one of four policy goals for the development and promotion of tourism within APEC member economies. Moreover, Tourism Ministers endorsed four deliverables. One of these deliverables is “environmentally sustainable tourism as a means of achieving sustainable development of the tourism industry within APEC member economies”. Importantly, President Kim Dae-Jung proposed at the opening address of the first APEC Tourism Minister Meeting that the APEC establish a set of guideline for the preservation of the environment and a code of ethics for tourism industry. Accordingly, this project will be conducted effectively to respond to the priorities of APEC leaders and ministers.

The project will contribute to achieve these principles, in relation with the policy goal 3 at the APEC Tourism Charter. It is stated that these goals can be achieved by pursuing polices that (1) demonstrate an appreciation and understanding of our natural environment and seek to protect that environment; (2) foster sustainable economies opportunities in the areas of enterprise development- particularly for small and medium sized enterprises, employment and providing of open and sustainable tourism markets; (3) seek to minimize the negative social impacts of tourism on host communities; (4) recognize, respect and preserve local and indigenous cultures; and (5) enhance capability building in the management and development of tourism.

2. A survey is conducted to gauge the current status of where all member economies stand in terms of adapting and implementing training program for sustainable development in the tourism industry. The survey would help identify the hurdles faced by those who had not implemented training for sustainable development in the tourism industry and the support needed for those that were going to implement training program for sustainable development in the tourism industry. Based on the results of the survey, the consultant would draw up a broad outline including topics that could be included in the case studies with particular focus on how the training program for sustainable development in the tourism industry was set up in member economies and the challenges encountered and benefits derived in the process. Interested member economies and international organizations will then tailor their response based on the outline and topics drawn up;

## **1.2. Introduction to The Study**

### **1.2.1. Back ground**

The World Tourism Organization estimates that international tourism arrivals in 2000 were in the vicinity of 637 million, up from 433 million in 1990(Sirakaya *et al.*, 2001, 411). In many countries tourism is now considered very important for developing their regional and national economies. Recently tourism is praised with its potential for social and cultural sustainability. Compared with other sectors of economy, tourism has a great possibility for a sustainable development of the whole society. In an aspect, tourism is treated as the savior of future way of socio-economic development. This trend is closely related to the phenomena of environmental degradation and habitat fragmentation, which are threatening the life of human beings.

Within the field of tourism research, the focus on sustainable tourism' can be traced back to the Brutland Commission's Report in 1987. The advices of the commission led academics and practitioners to see the environmental aspect of tourism with a great emphasis. Particularly since the 1992 summit meeting in Rio tourism has been thought to have significant potential for sustainable development of each country. A similar trend is found in Asia-Pacific Economic Cooperation (APEC) region. After it was founded in 1989, twenty one-member countries have sought for a mutual cooperation in the field of economic growth and socio-cultural development. Recently APEC member economies have a common ground that tourism can contribute to the sustainable development of them. The origin of sustainable tourism derives from the preservation of nature, its excessive exploitation and, in the end, aiming at harmony of development and preservation under the condition of the well-kept nature; and traditional culture is the steady and stable supply of travel goods and services guaranteed. This results in co-ownership and sharing benefits.

Today all APEC members equally face the urgent and important problems, such as fragile environment and uncertain economic growth. In the field of tourism, it is also needed to work out the comprehensive long-term strategy to foster tourism as a growth industry. In addition, governments, NGOs and enterprises all together are to build cooperative system and network to promote more advanced types of tourism at an intra-regional level. Sustainable tourism cannot fully achieve its goal without proper cooperation between the public and private sectors. Also it is needed to obtain technical consultancy directly from influential experts and competent NGOs to carry out a given task to draw out reliable outcome. Sustainable tourism is certain to cover available sectors in travel industry including travel agent, transportation, hotel accommodation, and F&B industries.

Accordingly the essence and philosophy of sustainability should be reflected on integrated national strategy, which enables a steady and long-term supply for the profusion of desirable tourism to meet more peoples. Especially the Declaration of Bogor(1994) and APEC Tourism Charter(adopted in Seoul,2000) encompass the realization and propagation of sustainable tourism in nature-friendly manner with minimized exploitation of limited resources, which design APEC ethic code of tourism, provide foundation for sustainable activities of travel firms, and make awareness of importance of nature preservation. At the same time the UNESCO-MAB principle and contents of APEC Declaration are also applied to the proposed task to seek cooperative solution within APEC region.

At the first APEC Tourism Ministerial Meeting in Seoul in July 2000, the Tourism Ministers responsible for tourism declared an APEC Tourism Charter, which establishes the sustainable management of tourism outcomes and impacts as one of four policy goals for the development and promotion of tourism within APEC member economies. Moreover, Tourism Ministers endorsed four deliverables. One of these deliverables is environmentally sustainable tourism as a means of achieving sustainable development of the tourism industry within APEC member economies. Importantly, President Kim Dae-Jung proposed at the opening address of the first APEC Tourism Minister Meeting that the APEC establish a set of guideline for the preservation of the environment and a code of ethics for tourism industry. Accordingly, this project will be conducted effectively to respond to the priorities of APEC leaders and ministers.

### **1.2.2 Objectives**

APEC member economies started to draw attention to the sustainable development of tourism. However, the problem is that each member country is suffering from the lack of general awareness on the significance of sustainability and also from the absence of useful methods of training for publi and private sector employees.

So, this research project will focus on assessing the problems to be solved. For the purpose, we will place research emphases on the following aspects: to raise the level of awareness on training for sustainable development in the tourism industry among APEC member countries; to assist member countries in setting up training program for sustainable development in the tourism industry; to design a systematic and comprehensive model to interpret essence of sustainability into tourism industry. This is applicable to a wide range of travel promotion, resource development, training and education of human resources; to identify respective roles and activities of the public and private sectors with sustainable approaches. Focusing on partnership building to effectively perform nation-wide as well as intra-regional common goals, and hereby

maximizing capacity of policy and business alike; to draw out guidelines and ethic codes in public sector with introduction of new concept of sustainability. This is believed to be widely adopted in private sector.

The results of this research project will contribute to the re-valuing the sustainable tourism in social, economic and environmental aspects. The current status of training for sustainable development in APEC member economies will be analyzed in a comparative perspective and several alternative methods will be presented as an exemplary way of training public and private sector employees. This will help each member economy develop future strategy for effective training methods for sustainability of tourism industry.

In short, the purpose of this project is three fold: to raise the level of awareness on training for sustainable development in tourism industry of APEC member countries; to develop effective training programs for sustainable development; and to facilitate the exchange of tourism information and the collection of tourism-related statistics among member economies.

### **1. 2. 3 Methodology and Scope of the Research**

In this research project, methodological triangulation is pursued and so, several research methods are combined. This is useful for illumination of different spheres of research task. It is believed that each research method has its own strength and weakness, and different method highlights different aspect of research problems.

At the first stage, this project will collect basic data on tourism using questionnaire survey. Here the current situation of training for sustainable tourism will be examined among APEC member economies in a comparative perspective. Questionnaire survey will be carried out towards both public officials and tourism industry managers. As a structured way of field study, questionnaire survey will help to understand the situation of training for sustainability in quantitative and qualitative ways. At the second stage, Delphi technique is employed for the development of future improvement of training for sustainable development.

#### **■ Field survey**

Field survey is conducted to analyze the current situation of training for sustainable development in tourism. Questionnaire survey is being carried out towards public officials since the mid-October 2001. We will be able to identify the realities of training

for sustainable tourism in APEC member economies.

■ Delphi

Delphi technique will be used to forecast the future of training for sustainable development in tourism industries. Professionals in APEC member countries will be surveyed for this purpose.

■ Secondary data collection

Various sorts of secondary data are collected for understanding specific characteristics of each member country. Particularly the publications of WTO and APEC are very helpful and informative for undertaking our research task.

■ Case Studies

A case study, we will be carried out on the topics of training for sustainable development in tourism industry.

### **1. 3. APEC Tourism charter and action plans**

#### **SEOUL DECLARATION ON AN APEC TOURISM CHARTER** **A Ministerial Statement of Purposes and Intent**

#### **DRAFT**

This declaration captures the spirit of agreement and shared purpose for the development of tourism in the APEC region forged at the XIV meeting of the APEC Tourism Working Group in Manzanillo, Mexico. It reflects a collective commitment to improve the economic, cultural, social and environmental well being of APEC member economies through tourism.

*"Esta Declaración recoge el espíritu de acuerdos y propósitos comunes para el desarrollo del Turismo en la Región APEC, que se gestó durante la XIV Reunión del Grupo de Trabajo sobre Turismo APEC en Manzanillo, Estado de Colima, México. La Declaración refleja el sólido compromiso colectivo para elevar - por medio del Turismo - el bienestar económico, cultural, social y medio ambiental en las economías APEC.*

## **A. Preamble**

1) We, the Ministers responsible for tourism from the Asia-Pacific Economic Cooperation (APEC) region, at our first meeting held on July 6-7, 2000, in Seoul, the Republic of Korea, have made a commitment to the following Charter for the advancement of tourism in our region.

2) As Ministers we recognize the significant contribution tourism makes to our respective economies and the goals of APEC. This Charter serves as a statement of Ministerial purposes and intent to further develop this contribution and acknowledge tourism as a key vehicle for achieving positive and sustainable economic, social, environmental and cultural outcomes in our region and for our respective economies.

3) This Charter establishes four key policy goals and an agreed process for realizing these goals by liberalizing barriers, enhancing competitiveness, capability building, promoting positive policies for the development of tourism, discouraging practices which have a negative impact on members of our economies and on the image of tourism, and identifying emerging issues impacting upon tourism.

4) This Charter defines a clear business plan and work program for the APEC Tourism Working Group (TWG). It is our expectation that the TWG will move quickly to implement this Charter and provide regular progress reports to future Tourism Ministerial meetings.

The policy goals and processes adopted in the Charter are consistent with the goals for free and open trade and investment established in the 'Bogor Declaration' and the general principles for trade liberalization and economic and technical cooperation established in the Osaka Action Agenda. The Charter also responds to the 'Auckland Challenge' to maintain the momentum and deliver on the commitment of APEC and takes into account the "Framework for the Integration of Women in APEC".

5) Issues raised for direct action pursuant to this Charter are restricted to matters within the portfolio jurisdiction of Tourism Ministers. However, in recognition of the broader impact that governments have on the development and performance of tourism, this Charter provides for the identification of issues outside the jurisdiction of Tourism Ministers that impact on tourism and to alert other relevant APEC fora to such issues for their consideration and action. In this respect, the Charter responds to the request of Economic Leaders to expand the level of co-operation and dialogue among APEC fora.

6) As Ministers we recognize the importance of partnership between the public and private sector to deliver tourism outcomes and achieve the purposes of this Charter. The



partnership between the private and public sector is a key feature of the APEC process, as confirmed by Economic Leaders in their 1997 Vancouver Declaration.

7) We acknowledge and extend our appreciation to the private sector for their contribution to the development of this Charter, in particular the World Travel and Tourism Council (WTTC) and the Pacific Asia Travel Association (PATA). We also acknowledge and note the contributions and expectations of the private sector with regard to this Charter provided at the inaugural APEC Tourism Forum held in Hong Kong, China, on April 29, 2000.

8) We also acknowledge and welcome the contribution of other international multilateral organizations such as the World Tourism Organization (WTO), the United Nations and the Organization for Economic Cooperation and Development (OECD) to the development and evolution of the Charter and its implementation.

9) Finally, as Ministers we task the APEC Tourism Working Group (TWG) to move quickly to implement this Charter. It is our expectation that the TWG will provide regular progress reports and make recommendations for refining the Charter at future Ministerial meetings.

#### **B. The Contribution of Tourism**

10) Tourism makes a significant economic contribution to the APEC region and APEC member economies. We recognize and value this contribution of tourism, in particular as:

- a) A key source of economic demand and growth in demand;
- b) A major employer of both women and men at all economic levels and generator of sustainable employment opportunities;
- c) A significant earner of foreign exchange;
- d) An important generator of business opportunity for small and medium sized enterprises;
- e) An effective vehicle for dispersing economic benefits within and among economies, particularly at the provincial level;

- f) An important contributor to the achievement of governments' economic, fiscal, social and environmental goals; and
  - g) A catalyst for partnership between the public and private sectors.
- 11) In acknowledging tourism's economic contribution we note the estimates provided by the WTTC that tourism and travel in the APEC region presently accounts for more than 100 million jobs, generates over US\$2 trillion in travel and tourism-related demand and approximately US\$400 billion in export earnings. We also note that the WTTC is forecasting that by 2010 employment in travel and tourism will increase by more than one quarter (more than 30 million new jobs), and export earnings will increase by almost two-thirds. Total tourism and travel demand in 2010 is expected by the WTTC to exceed US\$3 trillion.
- 12) Furthermore, we note that tourism within the APEC region accounts for one-quarter of world international visitor arrivals and more than one-third of global international visitor expenditure. Of greater significance is that more than three-quarters of international visitor arrivals in the APEC region are generated by APEC economies, i.e. it is intra-regional.
- 13) The high level of intra-regional tourism and the experience of the recent Asian currency crisis has highlighted the importance of APEC's broader goals to strengthen our respective economies and provide a stronger platform for sustainable development, economic growth and cooperation. We therefore affirm these broader goals and encourage their achievement in the interests of advancing tourism in the APEC region, and the benefits tourism delivers our economies.
- 14) We also recognize and value the many non-economic benefits that tourism provides for our respective economies, in particular:
- a) Fostering cross cultural understanding and well-being among and within APEC economies;
  - b) Improving our ability to appreciate and provide an incentive and vehicle for sustainable management of our natural environment;
  - c) Promoting the development and understanding of local and indigenous cultures, arts and heritage;
  - d) Highlighting the need to preserve the social and cultural fabric and integrity of host communities; and

- e) Promoting world peace through the joint efforts of all APEC members in developing international cooperation in a spirit of friendship, dialogue and understanding.

### **C. Policy Goals**

- 15) We establish the following policy goals for economies to foster the development of tourism and enhance its contribution in the APEC region.

***Goal 1: Remove impediments to tourism business and investment***

***16) In particular we will seek to achieve this goal by:***

- a) Promoting and facilitating the mobility of skills, training and labor;
- b) Promoting and facilitating productive investment in tourism and associated sectors;
- c) Removing regulatory impediments to tourism business and investment; and
- d) Encouraging liberalization of services trade related to tourism under General Agreement on Trade in Services (GATS).

***Goal 2: Increase mobility of visitors and demand for tourism goods and services in the APEC region.***

***17) In particular we will seek to achieve this goal by:***

- a) Facilitating seamless travel for visitors;
- b) Enhancing visitor experiences;
- c) Promoting inter- and intra-regional marketing opportunities and cooperation;
- d) Facilitating and promoting e-commerce for tourism business;
- e) Enhancing safety and security of visitors; and
- f) Fostering a non-discriminatory approach to the provision of visitor facilities and services

***Goal 3: Sustainable manage tourism outcomes and impacts:***

***18) In particular we will seek to achieve this goal by pursuing policies that:***

- a) Demonstrate an appreciation and understanding of our natural environment and seek to protect that environment;
- b) Foster ecologically sustainable development opportunities across the tourism sector, particularly for small and medium sized enterprises, employment and providing for open and sustainable tourism markets;
- c) Protect the social integrity of host communities with particular attention to the implications of gender in the management and development of tourism;
- d) Recognize, respect and preserve local and indigenous cultures together with our natural and national cultural heritage; and,

- e) Enhance capability building in the management and development of tourism.

***Goal 4: Enhance recognition and understanding of tourism as a vehicle for economic and social development.***

***19) In particular we will seek to achieve this goal by:***

- a) Harmonizing methodologies for key tourism statistical collections, consistent with activities of other international tourism organizations;
- b) Facilitating the exchange of information on tourism between economies;
- c) Promoting comprehensive analysis of the role of tourism in member economies in promoting sustainable growth; and,
- d) Expanding our collective knowledge base on tourism issues in order to identify emerging issues and assist implementation of the Charter.

**D. Implementation and review mechanisms**

- 20) We as Ministers will demonstrate our commitment to the policy goals in this Charter by developing and implementing individual and collective action plans and identifying issues for consideration by other APEC fora, consistent with APEC practices for such activity.
- 21) Individual and collective action plans will be developed by economies through the TWG and will reference three key delivery dates, as relevant to the respective economy - namely 2005, 2010 and 2020. Identification of issues for consideration by other APEC fora will be determined as deemed necessary by consensus and will be non-binding to member economies, consistent with APEC practice.
- 22) The mechanism for nomination, implementation and review of individual and collective action plans and the identification of indirect issues for consideration by other APEC fora pursuant to the policy goals agreed in this Charter will be consistent with established APEC processes and guidelines for the development, updating and reporting of Individual and Collective action plans and as prescribed in Schedule 1.
- 23) Schedule 1 may be amended and/or modified by the TWG as is deemed appropriate to further the goals and objectives of the Charter. Any such modifications will be advised to Ministers at our regular meetings.
- 24) Ministers responsible for Tourism will meet again no later than July 2002 and thereafter as agreed to review the full schedule of individual and collective action

plans developed by the TWG and to review implementation and discuss any modifications to the Charter as required.

**July 7, 2000, Seoul, Republic of Korea**

**Schedule 1**

**Procedures for the development of IAPs and CAPs and identification of issues for consideration by other APEC Fora pursuant to the APEC Tourism Charter**

1. Nomination Phase

- a) Economies to nominate issues relating to policy goals agreed in the Charter to be included in collective plans for consideration by TWG (2/01)
- b) Economies to nominate issues relating to policy goals agreed in the Charter to be included in package of issues to be referred to relevant APEC fora for consideration by TWG (2/01)
- c) Economies to nominate individual action plans on matters relating to policy goals agreed in Charter (5/01)
- d) Economies to have opportunity to engage other economies in bi/multilateral discussion on action plans relating to policy goals agreed in the Charter - all such approaches can be made in strict confidence and participation is on a voluntary basis (5/01).

2. Response Phase

- a) Economies to confirm and update individual action plans for TWG, including action plans agreed in bi/multilateral discussions (5/02)
- b) TWG to agree collective action plans (5/01, 5/02)
- c) TWG to agree issues to be referred to relevant APEC fora (5/01, 5/02)
- d) TWG to prepare comprehensive schedule of individual and collective plans and issues identified for referral together to APEC Fora (5/02)
- e) Endorsement of Comprehensive Schedule by 2nd meeting of Tourism Ministers (7/02).

3. Monitoring, Research and Review Phase (post 7/02)

- a) Economies to report annually in February:
  - i) against performance of individual and collective action plans
  - ii) nominating additions to individual action plans
  - iii) nominating additional issues for collective action plans and referral to other APEC fora for consideration by TWG
- b) Delivery against actions plans to be verified annually for report to TWG in October consistent with independent verification procedures employed

elsewhere by APEC.

- c) TWG to confirm annually in May changes to individual action plans and agree additions to collective action plans and issues for referral together APEC fora..

TWG to provide for a report to be delivered annually in October on emerging issues and trends in tourism to guide consideration of individual and collective action plans and issues identified to ensure and maintain the relevance of the Charter.

## II. CONCEPT AND FRAMEWORK

The history of sustainable development is closely related to the history of environmental concern and people's attitude towards nature. A result of better scientific understanding of nature is reflected in increasing knowledge of the world's natural and human environments. Natural resources have been significantly depleted. The new situation has been posing a threat to nature and the environment. This recognition has managed to give rise to the idea of common concern and need for international conservation, and the idea of global thinking about the environment. And the concepts of sustainable development and global integration became major inextricable features of the emerging environmentalism in Europe and America during the 1960s and 1970s.

If sustainable development is the final aim, the importance of healthy and abundant natural resources has become the necessary and fundamental guideline for the sustainability concept. Although it is difficult to find "clear and dimple 'roots' of ideas which relate to each other in such a complex" but "fluid way, and are among the most subtle and intractable", "conservation" and "development" have to be recognized as the two sides of the same coin. The idea of sustainability and sustainable development initiated by the IUCN, WWF, UNEP in the "World Conservation Strategy" was further discussed by the World Commission on Environment and Development (WCED) in "Our Common Future" in 1987.

The World Conservation Strategy (WCS) states that "sustainable development is a concept that truly integrates environmental issues to development planning: For development to be sustainable it must take account of social and ecological factors, as well as economic ones; of the living and non-living resource base; and of the long term as well as the short term advantages and ecological factors, as well as the short term advantages and disadvantages of alternative actions. Conservation is a process to be applied cross-torially. And it is that aspect of management which ensures that utilization is sustainable and which safeguards the ecological processes and genetic diversity essential for the maintenance of the resources concerned."

The goal of the WCS is the integration of conservation and development to ensure that modifications to the planet do indeed secure the survival and well-being of all people and nature. The causative resources has reciprocal effects, thus the necessity of "conserving" natural potential to ensure the sound and long-term development is obvious. The basic principles to guide the way towards sustainable society further stressed upon in "Caring for the Earth" are: respect and care for the community of life, improve the quality of human life, conserve the Earth's vitality and diversity, minimize

the depletion of non-renewable resources, keep within the Earth's carrying capacity, change personal attitudes and practices, enable communities to care for their own environments, provide a national framework for integrating development and conservation, and forge a global alliance. Furthermore, the guidelines for implementation of the strategy by having the community of users involved are also provided in the project.

Sustainable development in "Our Common Future" is defined as "development that can meet the needs of the present without compromising the ability of future generations to meet their own needs." It is based on the concept of basic needs and the concept of environmental limits, which are set by man's technology and social organization (an extension of the "Brandt Report"). Although sustainable development, as discussed by WCED, is recognized to be a mixture of "techno-centric" (embracing sound management, regulation, control and rational use of natural resources) and "ecocentric" (which is argued to be a view of "deep ecologists") world-views, it is mainly an "economist's" view, and it is ambiguous but politically acceptable while sustainability is still politically treacherous demanding for more "ethical and moral" reform.

Although changes are complex and interrelated it is very often that only one mainstream is chosen to present the evolution of sustainable development thinking. In the recognition of the problem and growing awareness in the 1990s we are searching for different applications of the concept of sustainability. But political decisions for action remain insufficient (they are very often watered down before being implemented, tourism sector cannot be excluded).

## **2.1. Concept**

### **Sustainable tourism**

As a direct follow-up to the concept of sustainable development, sustainable tourism is tourism that meet the needs of the present generation without compromising the ability of future generations to meet their own needs: more commonly perceived as tourism that does not negatively impact the environment, economy, culture and society of a particular destination; ecotourism is a form of sustainable tourism. Sustainable tourism is a broader term. "Sustainable tourism is all forms of tourist development, management and activity which enable a long life for the cultural activity of tourism, involving a sequence of economic tourism products, compatible with keeping in perpetuity the protected heritage resource, be it natural, cultural or built, which gives

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rise to tourism.”

### **Sustainable development**

‘Sustainable development’ is a phrase which quickly entered into the common vocabulary with the heightened environmental awareness of the late 1980s. There is no universally accepted definition of sustainable development (indeed, Pearce et al, 1989 list cover 20 separate definitions). However, the most widely cited definition is found in the World Commission on Environment and Development(1987) report which brought the term into common usage(WCED, 1987).

According to the World Commission, sustainable development is ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs’(WCED, 1987). This, most basic, definition appears simple. However, much controversy and fundamental debate is concealed within this apparently self-evident phrase. Some of these issues are considered. As should become evident, the concept of sustainable development and, therefore, sustainable tourism development, is far from being clear-cut and value-free(Hunter, 1996)

The interpretation of sustainable development advocated here, and used as a basis for the discussion of sustainable tourism development, incorporates the idea of the need for constant (or rising) natural assets through time. Clearly, the potential exists, through wildlife or nature tourism, for example, for tourism to make a crucial contribution to global sustainability in this regard. In addition, sustainable development also implies moving towards greater intra-generational equity of access to resources and respect for environmental limits. It is further assumed that there is no inherent ambiguity in the concept of sustainable development and that the conservation, and where necessary preservation, of environmental resources can co-exist along side economic growth(Hunter, 1996)

According to Wood(1993), sustainable development has received widespread support because ‘it appeared that sustainable development was an idea whose time had come, reflecting a convergence of scientific knowledge, economics, socio-political activity and environmental realities that would guide human development into the twenty-first century’. He suggests that it is a concept which acknowledges the needs of the world’s poor and the limitations which are imposed on development by current levels of technical ability, social organization and environmental variability. It has received strong bureaucratic support at all levels, from local grassroots organizations to international agencies, partly because it reinforces a world view of economic growth as the engine of both development and environmental protection.

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Most would agree that if tourism is to contribute to sustainable development it must be economically viable, environmentally sensitive and culturally appropriate, the forms which this might take are likely to vary with location. This in turn means that it will be difficult to come up with useful principles for tourism development which are true for all places and all times. Furthermore, the latter topic of culture is not well addressed in the literature on sustainable development, which has tended to focus upon tensions and compromises between economic development and environmental quality. Again, there are numerous questions and no easy answers (Wall, 1997)

Development carried out in such a way as to meet the needs of the present without compromising the ability of future generations to meet their own needs; an elusive and complex concept popularized in 1987 by the Brundtland Report, and since used as an underlying principle and objective within many sectors, including tourism and ecotourism; the constant capital rule is an example of the underlying complexity of this concept.

Sustainable tourism development can fulfill economic, social, and aesthetic needs while maintaining cultural integrity and ecological processes. It can provide for today's hosts and guests while protecting and enhancing the same opportunity for the future. That's the good news. But sustainable tourism development also involves making hard political choices based on complex social, economic, and environmental trade-offs. It requires a vision which encompasses a larger time and space context than that traditionally used in community planning and decision making (Globe '90 Conference, 1990)

### **Sustainability indicators**

Variables that provide information about the extent to which a particular destination is environmentally, socio-culturally and / or economically sustainable; the identification of appropriate indicators and their critical thresholds is a major challenge for operationalizing the concept of sustainable tourism, and ecotourism specifically.

### **Tourism industry**

Term to describe firms and establishments providing facilities and services for tourists. Economic activities are normally grouped into industries according to their products. As tourists use a range of facilities and services, they are customers of a number of industries as conventionally defined. Those significantly dependent on tourists for their business, such as hotels and tour operators, are sometimes called

tourism-related industries. To the extent to which they supply tourist rather than local and neighbourhood markets, they make up a tourism industry, that part of the economy which has a common function of meeting tourist needs.

### **Implications for tourism training**

Sustainable tourism in practice can be a highly visible way to train and educate policy developers, managers and the general public about sustainable business practices, (WTO 1997).by:

- Replacing nationality and internationally produced items with products created locally and regionally.
- Taking responsibility for the effects they have on the natural and cultural world.
- Not requiring exotic sources of capital in order to develop and grow.
- Engaging in production processes that are human, worthy, dignified and intrinsically satisfying.
- Changing consumers to customers through training
- Create objects of durability and long-term utility whose ultimate use or disposition will not be harmful to future generation.

## **2.2. Sustainable Development Framework**

Sustainability as an environmental management policy framework has gained support among academics, governmental officials, non-governmental officials, and other professionals. There is also evidence that societal attitudes toward the environment have shifted from consumptive and “anthropocentric” to more environmentally benign and “ecocentric” (Van Liere & Dunlap, 1978; 1981). Since the publication of the Brundtland Report, *Our Common Future* (WCED 1987), and the subsequent Rio-Declaration (UNCED 1992), there seems to be a marked new shift toward a new social paradigm of “sustainable development,” at least at the policy level. Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems (WTO 1997).

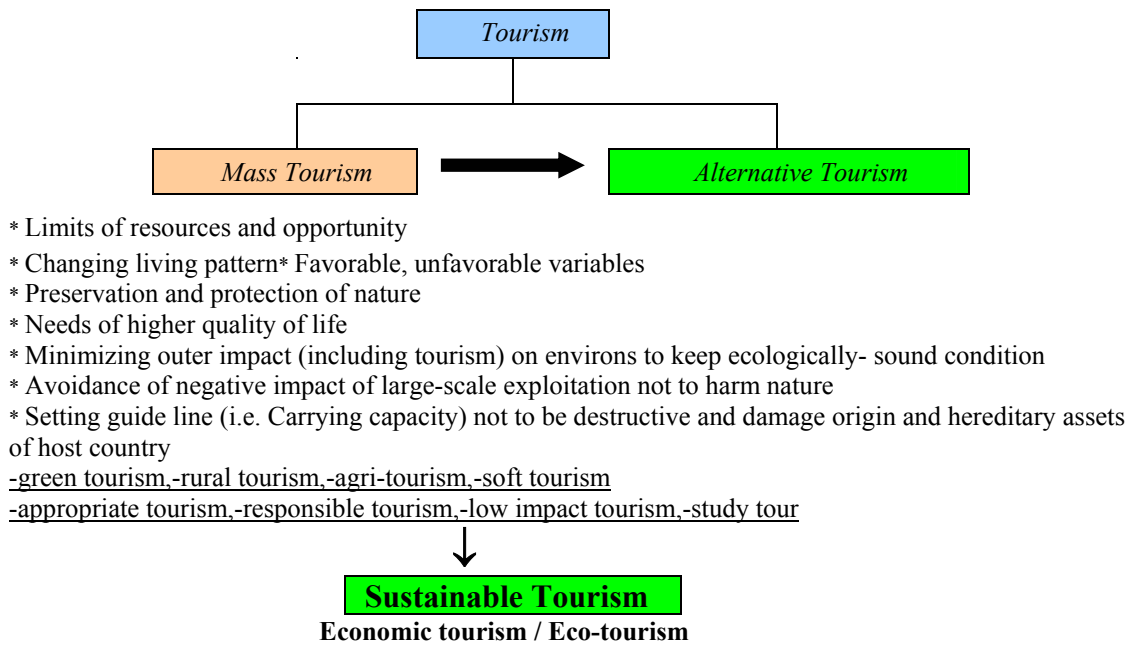
Increasing awareness of the negative impacts of tourism (Smith 1977; O’Grady 1990), the call for impact assessment studies, growth management strategies (Gill & Williams 1994) and planning within the carrying capacity of the natural and socio-

cultural environment (Getz 1983; Gunn 1988) have led to a much greater focus on developing indicators for monitoring the sustainability of the natural and socio-cultural environment. However, sustainable development has more dimensions than were reported in the WCED's report. Sustainable development contains ecological, social, economic, institutional, cultural, and psychological dimensions at all levels--international, national, regional, and community--within various fields such as agriculture, tourism, political sciences, economics, ecology (Bossel 1999). How can these complex dimensions of sustainability and tourism development be incorporated within a sustainability framework for measuring, monitoring and managing the impacts of tourism and recreation development, both positive and negative?

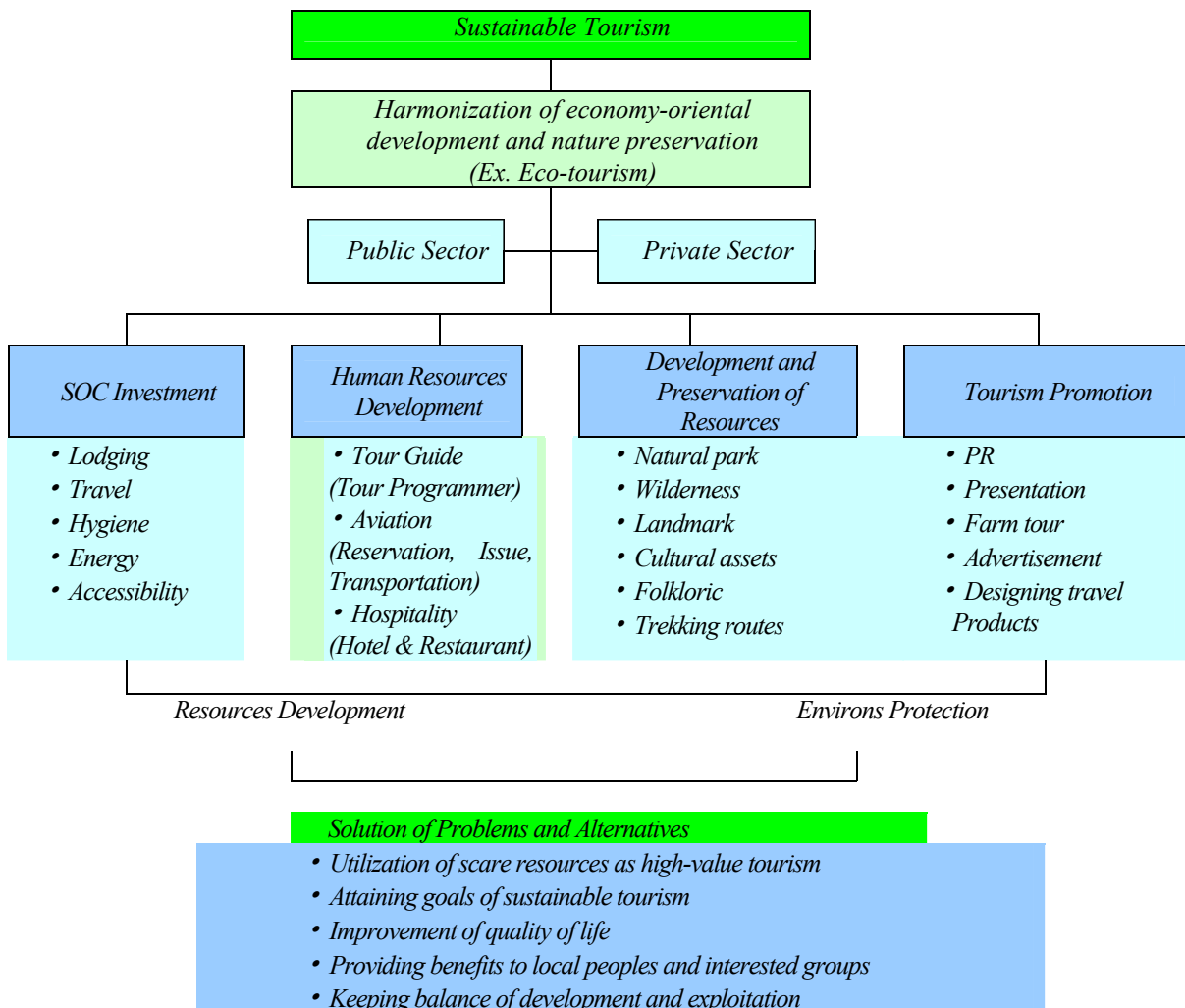
According to Nieto (1996), sustainable development should be treated differently than traditional approaches to development because traditional approaches to development emphasize growth and not progress. Growth is a quantitative measure of human development and a source of many intentional or unintentional socioeconomic and environmental problems, whereas "progress" is a qualitative concept indicating an improved state of being. In other words, economic and technological development should not degrade and destroy the very resource upon which the development is based (Gunn 1994). Moreover, the welfare of future generations becomes the center of an ethical debate. From an operational perspective, sustainable progress can be measured by a certain set of pre- and post-development indicators, with threshold levels set to provide warnings of when limits are being reached in the availability of various resources at the destination (see the Local Agenda 21 Planning Guide for an excellent sustainable development planning framework for communities and destination areas).

However, the level of support for sustainability in regional and local development and management planning among the various publics (e.g., citizens, industry officials, developers, etc.) is not clear. Moreover, a significant positive impact on the ecosystem health partly depends on the ability to enlist public participation and cooperation in complying with environmentally sustainable practices and policies. Public attitudes toward these issues and their levels of support for the sustainability notion will significantly affect the decision making of governmental (and non-governmental) policy-makers, administrators, and other key stakeholders. Thus, there is a need to develop a better understanding of the level of public acceptance of sustainability practices and policies in general (See Figure2-1, Figure2-2).

<Figure 2- 1> From Mass Tourism To Sustainable Tourism



<Figure 2- 2> Sustainable Tourism



### **2.3. Training for Sustainable Development**

Based on the possible deliberations of this project, the following recommendations could be made for those who are trained and for the tasks for them to perform.

#### **PROFESSIONAL AND VOCATIONAL TRAINING**

1. Training courses aimed at those seeking or having employment in the tourist industry should include treatment of sustainable tourism and the processes, which support it.
2. The professional training of those managing the national estate or likely to receive visitors, e.g. planners, foresters, farmers and the processes which support it.
3. Those working in land management; especially in popular tourist areas have a responsibility to be involved in education programmes themselves. Their training should include how to communicate the theory and practice of sustainable tourism.

#### **TOUR COMPANIES**

1. Tour companies should learn how to subject their activities and those of their suppliers to examination using accepted methods such as environmental impact assessment, environmental audit and life cycle analysis.

#### **VISITORS**

1. Tour operators and travel agents should provide information in as appropriate form on sustainable tourism.
2. Specific interest associations, e.g. mountaineering, sailing and gliding clubs, should provide additional information and advice in their literature.

#### **HOST COMMUNITY**

1. The host community should be assisted to develop ways of communicating the special qualities of the locality and culture to the visitors.

2. The host community should be assisted to identify the aspects of their culture and their environment which they value and want to keep and to learn how to introduce development plans that do not threaten what they value.

3. Both national and local governments have a responsibility to encourage sustainable tourism amongst their citizens. This is a complex task involving all members of society. A key role is planning and coordinating the education and training needed.

## **TARGET GROUPS**

From the output of this project target groups for training/education leading to sustainable tourism should be identified. We suggest the following:

- . politicians and policy makers who determine and decide on national tourism policy;
- . tour operators engaged professionally in the tourism industry;
- . voluntary tourist organizations and similar NGOs playing an important role in the development of some aspects, predominantly the non-commercial ones, of tourism;
- . local communities in tourist areas interested in tourist development and benefiting from it;
- . journalists, writers and other publicity makers in the area of conservation and tourism;
- . conservation authorities, park managers in particular, and conservation NGOs as key components in the national environmental education networks, and interpreters of heritage values to the broad public including tourists; educators in both the formal and non-formal sector as promoters and multipliers of environmental;
- . tourist themselves as the key target and at the same time beneficiaries of environmental education.

The last target group of course can be further divided into subgroups which might include mass tourism holiday-makers, and some special groups, such as hikers, mountaineers, mountain-climbers, skiers, divers, adventure tour makers, etc.

***“The challenges we face in building a sustainable quality work force are many. But so, too are our opportunities.”***

Training in the world of work has become a major part of the real education system. Employers are increasingly recognizing the pragmatic need for the continual development of the knowledge and skills of the work force as essential to organizational success and individual employee achievement. Job competences constantly interface with technological advances, economic change, employee advancement, and a host of other demands. As a result, organization management, in both the public and private sectors, has come to have greater and greater expectations from the training and development function. Human resource development is now considered essential in most organizations. This research provides a starting point for major reviews of the industry employment service and of the apprenticeship concept. The objective of these reviews is to see how these activities can be focused more effectively to deal with the technologically sophisticated tourism labor market of the next decade and beyond.

Appropriate and thorough education and training of persons working in tourism are essential for the successful development and management of this sector. Industrial tourism officials need to understand industrial tourism policy formulation, planning and marketing techniques, project identification and feasibility analysis, tourism statistics and management of tourism information systems, environmental, social and economic impact analysis, establishing and administering tourist facility and service standards, tourist information services, and other matters (WTO, 1993).

Even if certain technical matters, such as planning and project feasibility analysis, are carried out by expert, industry tourism officials need to know enough about these subjects to review the work done by the experts (WTO, 1993). Tourism industry employees need to be skilled in hotel and catering operations, tour and travel agency services, and guiding tours. In hotel and catering operations, for example, training is required in food production (cooking), food and beverage service, housekeeping, reception and front office operations, and buildings and grounds maintenance. Training is required at basic, intermediate and advanced skill levels, and in supervision and management.

In addition to technical training, employees in tourism, especially those who have indirect contact with tourists, need to understand public relations and how to handle complaint. They should know something about the local areas in order to answer tourists' questions. Awareness of hygiene and personal appearance is important. In some places, tourism personnel need to know certain foreign language so they can communicate with foreign tourist. More generally, employees need to have a positive attitude toward tourism, tourist and their work (WTO, 1993).



Training of tourism personnel require various approaches. It is common in major tourism areas to establish a tourism training school which offers a wide range of types and levels of training. Some tourism establishments carry out on-the-job training for basic skills. Organization of short courses can be an important technique for basic skills training and upgrading knowledge and skills in specific subjects. University education in tourism and hotel management is desirable for higher-level positions (WTO, 1993).

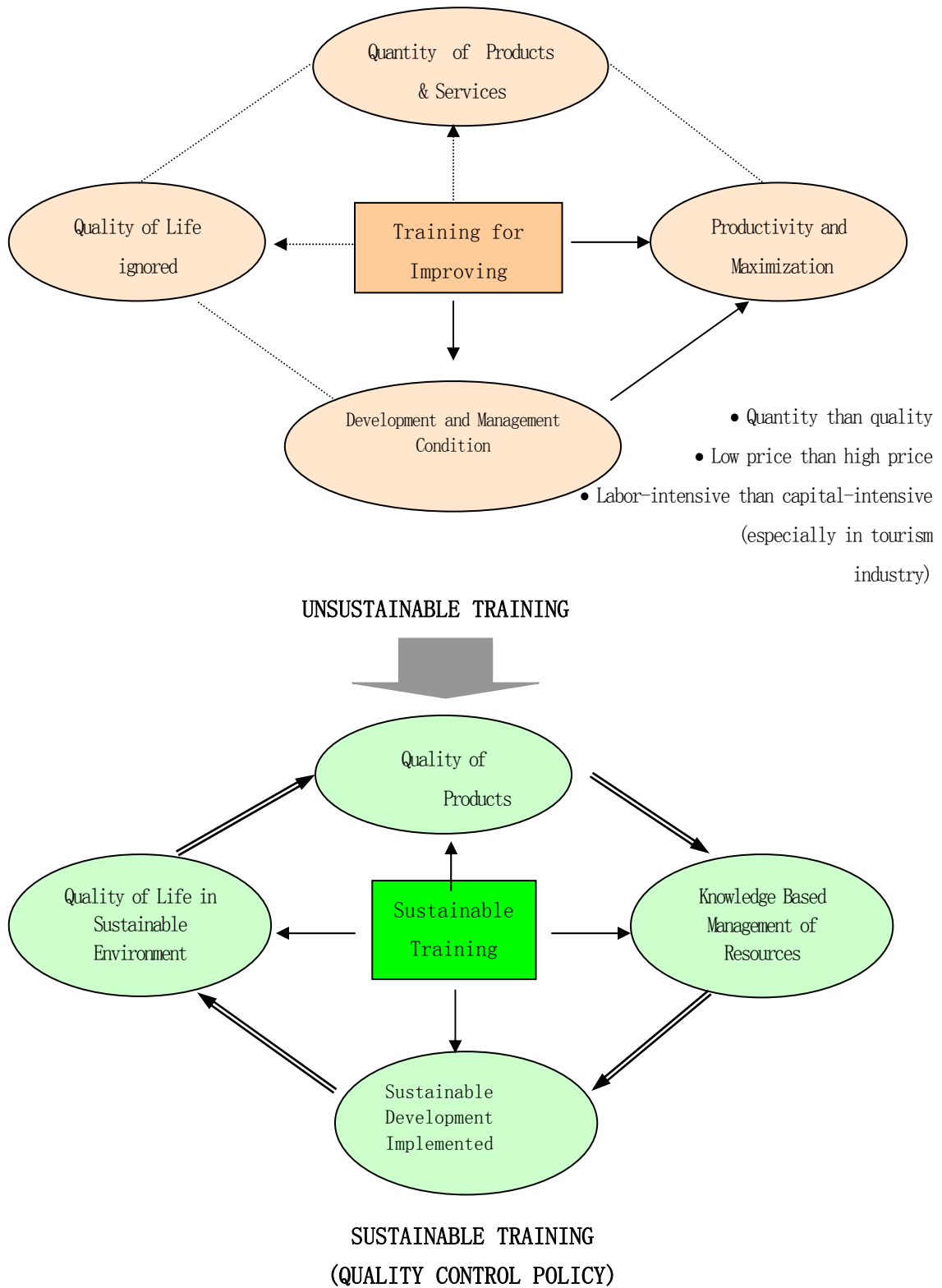
Each tourism area needs to assess its particular training needs and decide on the best types of programs required. Under the old stage management circumstances, most of tourism industry heavily depend on unskilled or semi-skilled labor force rather than modernized skill and techniques supported by intensive capital investment to raise high quality in goods and service, efficiency of work, cost-saving production method. Enterprises express high concern over low price based on mass production at cheap labor price to enhance competitiveness in tourism market; we often notice such problems in the travel industry, even today.

The importance of establishing quality standards for tourist facilities and services, such as hotels, restaurants and tour and travel agencies was emphasized in tourism plants. Quality control standards can be established, at least at the minimum level, by government regulations. However, quality control is the basic responsibility of the tourism enterprises for their own benefit and productivity through maintaining a satisfied tourist clientele. A study on quality control of tourism products and services by the WTO (1988) concluded that :

*The tourism enterprise or organization must move from simply monitoring to managing quality on the basis of a quality policy. This process must be developed within the staff. Quality control must serve first to correct problems identified as such and systematically to seek improvements for reasons of competitiveness or good economic health. Quality policy is therefore everyone's business and must be oriented toward at least four objectives (see Figure2-3):*

- Improving the quality of products and services.
- Improving knowledge based management of resources.
- Improving the quality of life in the sustainable environment.
- Improving sustainable development implemented.

<Figure 2- 3> Sustainable Tourism Training Model



## **2.4. A Conceptual Model for the Sustainability in Tourism**

Tourism has been expected to become the world's leading industry in the near future. The globalization of capitalism, finance, labor, technology, transportation and communication in the 20 century has enabled tourism to become the world's largest industry. Turner and Witt(2000, 31) forecasts that total arrivals in Asia Pacific region are projected to grow from 76 million in 1998 to 119 million in 2004. On the one hand more people seek the opportunities to enjoy leisure activities and on the other hand the democratization of tourism and the development of transportation make it possible.

Since the mid-1980s tourism has become a focal point from a different point of views. Environmental pollution endangered economic growth itself and, therefore, a new alternative way of development has been sought by most advanced economies. Tourism in this sense has been considered as the savior of many local, regional and national economies. Tourism itself seemed to have great potentials for the solution of environmental problems. For instance, ecotourism enables local economy to further its growth without serious adverse impacts on natural environment. It has been gaining prominence as a more benign form of economic activities that is considered to have characteristics of a universal remedy for ameliorating the developmental ills associated with traditional economic development (Sirakaya *et al.*, 2001, 412)

The Club of Rome's report *The Limits to Growth* in 1972 had played a crucial role in illuminating environmental issues. It highlighted the fact that our planet would face a limit of carrying capacity of the natural and socio-cultural environment. In order to sustain the quality of life not only in present generation but also in future generation it is needed to change our way of living including economic development, resource

management, and leisure activities. In 1987, *Our Common Future*, a report made by the Brundtland Commission emphasized the significance of environment again. It offered a more specified concept *Sustainability* as a new way of thinking and action not only in governments but also in private companies. Since then sustainability has become a metaphor which encompasses most of the activities which aim at solving, or at least alleviating, environmental problems in the field of tourism.

Sustainability as an environmental management policy framework has gained support among academics, governmental officials, non-governmental officials, and other professionals. There is also evidence that societal attitudes toward the environment have shifted from consumptive and anthropocentric to more environmentally benign and ecocentric (Van Liere & Dunlap, 1978; 1981). Since the publication of the Brundtland Report, *Our Common Future* (WCED 1987), and the subsequent Rio-Declaration (UNCED 1992), there seems to be a marked new shift toward a new social paradigm of sustainable development, at least at the policy level. Within the context of this project sustainable tourism development is defined as

*Meeting the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems (WTO, 1997. 30).*

The Fifth Action Programme on the Environment of the European Union with the title "Towards Sustainability" identifies tourism as one of the priority sectors (Coccosis, 1996, 8). At the informal meeting held at Santorini in May 1994, the central theme was "Tourism and the Environment". The potentials of tourism as an alternative for sustainable development were valued high at the meeting.

In short, the notion of sustainability had given several implications to the development of tourism such as:

- Developing tourism in a close consideration of the broader goal of regional, national, global development
- Preserving natural resources not only for present generation but also for future generation
- Increasing concern for cultural and social aspects of development
- Preventing the loss of aesthetic qualities of tourism destinations
- Ensuring the safety of tourists
- More efficient use of energy and resources

- scientification of tourism

To its advocates, sustainability seemed to promise a remedy for the conflicts between economic development and environmental protection. The notion of sustainability has had emotional appeal and conceptual simplicity implying that there should be a balance between development values and preservation ideals. However, it did not take a long time to realize that sustainable tourism would not mean just ecologically safe tourism. On close inspection, sustainability includes not only environmental definition but also cultural, social and economic elements

The sustainability movement has generated many efforts to develop new ideas and programmes for the practical application of the concept. A notable change in the concept of sustainability has profound implications on the practical application of the notion. Coccossis presents a plausible model for the concept of sustainability. In his triangle model, sustainability has close interrelationships with economic efficiency, social equity and environmental conservation. On the first dimension, sustainable tourism is identified as corresponding to economic efficiency (Coccossis, 1996, 9).

It seems that constructing a straightforward definition of sustainable development is not as simple as it might seem. In this research, we need to modify and develop Coccossis' model for the research. It is mainly because there appeared notable changes in tourism environment and because our model is concerned with 'training' rather than tourism itself. Therefore, in this research, we present a five-dimensional model as a framework for training of sustainable development in tourism industries. It includes economic efficiency, environmental conservation, socio-cultural equity, security issues and IT applications.

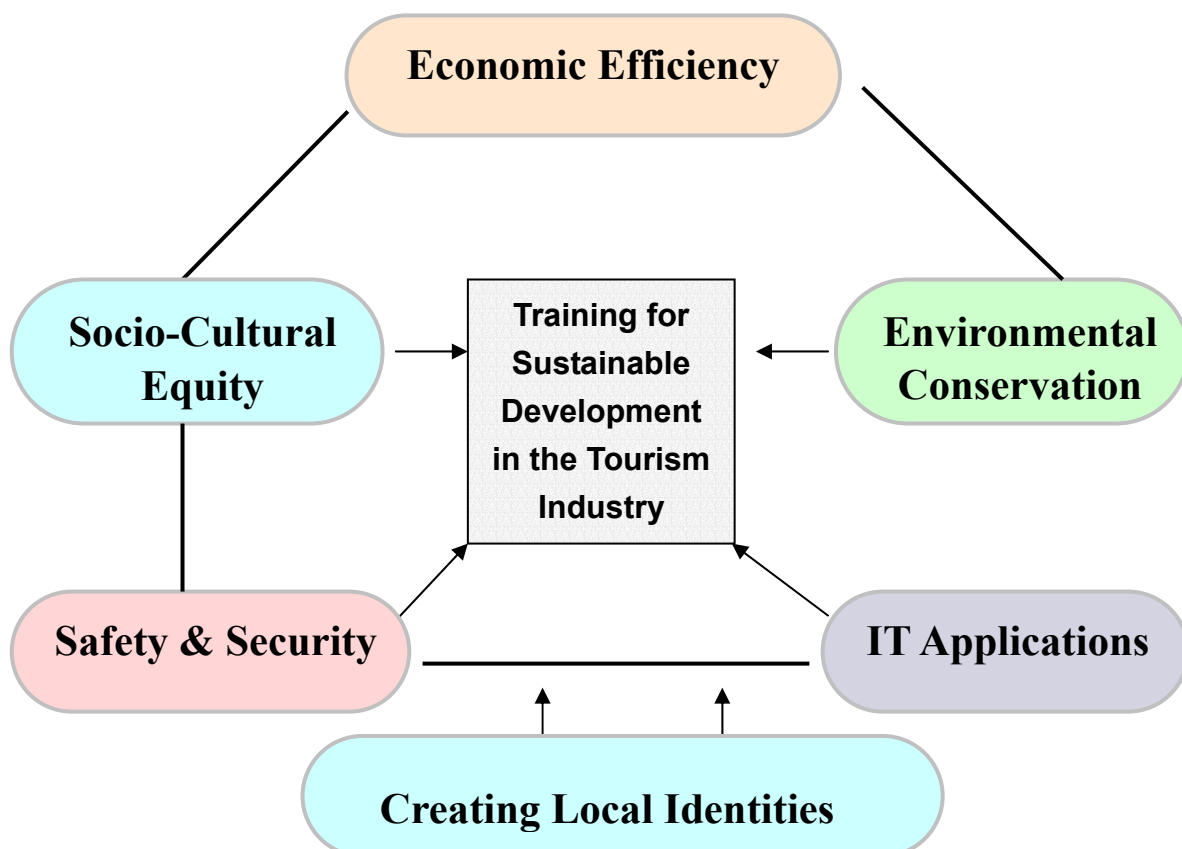
Figure 2-4 shows a six-dimensional concept of sustainability in tourism. It includes recent changes reflecting the shift of paradigm, which has expanded the notion of sustainability to various elements including socio-cultural equity, safety and security issue and the IT applications. As mentioned earlier, the notion of sustainability was used to refer to harmonious balance between development and conservation mostly in ecological sense. It was defined as 'meeting the needs of the present without compromising the ability of future generations to meet their own needs. Pros of the concept stressed that the degree of development should not exceed the level of carrying capacity of natural environment.

Obviously it did have simple connotation at the first stage where the coinage was made. Most issues of sustainability were debated mainly in the context of environmental conservation and partly of the socio-cultural equity issues. Later it was recognized again

that economic efficiency was to be taken as inevitable element for sustainable development. Economic efficiency considered once as a destructive ideology for sustainability became resurrected. More recently, particularly after the 9.11 terror in New York, increasing concern has been paid to the significance of security in tourism. Tourism industries witnessed that they would not be able to survive violent challenges, if security is ensured not only for tourists but also tourism industries.

- Environmental Conservation
  - Protect natural carrying capacity in which human activity will lead to undesirable changes in the environment
  - Preserve natural resources not only for present generation but also for future generation
  - Close consideration of the broader goal of regional, national, global development
  - Develop ecotourism
  - Increase concern for cultural and social aspects of development
  - Prevent the loss of aesthetic qualities of tourism destinations

<Figure 2- 4> Framework for the Training of Sustainable Tourism



- Socio-Cultural Equity
  - Acceptance of cultural diversity

- Equitable distribution of social benefits derived from the development of tourism
- Protection of heritage sites and historical monuments
- Cultural / Spiritual Strength of host community
- Development of cultural tourism
  
- Safety & Security Issues
  - Transportation safety
  - Terror against tourists and transportation facilities including aircrafts
  - From local concern about destination success to global concern about planetary success
  - Violence and crimes, which affect the perception and attitudes of tourists
  
  - High level of air & water pollution
  - War and civil unrest
  - Biological weapons
  - Political instability containing
  - Protection of heritage sites
  
- IT Applications
  - Information technology is a key to improving economic efficiency and to enhancing environmental values
  - Knowledge management in tourism industries
  - Marketing and communication
  - IT use for resource management, security monitoring, population and traffic data GIS
  - Virtual and cyper tours
  - Enabling and enhancing the tourism experience
  
- Economic Efficiency
  - Expansion of tourism industry
  - Short-term resilience to crises
  - Long term resources needed
  - Cross training of employers
  - Growth of inbound and outbound tourists
  
- Creating Local Identities
  - Sustaining local cultural and natural identity
  - The revival of local and regional identities
  - Identity creation: Reconfiguring national identity
  - Identity and difference

- First and foremost, environmental conservation takes the most crucial part of sustainability. As mentioned earlier, the origin of sustainable tourism derived its notion from the preservation of nature. If we do not stop the excessive exploitation of natural resources, future generation will not be able to sustain a similar way of living and also

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the quality of life. So, it is desperately needed to protect the carrying capacity of natural environment in which human beings continue their way of lives.

Second, sustainability includes the element of socio-cultural equity. The ideals of sustainability aim at harmony between development and preservation values, between different present generation and future generation, and between different stakeholders, Accordingly, it is impossible to accomplish this goal without co-ownership and sharing benefits in the socio-cultural sphere.

Third, increasing concern is drawn to safety and security issues more than ever before. The 9.11 terror in New York was a good example, which shows the tremendous impacts of violence on tourism. During the period of three months, more than half of in and out bounds in the U.S.A. diminished and the tourism industries of the whole world was put in crisis. According to a Gallup survey, 55 percent of Americans believe September 11 terror is only the beginning of sustained terroristic attacks on the U.S.A. 30 or 40 percent of US citizens are redesigning their lives including behavior changes to avoid being victims of terror, The Tianmun Square incident in 1989 was another instance in which we can find the negative impact of security breaches. China lost 15 percent of hotel occupancies, in 1989 due to the political instability. In 1992 and 1993. Egypt lost \$1 billion in tourist revenues due to terrorism. It was reported that crimes caused 20 percent decrease in arrivals of tourists in Florida of U.S.A.. Also, transportation safety needs intelligent transportation systems, global positioning systems (GPS), Personal GPS for visitor safety, macro-navigation(in-vehicle), micro-navigation(within facility), and cock-pit security.

Fourth, IT application has influence on the training of sustainable development in tourism industry. Most, if not all, of alternatives made for desirable solution in sustainable development of tourism relies on technological innovations. Information technology (IT) is the typical example of those technological innovations. It helps to increase economic efficiency, improve security of tourists, prevents environmental pollution.

Fifth, economic efficiency is also a constructing element of sustainability. Economic efficiency means the ratio of output to input, which is a necessary condition for the existence, and growth of tourism industries. At the first glance, economic efficiency seems to be on the other extreme point of continuum with sustainability. However, sustainability cannot be realized, if economic efficiency is not ensured for the survival of industries.

Sixth, Tourism has played major role in the promotion of APEC economies, understanding and appreciation of different cultural and nature values. Cultural and natural identity is the expression of one's place in the world. Both the host and the guest

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carry their awareness of identity with them and from the encounter of the two something new always emerges. The more the world turns into the global village, the bigger is the need to identify with what is at hand. In tourism, the regions try to build a distinct profile, based on the different atmosphere, different people, different culture, different language, different heritage, different nature, different food, and different customs. Tourism takes an active part in this development of culture and nature into unique selling points that can distinguish one destination from another. But it is more than being competitive in a tough market; it is also the rediscovery of identity.

### **III. SURVEY RESULTS**

#### **3.1. The Result of An Empirical Survey: Training for Sustainable Tourism Development in APEC Countries**

It is significant to understand the realities of training for sustainable development in APEC countries. This can be the first step to developing desirable strategies for future in this region. An empirical survey was conducted on twenty-one countries including Australia, Brunei, Canada, Chile, China, Hon Kong, Indonesia, Japan, Korea, Malaysia, Mexico, New Zealand, Peru, Philippines, P.N.G., Russia, Singapore, Taiwan, Thailand, U.S.A. and Vietnam. In order to examine the realities of each APEC country, two hundred practitioners were sampled who are working either in the field of government administration or tourism industries. They all are influential figures in the field of tourism and, therefore, can answer the question which are related to training for sustainable tourism.

For the implementation of the survey, e-mail was used first and then follow-up efforts were made. Of these 200 surveyed, 151 returned a completed questionnaire, giving response rate of 75.5 per cent; 83 are working in the private sector and 70 are in the public sector. The results of the survey were analyzed using the SPSS Win program. The following is the summary of the analysis.

The first question was 'to what extent can tourism training foster the awareness on sustainable development?'. Table 3-1 lists the results of analysis. Forty-four per cent (44%) of respondents replied that tourism training has helped to foster 'much' the awareness on sustainable development and 39.7 percent 'very much'. Approximately 84 per cent of the respondents think that training has positive effects on the awareness of

sustainable development in tourism. Only five respondents (3.3%) tick on 'a little' and two respondents (1.3%) 'Little'. Though considering that seventeen persons (11.3%) take a neutral position in this question, the majority of the respondents take positive stances on the effects of training. This implies that almost all of the practitioners believe that training has tremendous impact on spreading the values of sustainability in tourism development.

**<Table 3- 1> To what extents can tourism training foster the awareness on sustainable development?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very much	private 28	private 34.6	private 34.6	private 34.6
		public 32	public 45.7	public 45.7	public 45.7
		total 60	total 39.7	total 39.7	total 39.7
	Much	private 39	private 48.1	private 48.1	private 82.7
		public 28	public 40.0	public 40.0	public 85.7
		total 67	total 44.4	total 44.4	total 83.1
	neutral	private 9	private 11.1	private 11.1	private 93.8
		public 8	public 11.4	public 11.4	public 97.1
		total 17	total 11.3	total 11.3	total 94.4
	A little	private 4	private 4.9	private 4.9	private 98.8
		public 1	public 1.4	public 1.4	public 98.6
		total 5	total 3.3	total 3.3	total 98.7
	Little	private 1	Private 1.2	private 1.2	private 100.0
		public 1	public 1.4	public 1.4	public 100.0
		total 2	total 1.3	total 1.3	total 100.0
	Total	private 81	100.0	100.0	
		public 70	100.0	100.0	
		total 151	100.0	100.0	

The most serious difficulty is 'the shortage of financial resources'. The respondents were given the question 'which sorts of difficulties are most commonly encountered in developing and managing the training program for sustainable development in tourism'. The largest number of respondents tick on the shortage of financial resources. This is considered more serious by the respondents of the private sector relatively. Thirty-seven per cent of respondents of the private sector pointed out this as an obstacle to further training program in tourism industries (Table 3-2).

Limited knowledge and skills for training is also commonly encountered difficulty in training for sustainable development in tourism. Twenty-five per cent of the total

respondents think of it as one of major obstacles in fostering sustainability. The same number of respondents answered that 'inappropriate awareness of policy makers' is another difficulty, which they face in conducting their jobs (Table 3-2).

**<Table 3- 2> Which sorts of difficulties are most commonly encountered in developing and managing the training program for sustainable development in tourism?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Shortage of financial resource	Private 30	Private 37.0	Private 37.0	Private 37.0
		Public 18	Public 25.7	Public 25.7	Public 25.7
		Total 48	Total 31.8	Total 31.8	Total 31.8
	Inappropriate awareness of policy makers	Private 22	Private 27.2	Private 27.2	Private 64.2
		Public 17	Public 24.3	Public 24.3	Public 24.3
		Total 39	Total 25.8	Total 25.8	Total 57.6
	Lack of cooperation from the trainees	Private 6	Private 7.4	Private 7.4	Private 71.6
		Public 10	Public 14.3	Public 14.3	Public 14.3
		Total 16	Total 10.6	Total 10.6	Total 68.2
	Limited knowledge and skills for training	Private 16	Private 19.8	Private 19.8	Private 91.4
		Public 23	Public 32.9	Public 32.9	Public 32.9
		Total 39	Total 25.8	Total 25.8	Total 94.0
	Others	Private 7	Private 8.6	Private 8.6	Private 100.0
		Public 2	Public 2.9	Public 2.9	Public 100.0
		Total 9	Total 6	Total 6	Total 100.0
	Total	Private 81	100.0	100.0	
		Public 70	100.0	100.0	
		Total 151	100.0	100.0	

The most effective trainee seems to be 'a company manager'. Out of one hundred respondents forty-six (30.5%) point out that company manager is best for educating and cultivating the value of sustainability in tourism. If we look at the results of analysis more carefully, however, it becomes clear that the respondents of the private and public sectors show different views on this question. Government officials think that public officers are most effective trainees and the private company managers regard themselves as most effective trainees. Activists of social groups get positive answers both from the private and public sectors and academics appear relatively 'the effective trainees'. Journalists are evaluated ineffective by the respondents in training for sustainability. There is no discernable difference observable in the distinction between the private and public concerning the ineffectiveness of local residents also (Table 3-3).

**<Table 3- 3> Who is the most effective trainer?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	1	Private 1.2	Private 1.2	Private 1.2
	Government officials	Private 12 Public 22 Total 34	Private 14.8 Public 31.4 Total 22.5	Private 14.8 Public 31.4 Total 22.5	Private 16.0 Public 31.4 Total 22.5
	Activists of social groups	Private 16 Public 14 Total 30	Private 19.8 Public 20.0 Total 19.9	Private 19.8 Public 20.0 Total 19.9	Private 35.8 Public 51.4 Total 42.4
	Company manager	Private 35 Public 11 Total 46	Private 43.2 Public 15.7 Total 30.5	Private 43.2 Public 15.7 Total 30.5	Private 79.0 Public 67.3 Total 72.9
	Local residents	Private 3 Public 4 Total 7	Private 3.7 Public 5.7 Total 4.6	Private 3.7 Public 5.7 Total 4.6	Private 82.7 Public 73.0 Total 77.5
	Journalists	Private 3 Public 3 Total 6	Private 3.7 Public 4.3 Total 4.0	Private 3.7 Public 4.3 Total 4.0	Private 86.4 Public 77.3 Total 81.5
	Academics	Private 11 Public 15 Total 26	Private 13.6 Public 21.4 Total 17.2	Private 13.6 Public 21.4 Total 17.2	Private 100.0 Public 100.0 Total 100.0

		Private 81	100.0	100.0	
	Total	Public 70	100.0	100.0	
		Total 151	100.0	100.0	

Another central concern of this empirical survey is to know how often and how long training program is held in each organization. Table 3-4 shows if respondent's organization sets up in-house training program or not. A glance at the table 4 suggests that about one-third set up in-house training program for training sustainability both in the private and public sectors. More than half (57.6%) do not have in-house training program at all. This fact suggests that in reality more than half do not provide any organized of opportunities for training for sustainability. They do not have internal capability to provide training opportunities for their employees.

**<Table 3- 4> Has your company set up a periodical in-house training program?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	Private 10 Public 5 Total 15	Private 12.3 Public 7.1 Total 9.9	Private 12.3 Public 7.1 Total 9.9	Private 12.3 Public 7.1 Total 9.9
	yes	Private 25 Public 24 Total 49	Private 30.9 Public 34.3 Total 32.5	Private 30.9 Public 34.3 Total 32.5	Private 43.2 Public 41.4 Total 42.4
	no	Private 46 Public 41 Total 87	Private 56.8 Public 58.6 Total 57.6	Private 56.8 Public 58.6 Total 57.6	Private 100.0 Public 100.0 Total 100.0
	Total	Private 81 Public	100.0 100.0	100.0 100.0	

In the case where respondent's organization has in-house training program, training program is held once or two times a year. Twelve respondents (7.9%) replied that they have training program three times a year. Table 3-5 summarizes the frequency of in-house training, which is held in respondents' organizations.

As far as the frequency of the in-house training is concerned, private and public organizations show a great degree of variance. About 10% of those, which set up in-house training program, offer just once a year. Certain organizations provide 40 or 50

times a year. No notable difference is found between private and public organizations.

**<Table 3- 5> If yes, how often is your training program held?**

	Times a year	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	Private 51 Public 25 Total 76	Private 63.0 Public 35.7 Total 50.3	Private 63.0 Public 35.7 Total 50.3	Private 63.0 Public 35.7 Total 50.3
	1 times	Private 7 Public 9 Total 16	Private 8.6 Public 12.9 Total 10.5	Private 8.6 Public 12.9 Total 10.5	Private 71.6 Public 48.6 Total 60.9
	2 times	Private 6 Public 14 Total 20	Private 7.4 Public 20.0 Total 13.2	Private 7.4 Public 20.0 Total 13.2	Private 79.0 Public 68.6 Total 74.1
	3 times	Private 5 Public 7 Total 12	Private 6.2 Public 10.0 Total 7.9	Private 6.2 Public 10.0 Total 7.9	Private 85.2 Public 78.6 Total 82.1
	4 times	Private 5 Public 4 Total 9	Private 6.2 Public 5.7 Total 5.9	Private 6.2 Public 5.7 Total 5.9	Private 91.4 Public 84.3 Total 88.0
	5 times 6 times	Pubic 5 Private 1 Public 3 Total 9	Public 7.1 Private 1.2 Public 4.3 Total 5.9	Public 7.1 Private 1.2 Public 4.3 Total 5.9	Public 91.4 Private 92.6 Public 95.7 Total 94.0
	12 times 15 times	Private 4 Public 1 Total 5	Private 4.9 Public 1.4 Total 3.3	Private 4.9 Public 1.4 Total 3.3	Private 97.5 Public 97.1 Total 97.3
	20 times	Private 1 Public 1 Total 2	Private 1.2 Public 1.4 Total 1.3	Private 1.2 Public 1.4 Total 1.3	Private 98.8 Public 98.6 Total 98.6
	40 times 50 times	Private 1 Public 1 Total 2	Private 1.2 Public 1.4 Total 1.3	Private 1.2 Public 1.4 Total 1.3	Private 100.0 Public 100.0 Total 100.0

		Private 81	100.0	100.0	
	Total	Public 70	100.0	100.0	
		Total 151	100.0	100.0	

<Table 3- 6> How long does your training program last on average a year?

	Hours	Frequency	Percent	Valid Percent	Cum. Percent
Valid	.00	Private 50	Private 61.7	Private 61.7	Private 61.7
		Public 37	Public 52.9	Public 52.9	Public 52.9
		Total 87	Total 57.6	Total 57.6	Total 57.6
	1.00	Private 2	Private 2.5	Private 2.5	Private 64.2
		Public 2	Public 2.9	Public 2.9	Public 55.8
		Total 4	Total 2.6	Total 2.6	Total 60.2
	2.00	Private 2	Private 2.5	Private 2.5	Private 66.7
		Total 2	Total 1.3	Total 1.3	Total 61.5
	4.00	Private 2	Private 2.5	Private 2.5	Private 69.1
		Public 1	Public 1.4	Public 1.4	Public 57.2
		Total 3	Total 1.9	Total 1.9	Total 63.5
	16.00	Private 1	Private 1.2	Private 1.2	Private 70.4
		Total 1	Total 0.6	Total 0.6	Total 64.2
	24.00	Private 2	Private 2.5	Private 2.5	Private 72.8
		Public 3	Public 4.3	Public 4.3	Public 61.5
		Total 5	Total 3.3	Total 3.3	Total 67.5
	25.00	Public 1	Public 1.4	Public 1.4	Public 62.9
	26.00	Public 1	Public 1.4	Public 1.4	Public 64.3
	27.00	Public 1	Public 1.4	Public 1.4	Public 65.7
	28.00	Private 1	Private 1.2	Private 1.2	Private 74.1
		Total 4	Total 2.6	Total 2.6	Total 70.1

	29.00	Private 2 Total 2	Private 2.5 Total 1.3	Private 2.5 Total 1.3	Private 76.5 Total 71.5
	30.00	Private 2 Total 2	Private 2.5 Total 1.3	Private 2.5 Total 1.3	Private 79.0 Total 72.8
	31.00	Private 1 Public 1 Total 2	Private 1.2 Public 1.4 Total 1.3	Private 1.2 Public 1.4 Total 1.3	Private 80.2 Public 67.1 Total 74.1
	32.00	Private 2 Public 1 Total 3	Private 2.5 Public 1.4 Total 1.9	Private 2.5 Public 1.4 Total 1.9	Private 82.7 Public 68.5 Total 76.1
	48.00	Private 2 Public 1 Total 3	Private 2.5 Public 1.4 Total 1.9	Private 2.5 Public 1.4 Total 1.9	Private 85.2 Public 69.9 Total 78.1
	64.00	Private 3 Public 4 Total 7	Private 3.7 Public 5.7 Total 4.6	Private 3.7 Public 5.7 Total 4.6	Private 88.9 Public 75.6 Total 82.7
	72.00	Private 1 Public 1 Total 2	Private 1.2 Public 1.4 Total 1.3	Private 1.2 Public 1.4 Total 1.3	Private 90.1 Public 77.0 Total 84.1
	75.00	Private 1 Total 1	Private 1.2 Total 0.6	Private 1.2 Total 0.6	Private 91.4 Total 84.7
	80.00	Private 1 Total 1	Private 1.2 Total 0.6	Private 1.2 Total 0.6	Private 92.6 Total 85.4



	90.00	Private 1 Total 1	Private 1.2 Total 0.6	Private 1.2 Total 0.6	Private 93.8 Total 86.0
	92.00	Private 2 Total 2	Private 2.5 Total 1.3	Private 2.5 Total 1.3	Private 96.3 Total 87.4
	96.00	Private 1 Public 3 Total 4	Private 1.2 Public 4.3 Total 2.6	Private 1.2 Public 4.3 Total 2.6	Private 97.5 Public 81.3 Total 90.0
	120.00	Public 2	Public 2.9	Public 2.9	Public 84.2
	144.00	Public 1	Public 1.4	Public 1.4	Public 85.6
	156.00	Public 1	Public 1.4	Public 1.4	Public 87.0
	172.00	Public 1	Public 1.4	Public 1.4	Public 88.4
	180.00	Public 2	Public 2.9	Public 2.9	Public 91.3
	224.00	Public 1	Public 1.4	Public 1.4	Public 92.7
	240.00	Public 1	Public 1.4	Public 1.4	Public 94.3
	240.00	Private 1	Private 1.2	Private 1.2	Private 98.8
	Missing	Private 1 Public 4 Total 5	Private 1.2 Public 5.6 Total 3.3	Private 1.2 Public 5.6 Total 3.3	Private 100.0 Public 100.0 Total 100.0
	Total	Private 80 Public 66	100.0	100.0	

The above finding corresponds with the results of the following question: how long does your training program last on average a year? As shown in Table 3-6, about 57% of the respondents say that their organizations do not have any kind of training for sustainability. The rest of the respondents' answers vary from 1 day to 240 hours. The table shows an extreme variation. The organizations, which provide more than 200 hours of training, can be seen as extreme case in this survey.

This survey asked the respondents to rate the level of their agreement on the various questions. The first question was 'my company (department) incorporates environmental values into the philosophy and strategy of management'. More than half (68.2%) of the respondents ticked on 'strongly agree' or 'agree'. This implies that environmental values are highly regarded in most of companies and public organizations. However, there is a notable difference here between private and public sectors. While 64% of private companies belong to 'strongly agree' or to 'agree', about

73% of public authorities can be categorized into the same groups. An immediate inference is that environmental values are considered important more in public authorities than in private companies (Table 3-7).

**<Table 3- 7> "My company (department) incorporates environmental values into the philosophy and strategy of management"**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	Private 14	Private 17.3	Private 17.3	Private 17.3
		Public 27	Public 38.6	Public 38.6	Public 38.6
		Total 41	Total 27.1	Total 27.1	Total 27.1
	Agree	Private 38	Private 46.9	Private 46.9	Private 64.2
		Public 24	Public 34.3	Public 34.3	Public 72.9
		Total 62	Total 41.0	Total 41.0	Total 68.2
	Neutral	Private 22	Private 27.2	Private 27.2	Private 91.4
		Public 14	Public 20.0	Public 20.0	Public 92.9
		Total 36	Total 23.8	Total 23.8	Total 92.0
0	Disagree	Private 6	Private 7.4	Private 7.4	Private 98.8
		Public 4	Public 5.7	Public 5.7	Public 98.6
		Total 10	Total 6.6	Total 6.6	Total 98.6
	Strongly disagree	Private 1	Private 1.2	Private 1.2	Private 100.0
		Public 1	Public 1.4	Public 1.4	Public 100.0
		Total 2	Total 1.3	Total 1.3	Total 100.0
	Total	Private 81	100.0	100.0	
		Public 70	100.0	100.0	
		Total 151	100.0	100.0	

The second question was about the perception on security issues in tourism. Security has traditionally been treated as one of the most necessary conditions for tourism. However, as the concept of sustainability is being broadened, more attention is drawn to the security factor (Table 3-8). In particular, after the 9.11 terror attack in New

York there is increasing concern on the security issue. More than 79% of the respondents seem to treat 'security issue' as an important variable for sustainability. Relatively those who are working in the public sector take it into account more seriously. Only about 8% of respondents see 'security' issue as unimportant or very unimportant.

<Table 3- 8> "'Security' is critical element for economic competitiveness in tourism industry"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	Private 3 Total 3	Private 3.7 Total 1.9	Private 3.7 Total 1.9	Private 3.7 Total 1.9
	Very important	Private 38 Public 42 Total 80	Private 46.9 Public 60.0 Total 52.9	Private 46.9 Public 60.0 Total 52.9	Private 50.6 Public 60.0 Total 54.9
	Important	Private 22 Public 15 Total 37	Private 27.2 Public 21.4 Total 24.5	Private 27.2 Public 21.4 Total 24.5	Private 77.8 Public 81.4 Total 79.4
	Neutral	Private 10 Public 8 Total 18	Private 12.3 Public 11.4 Total 11.9	Private 12.3 Public 11.4 Total 11.9	Private 90.1 Public 92.9 Total 91.3
	Unimportant	Private 7 Public 4 Total 11	Private 8.6 Public 5.7 Total 7.2	Private 8.6 Public 5.7 Total 7.2	Private 98.8 Public 98.6 Total 98.6
	Very unimportant	Private 1 Public 1 Total 2	Private 1.2 Public 1.4 Total 1.3	Private 1.2 Public 1.4 Total 1.3	Private 100.0 Public 100.0 Total 100.0
	Total	Private 81 Public 70 Total 151	100.0 100.0	100.0 100.0	

IT application is another element, which newly draws attention. IT is inevitable for

the pursuit of eco-efficiency in tourism companies and it also enables tourism industries to initiate innovation. In this survey, more than 80% of the respondents see IT as 'very important' or 'important'. Table 3-9 shows that all thinks of IT as important in the case of the private sector.

<Table 3- 9> "IT applications are important for the sustainability of tourism"

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	Public 1 Total 1	Public 1.4 Total 1.4	Public 1.4 Total 1.4	Public 1.4 Total 1.4
	Very important	Private 36 Public 38 Total 74	Private 44.4 Public 54.3 Total 49.0	Private 44.4 Public 54.3 Total 49.0	Private 44.4 Public 55.7 Total 49.6
	Important	Private 35 Public 23 Total 58	Private 43.2 Public 32.9 Total 38.4	Private 43.2 Public 32.9 Total 38.4	Private 87.7 Public 88.6 Total 88.0
	Neutral	Private 10 Public 4 Total 14	Private 12.3 Public 5.7 Total 9.2	Private 12.3 Public 5.7 Total 9.2	Private 100.0 Public 94.3 Total 97.3
	Unimportant	Public 4 Total 4	Public 5.7 Total 2.6	Public 5.7 Total 2.6	Public 100.0 Total 100.0
	Total	Private 81 Public 70 Total 151	100.0 100.0 100.0	100.0 100.0 100.0	

For the training of sustainable development on a worldwide basis, the respondents suggest that an industry code of ethics needs to be made in the future. About 96% of the respondents seem to agree on this idea. There is a similar level of strong consensus on this suggestion between the private and public sectors. There is no difference in the support of this idea between the two sectors. Table 3-10 summarizes the results of

analysis.

**<Table 3- 10> "It is needed to develop an industry code of ethics for the training of sustainable development on a worldwide basis"**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	Private 2	Private 2.5	Private 2.5	Private 2.5
		Public 2	Public 2.9	Public 2.9	Public 2.9
		Total 4	Total 2.6	Total 2.6	Total 2.6
Very important		Private 28	Private 34.6	Private 34.6	Private 37.0
		Public 29	Public 41.4	Public 41.4	Public 44.3
		Total 57	Total 37.7	Total 37.4	Total 40.3
Important		Private 40	Private 49.4	Private 49.4	Private 86.4
		Public 31	Public 44.3	Public 44.3	Public 88.6
		Total 71	Total 47.0	Total 47.0	Total 87.4
Neutral		Private 8	Private 9.9	Private 9.9	Private 96.3
		Public 8	Public 11.4	Public 11.4	Public 100.0
		Total 16	Total 10.5	Total 10.5	Total 98.0
Unimportant		Private 2	Private 2.5	Private 2.5	Private 98.8
		Total 2	Total 1.3	Total 1.3	Total 99.3
Very unimportant		Private 1	Private 1.2	Private 1.2	Private 100.0
		Total 1	Total 0.6	Total 0.6	Total 100.0
Total		Private 81	100.0	100.0	
		Public 70	100.0	100.0	
		Total 151	100.0	100.0	

Another high level of consensus is found in the response to the statement: 'It is necessary to develop curricular approach for elementary, high schools and universities to enhance the integration of tourism subjects into the educational system'. More than 95% of the respondents seem to agree on the idea that tourism subjects are worth being dealt with as a curricular of elementary, high schools and universities and also that a curricular approach will contribute to the spread of sustainability values (Table 3-11).

**<Table 3- 11> "It is necessary to develop a curricular approach for elementary,**

**high schools and universities to enhance the integration of tourism subjects into the educational system**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	Private 1	Private 1.2	Private 1.2	Private 1.2
	Very important	Private 39 Public 38 Total 77	Private 48.1 Public 54.3 Total 50.9	Private 48.1 Public 54.3 Total 50.9	Private 49.4 Public 54.3 Total 51.6
	Important	Private 30 Public 21 Total 51	Private 37.0 Public 30.0 Total 33.7	Private 37.0 Public 30.0 Total 33.7	Private 86.4 Public 84.3 Total 85.4
	Neutral	Private 9 Public 9 Total 18	Private 11.1 Public 12.9 Total 11.9	Private 11.1 Public 12.9 Total 11.9	Private 97.5 Public 97.1 Total 97.3
	Unimportant	Private 2 Public 2 Total 4	Private 2.5 Public 2.9 Total 2.6	Private 2.5 Public 2.9 Total 2.6	Private 100.0 Public 100.0 Total 100.0
	Total	Private 81 Public 70 Total 151	100.0 100.0 100.0	100.0 100.0 100.0	

**<Table 3- 12> "The operators of my company encourage and train clients to respect historical, cultural, and natural element of destination" (Private Sector)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	2	2.5	2.5	2.5
	Very important	23	28.4	28.4	30.9
	Important	30	37.0	37.0	67.9
	Neutral	21	25.9	25.9	93.8
	Unimportant	5	6.2	6.2	100.0
	Total	81	100.0	100.0	

Unfortunately, those who work in the private sector do not think that public officials have primary concern on the training of sustainability. More than 45% of the respondents tick on 'neutral'. 17% see that the awareness of governmental officials on the training for sustainability is low (Table 3-13).

**<Table 3- 13> "How would you evaluate the awareness of governmental officials on the training for sustainability?"(Private Sector)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	5	6.2	6.2	6.2
	Very high	8	9.9	9.9	16.0
	High	13	16.0	16.0	32.1
	Medium	37	45.7	45.7	77.8
	Low	14	17.3	17.3	95.1
	Very low	4	4.9	4.9	100.0
	Total	81	100.0	100.0	

In an attempt to know what sorts of skills should be significantly taken into account in tourism training curricula, we asked how the respondents would evaluate the importance of various skills and characteristics. Table 3-14 lists seven items of skills and characteristics, which are valued by the respondents. Many respondents think of 'effective communication skills' as very important. About 75 per cent of respondents tick on either 'very important' or 'important'. Analytical technique is considered to have relatively low importance by the respondents.

**<Table 3- 14> How would you evaluate the importance of the following skills and characteristics for tourism training curricula?(Private Sector)**

	Very Important	Important	Neutral	Unimportant	Very Unimportant

1.Effective Communications	54(66.7%)	21(25.9%)	5(6.2%)	0	0
2.International perspective	33(40.7%)	37(45.7%)	6(7.4%)	0	0
3.Creative problem-solving skills	36(44.4%)	35(43.2%)	7(8.6%)	0	0
4. Analytical technique	17(21%)	41(50.6%)	18(22.2%)	2(2.5%)	0
5. Decision-making	24(29.6%)	42(51.9%)	10(12.3%)	1(1.2%)	0
6.Planning/Organizing	34(42%)	38(46.9)	5(6.2%)	1(1.2%)	0
7.Creative problem-solving skills	36(44.4%)	35(43.2%)	7(8.6%)	0	0

What is needed for the training of sustainable tourism for government officials? Table 3-15-1 illustrates the views of public officers. The first priority was given to 'expanding eco-tourism' (54%). 'Conservation of historical heritage' is also seen as an important element by the respondents (51%). 'Economical use of resources' was ranked third here. The respondents were asked to indicate all that they want.

Not unexpectedly, those who work in the private sector appear different. 'Improving productivity' seems to be the most important aspect of training for private industries. Respondents saw 'conservation of historical heritage' (33%) and 'focus on culture tourism' (30%) as significant as well (Table 3-15-2).

**<Table 3-15- 1> Which aspect of training do you think is most important in the training of sustainable development for government officials?(indicate all that you want)(Public Sector)**

Q7		Frequency	% / 70
	1) Improving productivity	22	31.43
	2) Economical use of resources	30	42.86
	3) Focus on culture tourism	22	31.43
	4) Focusing local identity	27	38.57
	5) Expanding eco-tourism	38	54.29



6)	Multi-culturalism	19	27.14
7)	Conservation of historical heritage	36	51.43
8)	Respect for the frailty of the earth	13	18.57
9)	Improvement of technical work and service	13	18.57
10)	More equitable access to tourism	9	12.86
11)	Awareness of hygiene	7	10.00
12)	Broad national/international policy framework	21	30.00
13)	Others	5	7.14

**<Table 3-15- 2> Which aspect of training do you think is most important for the training of sustainable development in tourism industries?(Tick all that you want)(Private Sector)**

Q6		Frequency	% / 81
1	Improving productivity	43	53.09
2	Economical use of resources	28	34.57
3	Focus on culture tourism	30	37.04
4	Environmental audit	15	18.52
5	Expanding eco-tourism	29	35.80
6	Conservation of historical heritage	33	40.74
7	Respect for frailty of the earth	11	13.58
8	Improvement of technical work and service	27	33.33
9	More equitable access to tourism	20	24.69
10	Awareness of hygiene	20	24.69
11	Broad national/international policy framework	18	22.22
12	Multi-culturalism	17	20.99
13	Others	1	1.23

A similar phenomenon is observed in the next question. For more specific analysis, the respondents were asked 'what field do you think is most necessary for the training of government officials from the perspective of sustainability? Many of the respondents considered respect for historical heritage (59%), economic productivity (50%) and environmental aesthetic (40%) as important. This finding is in line with the result in table 3-16.

**<Table 3- 16> What field do you think is most necessary for the training of government officials from the perspective of sustainability? (Public Sector)**

Q12		Frequency	% / 70
1)	Carrying capacity	27	38.57

2)	Energy consumption	23	32.86
3)	Environmental aesthetics	28	40.00
4)	Waste disposal	21	30.00
5)	Economic productivity	35	50.00
6)	Multi-culturalism	21	30.00
7)	Respect for historical heritage	41	58.57
8)	IT applications	24	34.29

As mentioned above, the notion of sustainability has been broadened since the year of 1992. The next question shows how the notion has been changed and what dimension of the concept is emphasized in reality. According to table 3-17, 'economic efficiency' takes the primacy position among the six elements listed in the questionnaire. It is surprising to see that even the public sector gives the lion's share of their concern to the economic efficiency value. Environmental conservation is ranked second here.

**<Table 3- 17> The implementation of sustainable development in tourism industries involves all of the following five components. Please indicate which one your department has recently covered in your training program (Public Sector).**

Q11		Frequency	% / 70
	1) Economic efficiency	30	42.86
	2) Socio-cultural equity	19	27.14
	3) Environmental conservation	29	41.43
	4) Security	9	12.86
	5) IT applications	14	20.00
	6) Others	2	2.86

Which value can we derive through the training for sustainable development? Public officials think that consideration for future generation can be ensured. It seems also that we can get 'conservation of natural resources'. 'Quality of life' is to be improved through the training for sustainable development (Table 3-18).

**<Table 3- 18> Which value do you think can be derived from the training for sustainable development? (Public Sector)**

Q14		Frequency	% / 70
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	1)	Economic benefits	36	51.43
	2)	Consideration for future generation	48	68.57
	3)	Quality of life	41	58.57
	4)	Conservation of natural resources	42	60.00
	5)	Others	3	4.29

**<Table 3- 19> What is the desirable role of government authorities for the training of private sector employees for sustainable tourism development? (Tick all that you want)(Private Sector)**

Q8			Frequency	%/81
	1	Making guidelines	30	37.04
	2	Legislation for compulsory training	14	17.28
	3	Subsidizing money for training program	45	55.56
	4	Supply of information and material for the training program	47	58.02
	5	Networking the training parts of the private sector	23	28.40
	6	Strengthening the commitment of tourists	26	32.10
	7	Operating an awareness program in schools	23	28.40
	8	Training for government officials	24	29.63

**<Table 3- 20> The implementation of sustainable development in tourism industries involves all of the following five factors. Please indicate which one you have covered in your training program(Tick all that you want)(Private Sector).**

Q10			Frequency	% / 81
	1	Economic efficiency	40	49.38
	2	Socio-cultural equity	35	43.21
	3	Environmental conservation	35	43.21
	4	Security	32	39.51
	5	IT applications	33	40.74
	6	Others	2	2.47

**<Table 3- 21> Which value do you think can be derived from the training for sustainable development? (Tick all that you want)(Private Sector)**

Q14			Frequency	% / 81
	1	Economic benefits	38	46.91
	2	Consideration for future generation	44	54.32
	3	Quality of life	34	41.98
	4	Conservation of natural resources	38	46.91
	5	Others	1	1.23

**<Table 3- 22> Which kind of methods are employed for the training of sustainable development in your company? (Tick all that you want)(Private Sector)**

Q15			Frequency	% / 81
	1	Lecture	38	46.91
	2	Video tape	32	39.51
	3	Case study	34	41.98
	4	Field trip	35	43.21
	5	Role playing	15	18.52
	6	Workshop	41	50.62
	7	Brain storming	23	28.40
	8	Others	4	4.94

**<Table 3- 23> What field do you think most necessary for the training program of tourism industry from the perspective of sustainability? (Tick all that you want)(Private Sector)**

Q12			Sum	% / 83
	1	State and trend of domestic tourist-related industry	32	39.51
	2	Status of tourist and tourism industry in foreign countries	37	45.68
	3	Tourism market in 21st century	32	39.51
	4	Tourism industry in the age of international interaction	31	38.27
	5	Use of new instruments for tourism information treatment	30	37.04
	6	Cooperative relationship between tourism enterprise and tourism administration	34	41.98
	7	Environment-oriented regional tourism industry	35	43.21
	8	Efficient management of resources for best service	35	43.21

9	Tourism industry: trends and issues	29	35.80
10	Public tourism policy	28	34.57
11	Competitiveness of tourism industry	29	35.80
12	Tourism statistics, information system and electronic commerce	26	32.10
13	Tourism information service and communication skill	32	39.51
14	Improving the quality of products and services	47	58.02
15	Improving the quality of life in the workplace	31	38.27
16	Improving the organization and methods of work	21	25.93
17	Managing the quality of facilities and services	26	32.10
18	Eco-tourism	29	35.80
19	Complete guide to professional meeting & event coordination	24	29.63
20	Carrying capacity	9	11.11
21	Energy consumption	7	8.64
22	Waste disposal	14	17.28
23	Multi-culturalism	18	22.22
24	Respect for historical heritage	33	40.74

### 3. 1. 1. Collective Action Plan

- 1) Establishment of APEC Tourism Training Center for tourism policy-makers
- 2) Common curricula for tourism: environmental conservation, economic efficiency, socio-cultural equity, safety, and IT applications
- 3) APEC charter for compulsory training for sustainable tourism
- 4) Industry code of ethics for sustainability for APEC member economies
- 5) Common efforts for a curricular approach to elementary school students

### 3. 1. 2. Individual Action Plan

- 1) Australia:
  - The important task for the training of sustainable development in tourism industries:

environmental audit, eco-tourism, respect for the frailty of the earth

2) Brunei:

- The important task for the training of sustainable development in tourism industries: expanding eco-tourism

3) Canada:

- The important task for the training of sustainable development in tourism industries: improving productivity, economical use of resources, culture tourism, eco-tourism, conservation of historical heritage, respect for the frailty of the earth
- Needed skills and characteristics for tourism training curricula: effective communications
- The most serious obstacle: failures in governmental policies

4) Chile:

- The important task for the training of sustainable development in tourism industries: eco-tourism, conservation of historical heritage

5) China:

- Important issues for the training of sustainable development in tourism industries: economical use of resources, conservation of historical heritage, broad national network
- Needed skills and characteristics for tourism training curricula: effective communications
- The most serious obstacle: failures in government policies,

6) Hong Kong:

- Important issues for the training of sustainable development in tourism industries: improving productivity, economical use of resources, multi-culturalism
- Needed skills and characteristics for tourism training curricula: effective communications
- The most serious obstacle: industries irresponsibility

7) Indonesia:

- Important issues for the training of sustainable development in tourism industries: expanding eco-tourism, conservation of historical heritage, multi-culturalism
- Needed skills and characteristics for tourism training curricula: team play/leadership, foreign language
- The most serious obstacle: industries irresponsibility

8) Japan:

Important issues for the training of sustainable development in tourism industries: conservation of historical heritage, improvement of service, focus on culture tourism, eco-tourism

- Needed skills and characteristics for tourism training curricula: effective communications
- The most serious obstacle: lack of discretion among local residents

9) Korea:

- Important issues for the training of sustainable development in tourism industries: improving productivity, improvement of service, eco-tourism, conservation of historical, heritage
- Needed skills and characteristics for tourism training curricula: effective communications, international perspective, planning, ethics
- The most serious obstacle: failures in government policies,

10) Malaysia:

- The important task for the training of sustainable development in tourism industries: environmental audit, awareness of hygiene

11) Mexico:

- The important task for the training of sustainable development in tourism industries: broad national/international network

12) New Zealand:

- Important issues for the training of sustainable development in tourism industries: Environmental audit

13) Peru:

- The important task for the training of sustainable development in tourism industries: improving productivity

14) Philippines:

- Important issues for the training of sustainable development in tourism industries: Environmental audit, conservation of historical heritage, awareness of hygiene

15) PNG

- The important task for the training of sustainable development in tourism industries: environmental audit, more equitable access to tourism

16) Russia:

- Important issues for the training of sustainable development in tourism industries: Improving productivity, culture tourism, more equitable access to tourism
- Needed skills and characteristics for tourism training curricula: planning, entrepreneurship(risk taking)

17) Singapore:

- Important issues for the training of sustainable development in tourism industries: Eco-tourism, improvement of services, broad national-international network

18) Taiwan:

- Important issues for the training of sustainable development in tourism industries: Improving productivity, conservation of historical heritage, awareness of hygiene
- Needed skills and characteristics for tourism training curricula: computer skills, foreign language,

19) Thailand:

- The important task for the training of sustainable development in tourism industries: environmental audit, broad national/international network

20) USA

- Important issues for the training of sustainable development in tourism industries: Focus on culture tourism, awareness of hygiene, eco-tourism
- Needed skills and characteristics for tourism training curricula: initiative

21) Vietnam

- Important issues for the training of sustainable development in tourism industries: More equitable access to tourism, Needed skills and characteristics for tourism training curricula: decision making, computer skills

### <Summary>

This research employed a questionnaire survey. A structured questionnaire was e-mailed to 300 persons who are working in APEC member country (81 are working in the private sector and 70 are in the public sector). 151 returned a completed questionnaire, giving response rate of 50 per cent. The results of the surveys were analyzed using the SPSS Win program.

**First**, approximately 84 per cent of the respondents think that training has positive effects on the awareness of sustainable development in tourism.

**Second**, the most serious difficulty is 'the shortage of financial resources'.

**Third**, the most effective trainer seems to be 'company manager' government officials

**Fourth**, about one third set up in-house training program for training sustainability both in the private and public sectors. More than half(57.6%) do not have in-house training program at all. 7.9 per cent of the respondents replied that they have training program three times a year.

**Fifth**, it seems that 68 per cent of the respondent's company and departments incorporate environmental values into the philosophy and strategy of management'.

**Sixth**, more attention is drawn to security factor. In particular, after the 9.11 terror attack in New York there is increasing concern on the security issue. More than 79% of the respondents seem to treat 'security issue' as an important variable for sustainability.

**Seventh**, IT is inevitable for the pursuit of eco-efficiency in tourism companies and also it enables tourism industries to initiate innovation. In this survey, more than 80% of



the respondents see IT as 'very important' or 'important'

**Eighth**, for the training of sustainable development on a worldwide basis, the respondents suggest that an industry code of ethics be made in the future. About 96% of the respondents seem to agree on this idea.

**Ninth**, it is necessary to develop curricular approach for elementary, high schools and universities to enhance the integration of tourism subjects into the educational system'. More than 95% of the respondents seem to agree on the idea that tourism subjects are worth being dealt with as a curricular of elementary

### **3.2 Differentiated Individual Training Program For Each Member Economy**

The need to promote inbound tourism has been stressed for various reasons; this has an important meaning especially for expanding the stagnant domestic tourism market. In general, the following five items are considered as the necessary conditions for the promotion of inbound tourism: (1) constructing the image of tourism destination in response to the needs (interests) of foreign tourists; (2) promoting the publicity of tourism destinations for the visits of foreign tourists (3) providing the competitive prices of tourism products; (4) providing excellent services and tourism attractions; and (5) securing resources necessary of fulfilling the above needs.

The object of inbound tourism marketing is travel that involves invisible service products of all kinds provided by many different enterprises. The success of travel products calls for coordination and cooperation among different organizations involved in tourism industry. The process of marketing for inbound tourism will be examined in several countries in the APEC area for our present purpose. Each country has conducted tourism marketing by designating the target in several countries.

In doing so, it has set up a target market or segmentation for effective and efficient marketing. The following tables (25-1~25-21) show, the results. For the expectation for visiting country travel and promising segment, and the differentiation of identity necessary for attracting foreign tourists, new brand image needs to be developed. The development of new brand image involves the designation of attractive products. Though this process of construction of total image becomes possible.

We have thus examined physical tourism resources. But tourism is essentially a service business, and the many people whom a visitor encounters and relies on and who provide for basic needs and entertainments are critical to the success of a tourism destination. Tourism is also the business of hospitality, therefore, when service is provided, the friendliness of the service delivery matters. It is an axiom that people don't go where they do not feel welcomed. Thus the role of host and guest define in large measure the memorableness of the visitor experience and determines whether there will be repeat business. Professionalism, effective skills, efficiency, and courtesy

as service characteristics do not happen in a vacuum they are the result of training investments.

Successful training programs are those that balance these competing interests and approaches for their particular market. In many parts of the APEC area, however, the pressure for a core curriculum for travel and tourism will make this balancing act unnecessarily more difficult. It is important for training program to be fit for their purpose. To solve this problem is essential to the sustainable development of tourism industry. This becomes evident, as we realize that the development of human resources in travel and tourism is the key to excellence for all organizations in the sector as we enter the new millennium.

(See, Table 3-24-1 ~ 3-24-21)

**<Table 3-24-1> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Australia:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is expected to be below the average for East Asia and the Pacific, but above the global average at 6.4 per cent. By 2020, 17.6million arrivals are expected (table1).

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Campaign for Market	Expectation for Australia Travel & Promising Segment	New Brand Image To be Developed	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<p><b>2000</b> Total: 4,946,000 Current 3Biggest Target markets</p> <p>1.NewZealand 821,000(16.6%)</p> <p>2.Japan 720,400(14.6%)</p> <p>3.UnitedKingdom 578,100(11.7%)</p> <p><b>2010</b> Total: 9,134,000 (100%) Future 5 Biggest Target Markets Growth Rates (% p.a.) Average 8.9(2000-2010)</p> <p>1. Japan 1,582,784 (6.5%)</p> <p>2. United Kingdom 959,554 (6.5%)</p> <p>3. New Zealand 876,364(1.5%)</p> <p>4. United States 648,391(4.3%)</p> <p>5.Singapore 508,153(7.0%)</p>	<p>Well – prepared facilities &amp; service for tourists</p> <p>-Destination Australia, identifies tourism as a national priority, together with the need to spread the benefits of tourism into regional and rural Australia</p> <p>-The policy also identifies the importance of maintaining the natural environment as a key attraction</p> <p>-Australia’s largest and fastest growing export industry</p> <p>-The government’s 10-Year Plan for Tourism will provide a framework to assist the industry, in partnership with government to achieve specific outcomes.</p>	<p>1. Japan</p> <p>2.New Zealand</p> <p>3.United Kingdom</p> <p>4.United States</p> <p>5.Singapore</p>	<p>-Cultural / Natural sites on the world heritage</p> <p>- Expecting to experience</p> <p>- Developing Best Practice in Tourism</p> <p>- The equality of the wilderness experience</p> <p>- Willandra lakes Region (N /C)</p> <p>- Tasmania Wilderness National Park (N /C)</p> <p>- Uluru National Park (N / C)</p> <p>- Ranging from Backpackers to luxury resort visitors, eco-tourists etc</p> <p>-Quality of the wilderness experience</p>	<p>- Ecotourism and nature-based tourism</p> <p>- Kakadu national park</p> <p>-The Great Barrier REEF</p> <p>-Developing best practice in tourism</p> <p>-Cradle Mountain National park</p> <p>-Development of a generic eco-tour</p> <p>-Healthy environment</p>	<p>-Sustainable future of tourism globally Promote ecotourism and nature-based tourism</p> <p>-Development best practice ecotourism</p> <p>-Innovative technology for sustainable tourism and how to go about achieving</p> <p>-Best practice</p> <p>-Environmental management practices</p> <p>-Sustainable tourism growth</p> <p>-Sustainable future for tourism</p> <p>-Environmental audit</p> <p>-Eco-tourism</p> <p>-Respect for the frailty of the earth</p>
<p><b>2020</b> Total: 17,600,000 Growth Rates (% p.a.) Average (2010-2020)</p>	<p>Enhancement of overseas publicity activities</p> <p>-Desirable information</p>			<p>- Composting toilets</p> <p>- Indigenous tourism</p>	

\*Source: na.Australia.com, Tourism Forecasting Council  
Tourism 2020vision, World Tourism Organization (WTO)

**<Table 3-24-2> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Brunei Darussalam:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the average for East Asia and the Pacific, though close to that applying. By 2020, 10.3million arrivals are expected (table2)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Market for Campaign	Expectation for Brunei Travel of Promising segment	New brand image to be developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<p><b>2000</b> Total: 984,093 (100%) Current 3Biggest Target Markets</p> <p>1. Malaysia 756,026(77.3%)</p> <p>2. Philippines 48,878( 4.2%)</p> <p>3. Indonesia 38,325( 4.0%)</p> <p><b>2010</b> Total: 2,404,000</p> <p>Future 5 Biggest Target Markets Growth Rates (% p.a.) Average (2000-2010)</p> <p>1. Malaysia</p> <p>2. Philippines</p> <p>3. Indonesia</p> <p>4. United Kingdom</p> <p>5. Singapore</p>	<p>Well – prepared facilities &amp; service for tourists As a service Hub for trade &amp; tourism</p> <p>-Tourism system and infrastructure</p> <p>-Pave the way for the way for the future of Brunei Darussalam</p> <p>-Kampong Ayer extends from banks of the Brunei river</p> <p>-Controlled tourist visitation to national parks to avoid declination of the environment in the parks</p> <p>-Development of tourism industries in national parks are controlled by the Forestry Dept who is the sole authority for development touristic activities in the parks</p>	<p>Malaysia</p> <p>Philippines</p> <p>Indonesia</p> <p>United Kingdom</p> <p>Singapore</p>	<p>-Fascinating glimpse of the traditional life style (The Royal ceremonial Hall: The Lapau, Parliament House; Dewan Majlis, Kianggeh open market: Tamu Kianggeh, etc)</p> <p>-River cruise</p> <p>-Jerudong park playground</p> <p>-Muara beach (along stretch of golden beach)</p> <p>-The Billionth Barrel Monument</p>	<p>-Unchanged Kampong Ayer</p> <p>-Unique tourist destination and gateway to tourism excellence in south East Asia</p> <p>-The Malay Technology Museum</p> <p>-The Arts and Handicrafts center</p> <p>-Brunei’s major tourist attraction</p> <p>-Jerudong park playground</p> <p>-Popular choice for families</p> <p>-Fisheries station / Marine conversation</p> <p>-A kingdom of the unexpected treasures</p> <p>-Traditional Malay &amp; Western architecture</p>	<p>-Tourism structure</p> <p>-Expanding eco-tourism</p> <p>-Social and cultural events</p> <p>-Present realities and future possibilities</p> <p>-Enhances our capacity to create</p> <p>-Cultural sustainability</p> <p>-Economic sustainability</p>
<p><b>2020</b> Total: Growth Rates (% p.a.) Average (2010-2020)</p>	<p>Enhancement of overseas publicity activities</p> <p>-Harmony in Diversity</p>			<p>Development of Identity Publicity</p> <p>International beach</p>	

\*Source: Tourism Development Division, Ministry of Industry and Primary Resources  
2010(Estimate done by KPMG, London, who is doing the Brunei Tourism Master Plan)

**〈Table 3-24-3〉 Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destination by Countries of Origin)

**Canada:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is above the average for North America, but below the global average at 4.5 percent. By 2020, 42.8 million arrivals are expected. (table3).

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002-2010	Market for Campaign	Expectation for Canada Travel of Promising Segment	New Brand Image To be Developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 19,528,900(100%) Current 3 Big Target Market 1.USA 15,200,000(78.0%) 2.UK 866,000(4.5%) 3.Japan 500,000(2.6%) <b>2010</b> Total: 26,300,000 Future 5 Biggest Target Market Growth Rates (% p.a.) Average 3.0 (2000-2010) 1. USA 18,000,000(2.2%) 2. France 1,500,000(8.7%) 3. Japan 1,450,000(6.2%) 4. UK 800,000(1.5%) 5. Germany 650,000(2.9%) <b>2020 Total: 42,840,000</b> Growth Rates (% p.a.) Average 5.0 (2010-2020)	Well-prepared facilities & services for tourist  -To deliver world-class cultural and leisure experience year-round  -To market Canada as a desirable tourist destination  -To assist the Canadian tourism industry to develop products and services that satisfy international demand  -Distributing activities & product for all seasons Preserving clean, safe & natural environments  -Developing motivational appeal to potential visitors  -Maintaining a balance and voice for ecotourism and values of sustainability is an on going challenge <ul style="list-style-type: none"> <li>To diversify market profile</li> <li>To stimulate product development</li> <li>To raise the price-competitiveness</li> <li>To seek new development of Eco-adventure packages</li> </ul> -To strengthen Internet marketing	USA          France          Japan          UK          Germany	-Romantic retreats -Unspoiled wildness -Smoked salmon -Outdoor adventure -Meeting facilities -Natural beauty -Fresh fish and seafood -Good value for money -Cultural attractiveness -Trendy urbanism -Different culture -Rocky mountains -Cross-Canada rail tours  -Romantic retreats -Unspoiled wildness -Smoked salmon  -Lots of festivals -Wildlife viewing -Arctic adventure	- Discover our true nature -Country with outstanding natural scenery, outdoor activities -Excellent convention venue  -Economically affordable destination -Unique cultural experience  -Country with pristine nature destination -Modern and trendy city life -Varieties of winter activities  -Unique cultural experience -Modern and trendy city life  -Various outdoor activities  -Country with outstanding natural scenery	-Government agency policies & regulations & legal parameters.  -Ecotourism & the ethics and values of sustainability  -Maintaining the quality of the environment over the community & the tourist.  -Improving productivity  -Economical use of resources  -Culture tourism  -Eco-tourism  -Conservation of historical heritage
	Enhancement of overseas publicity activities -To raise awareness of Canada as a travel destination -To overcome the 'frozen-north' stereotype image			-Strengthening of Identity Publicity -To build awareness of the Canada brand and increase in travel to Canada using TV	

\* Source: 1. 2000 statistics: Canadian Tourism Commission(2001), 「Strategic Plan 2002-2004」. 2. 2010 statistics: Travel and Tourism Intelligence (1997), 「International Tourism Forecast to 2010」. 3. 2020 arrival statistics: Forecast based on the guidelines by Seoul office of the Canadian Tourism Commission

\* Arrival statistics include day drip from US.

<Table 3-24-4>    **Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destination by Countries of Origin)

Chile: The overall annual growth rate in international tourist arrivals for the period 1995 to 2010 is expected to be but below the average for APEC area. (table4)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2000-2010	Market for Campaign	Expectation for Chile Travel of Promising Segment	New Brand Image To be Developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> <b>Total: 1.742,000(100%)</b> <b>Current 3 biggest Target</b> <b>markets</b> <b>1. Argentina</b> <b>859,000(49.3%)</b> <b>2. Peru</b> <b>152,000(8.7%)</b> <b>3. U.S.A.</b> <b>134,000(7.7%)</b>	<b>Well-prepared facilities &amp;</b> <b>Services for tourist</b> <b>-To improve the road network</b>  <b>-To modernize the airport</b> <b>infrastructure and extend the</b> <b>main international air terminal</b> <b>at Santiago airport</b>  <b>-To seeking new development of</b> <b>Rural tourism</b>  <b>-To extend and improve the</b> <b>hotel supply</b>  <b>-Campaign for tourism and</b> <b>environmental awareness in the</b> <b>northern and southern regions</b> <b>of Chile</b>  <b>- Development of new</b> <b>campaigns on environmental</b> <b>And tourism awareness at</b> <b>regional levels in Chile</b>	<b>Argentina</b>	<b>-Natural tourism</b> <b>-A variety of climates</b> <b>-Short holiday</b>	<b>-Country between the towering Adres</b> <b>mountains and the endless Pacific Ocean</b> <b>-World's most arid desert to the rainiest spot on</b> <b>the planet</b> <b>-Best place for your weekend</b>  <b>-Country between the towering Adres</b> <b>mountains and the endless Pacific Ocean</b> <b>-Best place for your weekend</b>  <b>-Great experience in affordable price</b> <b>-A destination hard to outclass</b> <b>-Country where the ancient culture you can feel</b> <b>-4,329kms x 177kms wilderness in your trip</b>  <b>-One of the best skiing destination in the world</b> <b>-A destination hard to outclass</b>  <b>-One of the best skiing destination in the world</b> <b>-Country between towering Adres mountains</b> <b>and the endless Pacific Ocean</b> <b>-Place with living ancient culture</b>	<b>-Tourism infrastructure</b> <b>-Sustainable tourism</b>  <b>-Visitor safety</b>  <b>-Problem-solving</b>  <b>-Possibilities for development</b> <b>&amp; decision-making</b>  <b>-Eco-networking</b>  <b>-Eco-tourism</b>  <b>-Conservation of historical</b> <b>heritage</b>
<b>2010</b> <b>Total: 1.910,000</b> <b>Future 5 biggest Target</b> <b>markets</b> <b>Growth Rates (3.1%)</b> <b>Average (2000-2010)</b> <b>1. Argentina</b> <b>899,400(4.7%)</b> <b>2. Peru</b> <b>159,100(4.7%)</b> <b>3. U.S.A.</b> <b>139,400(4.0%)</b> <b>4. Bolivia</b> <b>115,200(4.7%)</b> <b>5. Brazil</b> <b>76,400(7.5%)</b>		<b>Peru</b>	<b>-Natural site</b> <b>-A variety of climates</b> <b>-Short holiday</b>		
		<b>U.S.A.</b>	<b>-Good value for money</b> <b>-Business tourism</b> <b>-Cultural heritage</b> <b>-Special interest tourism</b>		
		<b>Bolivia</b>	<b>-Snow tourism</b> <b>-A variety of climates</b> <b>-Business tourism</b>		
		<b>Brazil</b>	<b>-Snow tourism</b> <b>-Natural site</b> <b>-Historical heritage</b>		
<b>2020</b> <b>Total:</b> <b>Growth Rates (% p.a.)</b> <b>Average (2010-2020)</b>	<b>Enhancement of overseas</b> <b>publicity activities</b> <b>-To promote the Chile as a</b> <b>holiday short-haul markets</b> <b>and special-interest tourism</b>			<b>-Development of Identity Publicity</b> <b>-To position Chile as a preferred destination</b> <b>through TV commercial</b>	

\* Source: 1. WTO    2. <http://www.sernatur.cl/>

**<Table 3-24-5> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**China:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is above the average for both East Asia and the Pacific and the world, at 7.8 per cent. Strongest growth is expected from the expanding outbound market of the Russian Federation, and various intraregional markets. However, ‘Chinese Overseas’ visitors will remain the largest category. By 2020, 130 million arrivals are forecast (table 5).

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Market for Campaign	Expectation for China Travel & Promising Segment	New brand Image To be Developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 10,275,900(100%) Current 3Biggest Target Markets 1.Japan 2,201,500(21.4%) 2.Korea (Republic) 1,344,700(13.1%) 3. Russian federation 1,080,200(10.5%) Include Chinese Overseas 79,000(0.8%) <b>2010</b> Total: 61,800,000(100%) Future 5 Biggest Target Markets Growth Rates (% p.a.) Average 9.5 (2000-2010) 1.Japan 4,538,690(9.3 %) 2.Russian Federation 2,547,753(13.8 %) 3. Korea republic 2,217,343 (11.3 %) 4. United states 1,594,370( 7.0 %) 5. Mongolia 1,308,136(10.0 %) Include Chinese Overseas 41,093,303(9.8%) <b>2020</b> Total: 130,000,000 Growth Rates (% p.a.) Average 7.7 (2010-2020)	Well – prepared facilities & service for tourists.  Policy -China has embarked on an extensive programmed of tourism development. -Promotion covering all parts of the country.  -Utilizing the full range of the nation’s natural and cultural resources strategy.  -Strategy promotional strategy is to focus on nontraditional areas.	Japan market       Korea (republic) market    United States Market    Russian Federation Market    Mongolia	-Natural Attractions. -Cultural Heritage -Traditional Culture. -Eating Chinese Foods. -Study Tour.  -Health Care Experience. -Eating Chinese Foods.  -Experiencing with different Culture. -Experiencing 55 minorities culture. -Eating Chinese Foods.  -Border trade. -Far eastern. vacation area (beach) -Shopping.	-Country where great natural scenery and wonderful cultural heritage you can enjoy. -Country where tourists intellectual curiosity can be stimulated through Chinese culture experience. -The Chinese culture satisfies the intellectual curiosity of America tourists who are interested in different culture. -China natural scenery (especially beach) satisfies the spending holidays that are rich persons in Russia.  [Cultural and natural sites on the world heritage] -Mount taishan (n/c) -The great wall( c ) -Imperial palace of the Ming and Qing Dynasties. -Magao caves. -The mausoleum of the first Qin emperor. -Peking man site at Zhoukoudian. -Temple of Confucius, Cemetery of Confucius, and Kong family. -Mount Huangshan(n/c) -The mountain resort & outlying temples, Chengde -Ancient building complex in the Wudang Mountains( c ) The Potala Place, Lhasa ( c )	-An extensive programmed of tourism development. -Tourism promotion covering all parts of the country - Utilizing the full range of the nation’s natural and cultural resources - A series of sustainable tourism development regulations - Provincial level planning -Minimizes environmental problems  -Economical use of resources  -Conservation of historical heritage  -Broad national network
	Enhancement of overseas publicity activities			Improvement of P.R	

\*Source: World Tourism Organization (WTO)

**<Table 3-24-6> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound tourism: Destinations by Countries of Origin)

Hong Kong (China): the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is above the average for both East Asia and the Pacific and world at 7.1 percent. Strongest growth is expected from Macao, although China and Taiwan will remain the principal markets for Hong Kong. By 2020, 56.6million arrivals are forecast. (table. 6)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002-2010	Market for Campaign	Expectation for Hong Kong (China) Travel & promising Segment	New Brand image To be Developed	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 13,059,477(100%) Current 3 Biggest Target markets 1. China: 3,785,845 (28.98%) 2. Taiwan: 2,385,739 (18.3%) 3. Japan: 1,382,417 (10.6%) <b>2010</b> Total: 22,500,000 Future 5 Biggest Target Markets Growth Rates (% p.a.) Average 8.2 (2000-2010) 1. China: 5,818,400 (10.0%) 2. Taiwan (p.c): 3,802,107 (8.0%) 3. United States: 2,144,657 (10.0%) 4. Japan: 1,788,494(6.0%) 5. Korea Republic: 845,375 (8.0%) <b>2020</b> Total: 56,550,000 Growth Rates (% p.a.) Average 9.7 (2010-2020)	Well-prepared facilities & service for tourists  Vision -To establish Hong-Kong as a world-class destination for leisure and business visitors  Policy & Strategy: - City with a unique blend of eastern and western heritage and culture - Preferred gateway to the Chinese Mainland - Premier Business and Services Centre - Events place, with exciting & happening. - A Kaleidoscope of Attractions with a variety of sights and adventures -Develop and Improve tourism infrastructure, facilities and products  -The government will continue to identify suitable areas for designations as country parks and marine parks, and promote conservation and compatible recreational activities in those areas.	1. Taiwan (p.c)  2. United States  3. Japan  4. Korea, Republic  5. United Kingdom	-Gateway to the Mainland -To enjoy entertainment -Sightseeing in night harbor -Experiencing with difference culture, with a unique blend of eastern and western heritage -Adventure tours, Entertainment -Experiencing with a Chinese and western culture -Main city and harbor attraction -Entertainment -Shopping & business -Main city and harbor attraction -Entertainment -Shopping, Eating Chinese food -Chinese & western culture -Experiencing with eastern heritage, past colony -Business & Shopping -Natural sites	- New arrangements for the Hong Kong Group Tour scheme together with the Mainland authorities.  -Country with a unique blend of eastern and western heritage  -Special oriental scenery, adventure tourism, eco-tourism, green tourism  - Chinese traditional culture -Improve Hong Kong’s tourist friendliness, service mind  - Improve A new cruise terminal in the harbor  - Develop Convention & Exhibition Center, Major international performing arts center	- Development and improve tourism infrastructure, facilities and products  - Major feasibility study into developing seven major attractions  - Development of Hong- Kong Disneyland.  -Environmental quality and conservation benefits  -Globalization of markets  -Improving productivity  -Economical use of resources  -Multi-culturalism
	Enhancement of overseas publicity activities -A territory-wide campaign, entitled “City of life: Hong Kong is it” -Respond to the wise use of the Internet and websites, by strengthening Internet marketing capabilities.			-Promote Hong Kong as an attractive tourist destination  -Expand the use of e-marketing and revamp the HKTB Website	

\*Source: WTO (www.world-tourism.org), Hong Kong tourism Board (www.info.gov.hk) statistics and papers



〈Table 3-24-7〉 Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry

(Inbound Tourism: Destinations by Countries of Origin)

**Indonesia:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is above the East Asia and the Pacific and global average at 7.7r cent. Strongest growth is expected from intraregional markets of Singapore and Republic of Korea. By 2020, 27.4 million arrivals are expected. (table.7)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Market for Campaign	Expectation for Indonesia Travel & promising Segment	New brand image to be developed (e. g)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 5,064,000 Current 3Biggest Target Markets 1. Singapore 1, 252,479(%) 2. Japan 611,411(%) 3. Australia 519,724 (%) <b>2010</b> Total: 11,957,000 Future 5 biggest target markets Growth Rates (% p.a.) Average 9.6 (2000-2010) 1. Singapore 4,227,515( 12.8 %) 2. Japan 1,392,555( 10.0 %) 3. Australia 1,165,631( 11.0 %) 4. Malaysia 655,095(6.0 %) 5. Korea Republic 566,482( 15.0 %) <b>2020</b> Total: 27,385,000 Growth Rates (% p.a.) Average 8.6 (2010-2020)	Well – prepared facilities & service for tourists  - Improving the quality of government service - Information service - Expansion of granting Visa free tourist visit facilities - Engaging in regional collaboration (e.g. the Indonesia-Malaysia-Thailand and Indonesia-Malaysia-Singapore growth triangles...) -The community-based tourism involves the participation of the local community, which will eventually motivate them to be also responsible for the preservation of the natural & cultural environment.	Singapore  Japan  Australia  Malaysia  Korea Republic	-Place of Water (scuba Diving, Surfing)  -National Park -Heritage  -Art and Culture Center -Museum  -Festival -Exhibition  -Zoological Park -Site of Health Tourism -Hunting Tourism Park	- What a great place for the divers!  - Exploring Indonesia’s National park is a fantastic experience  - The Indonesia’s culture satisfies the intellectual curiosity of Australia tourist.  -Let’s share the vibrant festivities of traditional Indonesia  - Indonesia’s biggest herpetology laboratory –89type of snakes, 150 lizards, two kinds of crocodiles, six species of turtles and six tortoise	-International tourism cooperation - The support of professional human resource  -Overseas marketing  -Environmental conservation  -Promote the province’s culture and tourist destinations  -Public relations activities  -Expanding eco-tourism  -Security condition  -Environmental problem
	Enhancement of overseas publicity activities -Public relations activities -My Indonesia just a smile away			Travel journalists and writers from major generating markets.	-Multi-culturalism -Conservation of historical heritage

\*Source: World Tourism Organization (WTO)

〈Table 3-24-8〉 Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry

(Inbound Tourism: Destinations by Countries of Origin)

**Japan:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the average for, East Asia and the Pacific, but above the global average at 4.5 per cent. By 2020, 10.1million arrivals are expected (table 8)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Market for Campaign	Expectation for Japan Travel & Promising Segment	New Brand Image To be Developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 4,757,146(100%) Current 3Biggest Target markets 1.Korea(Republic) 1,054,390(64.1%) 2.Taiwan(P.C) 912,814(19.2%) 3.UnitedStates 725,954(18.9%)  <b>2010</b> Total: 7,108,881 Future 5 Biggest Target Markets Growth Rates (% p.a.) Average 4.9 (2000-2010) 1. East Asia / pacific 4,370,142(5.3%) 2. Americas 1,313,727(4.0%) 3. Europe 1,270,192(4.5%) 4.South Asia 117,487(5.0%) 5. Africa 21,297(5.0%)  <b>2020</b> Total: 10,055,432 Growth Rates (% p.a.) Average 3.5 (2010- 2020)	Well – prepared facilities & service for tourists  Policy -To correct imbalance between outbound and inbound volumes  -Welcome plan 21(Plan to double visitor arrivals)  - Diversifying destinations  - Developing international tourism theme areas  - Strategy - Interpreter /Tourist guide license for specific regions  - Welcome cards -Discount fare - International convention promotion law -Promotion of eco- tourism including development of model tours of nature guide tour and training for nature guides.  Enhancement of overseas publicity activities	Korea (Republic)   Taiwan (P.C.)   United States	-Urban culture -Eating Japanese foods -Spa experience  -Natural attractions -Main city attractions -Four season -Japanese customs -Retro -Shopping  -Experiencing with different culture -Traditional culture -Japanese hospitality -Modern culture	-Country where tourists can fully enjoy their visit and their intellectual curiosity can be stimulated through new experience and discovery  -Country where real Japanese atmosphere you can enjoy -Country where the romantic atmosphere, similar to the old one of a grand mother, is prevalent -Food & flowers of four seasons  -Japan is the country where the unique culture has developed throughout history of 2000 years. -Japanese tradition is coexists with western one. -The Japanese culture satisfies the intellectual curiosity of America tourists -Yearning destination -Popular mass culture in Asia -Travel for experiencing japans culture  - Cultural / Natural sites on the world heritage Himeji – jo ( c ) Buddhist Monuments in the Horyuji area ( c ) Historic Monuments of Ancient Kyoto ( c ) Historic villages of shirakawa-go and Gokayama ( c )	-Image Construction & Build up  -Conservation of historical heritage  -Improvement of service  -Focus on culture tourism  -Competitive Products Development  -Desirable cultural and local practices  -Local Identity  -Economically sustainability  -Inbound and outbound  -Diversifying tourism destination  -Eco-tourism
				Strategic & continuing publicity	Development of P. R Methods

\*Source: World Tourism Organization (WTO)

〈Table 3-24-9〉 Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry

(Inbound Tourism: Destinations by Countries of Origin)

**Republic of Korea:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the average for East Asia and the Pacific, though close to that applying globally. By 2020, 10.3 million arrivals are expected (table 9)

Year 2000 –2010* – 2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Market for Campaign	Expectation for Korea Travel of Promising segment	New brand image to be developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<p>2000 Total: 5,321,792(100%) Current 3 Biggest Target Markets</p> <p>1. Japan 2,472,054(46.5%)</p> <p>2. United States 458,627(8.6%)</p> <p>3. China 442,794(8.3%)</p> <p>2010 Total: 6,550,015 Future 5 Biggest Target Markets Growth Rates (% p.a.) Average 4.5 (2000-2010)</p> <p>1. Japan 2,998,350(5.0%)</p> <p>2. United States 819,882(5.0%)</p> <p>3. China 436,854(5.0%)</p> <p>4. Philippines 300,820(5.0%)</p> <p>5. Russian Federation 229,583(4.0%)</p> <p>2020 Total: 10,272,050 Growth Rates (% p.a.) Average 4.6 (2010-2020)</p>	<p>Well – prepared facilities &amp; service for tourists</p> <p>Policy -To ensure the continue traffic and surpluses in the international tourism account. -Government is now in the process of mapping out effective policy measure designed to attract more visitors from overseas strategy -Promoting the international cooperation -When “Basic Plan for Tourism Development” and “Tourism Development Plan for Each Zone” are established, its impact on environment should be considered.</p> <p>Enhancement of overseas publicity activities -Providing tourism information</p>	<p>Japan</p> <p>United States</p> <p>China</p> <p>Philippines</p> <p>Russian Federation</p>	<p>-Eating Korean foods -Shopping -History heritage -Natural scenery</p> <p>-Cultural heritage -Different culture</p> <p>-Tourism Complexes -Natural sites -Eco-system -Preservation area.</p> <p>-Cultural tourism attractions</p> <p>-Special tourism zones</p>	<p>-Korean’s good image for Japanese tourists -Various Korean foods -Country with many night life</p> <p>-Country with special natural scenery &amp; historic sites</p> <p>-Country with various tourism Products -Smile &amp; good manner at the -First encounter -Service mind -Unique culture heritage -Tasteful food -To improve communication</p> <p>[Cultural / Natural sites on the world Heritage] -Sokkuram Grotto (c)</p> <p>-Haiensa Temple Changgyong P’ango, The Depositories</p> <p>-Development of Identity Publicity -The publicity videotapes on the Dynamic Korea &amp; Hub of Asia.</p>	<p>- Ability to continually adapt, innovate and change</p> <p>-Image construction &amp; Build up</p> <p>-The greatest boost to tourism reunification of the North &amp; South</p> <p>-High touch, high tech</p> <p>-Large volumes of Chinese visitors in the mid-long term</p> <p>-Creative of New Products and High Level of Traditional Culture</p> <p>-Sustainable design -Role &amp; Responsibilities in Tourism Service</p> <p>-Korean Identity -Improving productivity -Communication Skill</p> <p>-Tourism personnel qualification system -School-business collaboration</p> <p>-Improvement of service</p> <p>-Eco-tourism</p> <p>-Conservation of historical heritage</p>

\*Source: World Tourism Organization (WTO)

**<Table 3-24-10> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Malaysia:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the East Asia and the Pacific average, but above the global average at 5.0 per cent. Strongest growth is expected from China, Australia and Japan. By 2020, 25million arrivals are expected (table 10)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for2000-2020	Market for Campaign	Expectation for Malaysia Travel & Promising Segment	New Brand image to be developed	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> <b>Total: 10,221,582(100%)</b> <b>Current 3Biggest</b> <b>Target Markets</b> <b>1. Singapore</b> <b>5,420,200 (53%)</b> <b>2. Thailand</b> <b>940,215 (9%)</b> <b>3. Indonesia</b> <b>545,051 (5%)</b> <b>2010</b> <b>Total: 13,095,000</b>  <b>Future 5 Biggest</b> <b>Target Markets</b> <b>Growth Rates (% p.a.)</b> <b>Average 6.5 (2000-2010)</b>  <b>1.Singapore:</b> <b>6,495,882 (5.5%)</b> <b>2.Tailand:</b> <b>1,327,112 (8.0%)</b> <b>3.China</b> <b>954,495 (15.0%)</b> <b>4.Japan</b> <b>947,098 (10.0%)</b> <b>5. Australia</b> <b>556,416 (12.3%)</b> <b>2020</b> <b>Total: 25,046,000</b> <b>Growth Rates (% p.a.)</b> <b>Average 6.7 (2010-2020)</b>	<b>Well-prepared facilities &amp; service for tourist</b>  <b>Policy</b> - Recognize Malaysia as a destination in Asia. - A primitive nature and modern culture to coexist - Balanced tourism products -Fully developed country -Competitive, dynamic, robust and resilient  <b>Strategy</b> -Unforgettable cultural experience -Profitable ground for business, trade -Development of tourism infra -Improve networks of information -An especial honeymoon tourism -Joint promotional activity with tourism industries -Currently the Green Productivity programme is being planned to further demonstrate an appreciation and understanding of our natural environment and seeks to protect it.	<b>1. Singapore</b>  <b>2. Thailand</b>  <b>3. China</b>  <b>4. Japan</b>  <b>5. Australia</b>	-Malaysia's culture & tradition -Handicrafts exhibition, -Excursion -Natural attractions -Entertainment  -Natural attractions -Shopping (lower price) -Sumptuous cuisines  -Urban attraction -Natural attractions -Shopping, arts -Entertainment  -Shopping, arts -Natural attractions -Local, international emporiums  -Natural attractions	-Malaysia is a premier shopping destination in south East Asia -Divers natural attraction  -Beautiful memories and great times -National parks are show cases of its rich natural heritage  -Travel within Malaysia is easy comfortable and convenient  -World Amateur Inter-Team Golf Championship (WAITGC)  -Eco-tourism -Sports tourism  -Identity publicity -Continuing publicity -Strategic publicity	-Co-ordination and implementation of vocational skills  -Tourism sector stabilizes; eleven key locations in the Malaysia country (shopping, food, island resort, beach resort, ect.)  -Post-graduate level programmes in tourism  -Important of eco-tourism -Quality service employees.  -Environmental audit -Awareness of hygiene

\*Source 1: MALAYSIA TOURISM PROMOTION BOARD (Ministry of Culture, Arts and Tourism)

\*Source 2: (WTO) World Tourism Organization, (PATA) Pacific Asia Travel Association

<Table 3-24-11> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry

(Inbound Tourism: Destination by Countries of Origin)

**Mexico:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2010 is below the average for United States and other Americas, though close to that applying. By 2020, 48.9 million arrivals are expected. (table 11)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002-2010	Market for Campaign	Expectation for Mexico Travel & Promising Segment	New Brand Image To be Developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<p><b>2000</b> Total: 20,423,000(100%) Current 3 biggest Target markets 1. USA:     19,220,646 (94.9%) 2. South America:     444,926(2.2%) 3.Canada:     196,714(0.97%)</p> <p><b>2010</b> Total: 25,710,000 Future 5 biggest Target markets Growth Rates (% p.a.) Average 3.6 (2000-2010) 1.NorthAmerica     24,531,000(3.5%) 2.Central/SouthAmerica     373,000(3.3%) 3. Caribbean:     236,000(2.9%)</p> <p><b>2020</b> Total: 48,900,000 Growth Rates (% p.a.) Average (2010-2020)</p>	<p><b>Well-prepared facilities &amp; Services for tourist</b> - Sustainable Tourism <b>Development</b> - to promote a new model for tourism development   . Competitiveness   . Sustainability   . Quality   . Regional development -Sustainable tourism program is based on five strategies, having as its focal point the Agenda 21 for the travel and tourism industry, with the objective of promoting sustainable tourism in Mexico. -Development of a system of indicators of sustainable tourism.</p> <p><b>Enhancement of overseas -Publicity activities (Creation Mexican Tourism Promotion Council)</b></p>	<p><b>USA (Include Canada)</b></p> <p><b>Central/ South America</b></p> <p><b>Caribbean</b></p>	<p>-Distinctive culture -Business -Pleasure to extend marines &amp; golf  -To access to the sub region  -Nightlife -Water sports (camping) -Landscape  -Cultural heritage -Mexican foods -Landscape</p>	<p>-An exciting juxtaposition - Pre-Hispanic, Colonial &amp; Modern -Diversification &amp; Regionalization of Tourism Products  -Lifestyles Seniors -Best space of honeymooners  -Untouched Natural Site -Fascinating Experience</p> <p><b>Development of Identity Publicity</b></p>	<p>-Sustainable tourism  -Post tourism  -Cross cultural tourism  -Alternative tourism -Green tourism -Rural tourism -Agric-tourism -Ecotourism -Low impact tourism -Soft tourism  -Broad national international network</p>

\* Source: 1. WTO 2. <http://www.visitmexico.com/> 3.[http:// www.mexicocity.gob.mx](http://www.mexicocity.gob.mx)

**<Table 3-24-12> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**New Zealand:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the average for East Asia, the Pacific though close to that applying. By 2020, million arrivals are expected. (table 12).

Year 2000 –2010* -2020	Achievement in Tourism policy & Strategy for 2002 - 2010	Campaign for Market	Expectation for New Zealand Travel & promising Segment	New Brand Image to Be Developed (c.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 17,870,000 Current 3Biggest Target Markets 1.Australia 573,862(40.5%) 2.UK 200,250(14.1%) 3.Japan 151,307(10.7%)  <b>2010</b> Total: 2,744,000 (6.7%) Future 5 Biggest Target Market Growth Rates (%p.a.) Average 0.0 (2000-2010) 1.Australia 839,000(5.6%) 2.UK 365,000(9.0%) 3.USA 243,000(3.1%) 4.Japan 234,000(6.4%) 5.S.Korea 135,000(10.6%)  <b>2020</b> Total: Growth Rates (%p.a.) Average (2010-2020)	Well-prepared facilities & service for tourist  [Policy] -Protected our environment -Celebrate our culture  [Strategy] -Adventure tourism activities  Whale Watch Kaikoura - Whale Watch Kaikoura (WWK) is strongly strategic in approach: planning for the whale way centre to be come not only the hub of transport, but also of most activities in the town  -Environmentally sustainable activities -The New Zealand Tourism Strategy 2010 recognizes the need to pay increasing attention to environmental sustainability. It aims to “secure and conserve a long term future”  Enhancement of overseas publicity activities -100% pure New Zealand	1. Australia  2. UK  3. Japan  4. USA  5.S.Korea	-Beautiful scenery  -Refreshing & revitalizing  -In summer these include whale watching, boat trips, helicopter and plan trip, and swimming with dolphins and seals, etc.  -A safe holiday  -People have their own style  -Adventure tourism activities  -Learning about other cultures  -The New Zealand town of Kaikoura mountain sites  -Past and living traditions  -Experiences that provide in-depth interaction & understanding of people, place, identity & philosophy	-The clean and green  -Strengths and attributes  -To develop more activities like paragliding, mountain biking, rafting, skiing, and walking in the nearby mountains  -Peru new Zealand -Opportunity to meet people  -Diverse and dynamic -Friendly people  -New pacific freedom  -The wide range of activates & attractive on offer  -Cultural tourism  -Lineage about myths and legends and how they connect  -Development of identity Publicity • The wide range of activates & attractive on offer	-Environmentally and economically sustainable  -Eco-tourism and ethnic interpretation  -Environmentally sensitive  -Sustainable, indigenous, ecological tourism

\*Source: World Tourism Organization (WTO).

**<Table 3-24-13> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Papua New Guinea:** The overall annual growth rate in international tourist arrivals for the period 2000 to 2010 is projected

By 2020, 108,170 arrivals are expected. (table 13)

Year 2000 - 2010	Achievements in Tourism Policy & Strategy for 2002-2010	Market for Campaign	Expectation for Papua New Guinea Travel & Promising Segment	New Brand Image To be Developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 58,448(100%) Current 3 biggest Target markets 2000 1. Australia 29,000(50.0%) 2. U.S.A. 54,000(9.3%) 3. New Zealand 36,000(6.2%)  <b>2010</b> Total: 75,100 Future 5 biggest Target markets Growth Rates(%p.a) Average 3.7(2000 – 2010) 1.Australia 359,000(2.9%) 2.U.S.A. 73,000(3.6%) 3.Japan 47,000(6.6%) 4.NewZealand 35,000(2.9%) 5. U.K. 26,000(2.5%)  <b>2020</b> Total: 108,170 Growth Rates (%p.a.) Average 3.9 (2010-2020)	Well-prepared facilities & Services for tourist -Airport facility Improvement -Building convenient transport systems -Expansion of travel information distribution through on and off line -Building more accommodation -Aggressive marketing promotions with its new corporate plan and strategies  -Consistent upgrade of tourism promotion authority homepage into a more user friendly website  -Development of more customer focused travel products	Australia  U.S.A.  Japan  New Zealand  U.K.	-Special interest activities -Cruise -Cultural experiences  -Scuba diving & bird watching -Cultural experiences -Adventure tourism -Business & holiday travel  -Natural attractions -Cruise tour -Adventure tourism -Holiday visitors  -Special interest activities -Cultural experiences -Adventure tourism  -Natural attractions -Cruise tour -Cultural experiences	-Safe destination with well-prepared facilities -Great people with great hospitality -Paradise in the South Pacific Ocean  -Safe destination with well-prepared facilities -Lifetime experiences in unspoiled nature -Unforgettable excitement from various adventure  -Safe destination with well-prepared facilities -Once a lifetime experience in great nature -Adventure heaven  -Very close destination offering great nature and adventure -Adventure heaven -Paradise in the South Pacific Ocean -Cultural diversity with friendly people -Leading ecotourism destination	-Tourism infra structure -Tourism identity -Problem solving  -Eco-development -Eco-management -Eco-information -Eco-resort -Environmental audit -More equitable access to tourism
	Enhancement of overseas publicity activities -Setting up more overseas promotion offices			Improvement of publicity -“ Paradise Live” -Seeking diversified publicity based on market research	

\* Source: 1. <http://www.paradiselive.org.pg> (website of PNG Tourism Promotion Authority) 2. “2001 Forecast report of Visitor Arrivals, Days and Expenditure in Papua New Guinea”.

**<Table 3-24-14> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destination by Countries of Origin)

**Peru:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the average for East Asia and the Pacific, though close to that applying. By 2020, 10.3 million arrivals are expected (table 14)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Campaign for market	Expectation for Peru Travel & Promising segment	New brand image to be developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> <b>Total: 787,049 (100%)</b> <b>Current 3 Biggest Target Markets</b> <b>1 USA</b> 177,430 (23%) <b>2. Chile</b> 126,519 (16%) <b>3. Argentina</b> 34,497 (4.0%)  <b>2010</b> <b>Total: 4,500,000</b> <b>Future 5 Biggest Target Markets</b> <b>Growth Rates (%p.a.)</b> <b>Average 13 (2000 – 2010)</b> <b>1. USA</b>  <b>2. Chile</b>  <b>3. Argentina</b>  <b>4. France</b>  <b>5. Germany</b>  <b>2020</b> <b>Total:</b> <b>Growth Rates (%p.a.)</b> <b>Average (2010-2020)</b>	<p align="center"><b>Well – prepared facilities &amp; service for tourists</b></p> <p align="center">&lt;Policy&gt;</p> <p>-Tourism management is based on intersectorial cooperation</p> <p>-The development of tourism will attempt to open new alternatives in order to involve surrounding communities</p> <p>Strategies</p> <p>-The strategies are directed toward the design and implementation of site plans in the recreation zones</p> <p>-Development of sustainable tourism program with participation of representatives from public and private sector.</p> <p>-Development of tourism sustainability certification program</p> <p>Enhancement of overseas publicity activities</p>	<p>1. USA</p> <p>2. Chile</p> <p>3. Argentina</p> <p>4. France</p> <p>5. Germany</p>	<p>- Unique, natural and exiting</p> <p>-Huascarán National Park Recreation</p> <p>-One of the World’s most beautiful, accessible and diverse mountain area</p> <p>-Pachacoto/Pasto Ruri , Lianganuco and laguna Churup areas (recreation zones)</p> <p>-Parks environment (Natural and cultural value of the Park as well as the importance of its conservation)</p> <p>-Desert coastline: interspersed with green valleys</p> <p>-Andes mountain rang: diverse microclimates</p> <p>-Amazonian jungle tropical rain forest</p>	<p>-Adventure tourism</p> <p>-Institutional strengthening</p> <p>-Institutional cooperation in tourism</p> <p>-Conventional tourism</p> <p>-Interpretation and dissemination</p> <p>-Meeting place</p> <p>-South America’s historical center</p> <p>-Looking toward the future</p> <p>-A mix of the ancient and the modern</p> <p>-The magic of Mestiza tradition</p> <p>Development of Identity Publicity</p>	<p>-National park recreation and tourism plan (conservation of natural and cultural resources)</p> <p>-Capacity Building (Sustainable use of resources)</p> <p>-Protected management</p> <p>-The need of and monitoring evaluating</p> <p>-Ecological sustainability</p> <p>-Improving productivity</p>

\* Source: Embassy of Peru, Seoul Korea



**<Table 3-24-15> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Philippines:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is above East Asia and the Pacific and global average at 7.7 per cent. In particular, strong growth is expected from the mature markets of United Kingdom and Canada. Intraregionally, strong growth is expected from Malaysia. By 2020, 11.3million arrivals are expected (table15).

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002-20103)	Market for Campaign	Expectation for Philippines Travel & Promising Segment4)	New Brand Image To be Developed5)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<p>2000 1) Total : 1,992,169(100%) Current 3 Biggest Target markets</p> <p>1. United States: 445,043(22.34%)</p> <p>2. Japan: 390,517(19.60%)</p> <p>3. Korea: 174,966(8.78%)</p> <p>2010 2) Total: 5,307,143 Future 5 Biggest Target markets Growth Rates (%p.a.) Average 8.8 (2000-2010)</p> <p>1. United States: 1,035,363(8.5%)</p> <p>2. Japan: 737,045(7.0%)</p> <p>3. Taiwan (P.C): 555,092(9.0%)</p> <p>4. Korea Republic: 484,101(11.0%)</p> <p>5. Hong Kong (china): 427,618(10.0%)</p> <p>2020 Total: 11,292,511 Growth Rates (%p.a.) Average 7.8 (2010-2020)</p>	<p>Well-prepared facilities &amp; Service for tourist</p> <p>(Policy) -New national tourism policy -Quality and safe destination -Central tourism country in Asia -Sustainable development of tourism -Increase foreign currency -The hub of Asian convention business -Multifaceted destination for the cultural tourists</p> <p>(Strategy) -Tourism infrastructure development &amp; utilization for Tourism network -Improve quality of tourism worker -Monitor implementation of environmental management plans, national and regional tourism master plans and national ecotourism strategy.</p> <p>Enhancement of overseas publicity activities</p> <ul style="list-style-type: none"> <li>• Happy couples on the islands</li> <li>• Priority investment for TV advertisement</li> </ul>	<p>1. United States</p> <p>2. Japan</p> <p>3. Taiwan (P.C)</p> <p>4. Korea Republic</p> <p>5. Hong Kong (China)</p>	<ul style="list-style-type: none"> <li>• American memorial Cemetery</li> <li>• Spain heritage</li> <li>• Native living inquiry</li> <li>• Visit Friends and Relatives</li> </ul> <ul style="list-style-type: none"> <li>• Sightseeing in beautiful natural scene</li> <li>• Philippines stone building</li> <li>• Manila Cathedral</li> </ul> <ul style="list-style-type: none"> <li>• Kindness of Island person</li> <li>• Manila excursion ship</li> <li>• Varsity volcano</li> </ul> <ul style="list-style-type: none"> <li>• Honeymoon life</li> <li>• The ocean Resort</li> <li>• Tertiary Education</li> <li>• Beautiful Seashore Boracay</li> <li>• Tropical fruit</li> <li>• The ocean sports</li> </ul>	<ul style="list-style-type: none"> <li>• The hub of Asian convention business</li> <li>• Country with various tourism products</li> <li>• Adventure tourism</li> <li>• V12 promotion</li> </ul> <ul style="list-style-type: none"> <li>• Country with special scenery &amp; historic sites</li> <li>• New cruise tourism</li> <li>• Expend infrastructure of the new airport</li> <li>• Various Festivals</li> <li>• Eco-tourism</li> <li>• Adventure tourism</li> </ul> <ul style="list-style-type: none"> <li>• Variety Honeymoon</li> <li>• Variety ocean Resort</li> <li>• Various Entertainment</li> <li>• Leisure &amp; sports activities</li> <li>• Develop Tropical fruit</li> <li>• Cultural experience</li> </ul> <p>Strategic &amp; continuing publicity</p> <ul style="list-style-type: none"> <li>• Central tourism country in Asia</li> <li>• WOW (i.g. Wonder of winter, wonder of woman) Philippines</li> <li>• Visit Philippines 2003</li> </ul>	<p>-Long term approach to tourism strategic planning</p> <p>- New National Tourism Policy</p> <p>-Updating and coordination of regional tourism master plans with the national plan</p> <p>-“Rediscovery” programme</p> <p>-Environmental audit</p> <p>-Conservation of historical heritage</p> <p>-Awareness of hygiene</p>

\* Source: 1) Department of Tourism (Philippine)

**<Table 3-24-16> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Russia Fed:** the overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the average for East Asia, the Pacific, though close to that apply. By 2020, about 10.1 million arrivals are expected ((table16)

Year 2000 –2010* -2020	Achievement in Tourism Policy & Strategy for 2002-2010	Market for Campaign	Expectation for Russia Travel & Promising Segment	New Brand Image to Be Developed (c.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> <b>Total 21,169,100(100%)</b> <b>Current 3 Biggest Target Market</b>  <b>1.Ukraine</b> <p align="right">7,351,709(34.7%)</p> <b>2.Kazakhstan</b> <p align="right">2, 137,997(10.1%)</p> <b>3.Finland</b> <p align="right">1,435,253(6.7%)</p> <b>2010</b> <b>Total 26,511,209</b> <b>Future 5 Biggest Target Market</b> <b>Growth Rates (% p.a.)</b> <b>Average 16.8 (2000-2010)</b>  <b>1. Ukraine</b> <p align="right">9,502,449(35,8%)</p> <b>2. Kazakhstan</b> <p align="right">2,523,812(9.5%)</p> <b>3. Lithuania</b> <p align="right">1,307,511(4.9%)</p> <b>4. Finland</b> <p align="right">1,290,916(4.86%)</p> <b>5) Poland</b> <p align="right">884,776(3.3%)</p> <b>2020</b> <b>Total:</b> <b>Growth Rates (% p.a.)</b> <b>Average (2010-2020)</b>	<b>Well-prepard facilities &amp; service for tourists</b>  <b>Policy</b> <b>-Inbound volume growth</b> <b>-Enlargement of tourist receipts</b> <b>-Enhancement of cultural resources</b> <b>-Improvement of tourism infrastructures.</b>  <b>&lt;Strategy&gt;</b> <b>-International tourism marketplace</b> <b>- Market diversification</b>  <b>Enhancement of overseas publicity activities</b> <b>• National image improve publicity</b> <b>Reinforcement.” welcome to the New Russia</b>	<b>1. Ukraine</b>  <b>2.kazakhstan</b>  <b>3. Finland</b>  <b>4. Poland</b>  <b>5. Lithuania</b>	<ul style="list-style-type: none"> <li>• Natural wonders/scenery</li> <li>• Cleanness./sanitation of destination</li> <li>• Variety of cuisine</li> <li>• Cultural precincts</li> <li>• Health and medical facilities</li> <li>• Traditional art</li> <li>• Artistic and architectural features</li> <li>• Historic site</li> <li>• Cultural tourism (theaters, museum)</li> <li>• Natural heritage</li> <li>• Theatrical performance/entertainment</li> <li>• Industrial tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural with special natural scenery</li> <li>• Cultural heritage</li> <li>• History site</li> <li>• Special event</li> <li>• Unspoiled nature</li> <li>• Eco tourism (Lake Baikal)</li> <li>• Health/medical treatment</li> <li>• Smile good manner at the First encounter</li> <li>• To improve communication (Cultural / Natural sites on the world Heritage)</li> <li>• The State Kremlin palace</li> <li>• Bolshoi Theater</li> <li>• St petersburg Hermitage museum</li> <li>• Lenin's Mausolrum</li> <li>• Trans-Siberian Railway</li> </ul> <b>Development of Identity Publicity</b> <ul style="list-style-type: none"> <li>• 'Exotic' image</li> <li>• 'Free' &amp; 'familiarity' image</li> <li>• 'Security &amp; safety' image</li> </ul>	<ul style="list-style-type: none"> <li>-Enhancement of cultural tourism resources development</li> <li>-International tourism marketplace</li> <li>-Market diversification</li> <li>-Tourism Identity</li> <li>-Improving productivity</li> <li>-Culture tourism</li> <li>-More equitable access to tourism</li> <li>-Planning</li> <li>-Entrepreneurship (risk taking)</li> </ul>

\*Source: World Tourism Organization (WTO).  
International Tourism Forecasts to 2010  
Russian National Tourist Office

**<Table 3-24-17> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Singapore:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the East Asia and the Pacific and global average at 3.1 per cent. By 2020, 15.3million arrivals are expected (table 17)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Campaign for market	Expectation for Singapore travel& Promising segment	New brand image to be developed (e. g)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> <b>Total</b> <b>Current 3Biggest Target Markets</b> <b>1. Indonesia</b> <p align="right">1,313,251(17%)</p> <b>2. Japan</b> <p align="right">929,887(12%)</p> <b>3.malaysia</b> <p align="right">564,732(7.3%)</p> <b>2010</b> <b>Total: 10,119,714,000</b> <b>Future 5 Biggest Target</b> <b>Markets</b> <b>Growth Rates (% p.a.)</b> <b>Average 4.4 (2000-2010)</b>  <b>1.Indonesia</b> <p align="right">1,533,312(6.0%)</p> <b>2. Japan</b> <p align="right">1,350,301 (4.0%)</p> <b>3.Malaysia</b> <p align="right">1,111,744(4.5 %)</p> <b>4.korea Republic</b> <p align="right">615,885(5.0%)</p> <b>5.Unitrd States</b> <p align="right">606,298(5.0 %)</p> <b>2020</b> <b>Total: 15,320,959</b> <b>Growth Rates (% p.a.)</b> <b>Average 4.2 (2010-2020)</b>	<p>Well – prepared facilities &amp; service for tourists</p> <p><b>Policy</b>                      -New Asia –Singapore                      -Improving quality of service</p> <p><b>Strategy</b>                      -Live it up in Singapore sale                      -Singapore stopover splendor</p> <p>- To maintain a suitable environment for the flora and fauna</p> <p>- To increase the level of awareness for nature conservation</p> <p>- Singapore will continue to foster sustainable development opportunities across the tourism sector in Singapore and in the region.</p> <p><b>Enhancement of overseas publicity activities</b>                      -Asia heritage blends with modernity                      -Sophistication happily co-exists with nature to create a uniquely harmonious ambience</p>	<p><b>Indonesia</b></p> <p><b>Japan</b></p> <p><b>Malaysia</b></p> <p><b>Korea Republic</b></p> <p><b>United States</b></p>	<p>- Singapore botanic gardens</p> <p>- With endless dining and entertainment options</p> <p>- Famed quality shopping and cultural treasures</p> <p>- Singapore history museum</p> <p>- Sungei Buloh Nature Park</p> <p>-Discover totally unexpected and unique ways</p> <p>-To have fun in energetic, vibrant and cosmopolitan city</p> <p>-A truly inspiring city where East meets west</p>	<p>-Sentosa: Singapore’s favorite island resort</p> <p>-Night safari</p> <p>-Tourism hub</p> <p>-Developing thematic zones (sports, culture, art etc)</p> <p>-Setting up and maintenance of wildlife sanctuary</p> <p>-Health food, experience tourism</p> <p>-Enjoy the natural environment</p> <p>-Live it up in new Asia Singapore</p>	<p>-Rationalization</p> <p>-Redefining tourism</p> <p>-International convention management</p> <p>-Redefining tourism</p> <p>-Reformulating the product</p> <p>-Identification of the biodiversity of plants and animals</p> <p>-Greater awareness and responsibility towards the environment</p> <p>-Eco-tourism</p> <p>-Improvement of service</p> <p>-Broad national -international network</p> <p>-Various ornithological and ecological studies</p>

\*Source: World Tourism Organization (WTO)  
World Travel & Tourism Council

<Table 3-24-18> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry

(Inbound Tourism: Destinations by Countries of Origin)

**Chinese Taipei:** The overall annual growth rate in international tourist arrivals for the period 2000 to 2010 is projected. (table 18)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002- 2010	Market for Campaign	Expectation for Taiwan Travel & Promising Segment	New Brand Image To be Developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 2,624,037(100%) Current 3 biggest Target markets  1. Japan 916,301(34.9%) 2. Hong Kong 361,308(13.8%) 3. U.S.A. 359,533(13.7%)	Well-prepared facilities & Services for tourist  -Formulation of the New Strategy for the Development of Taiwan's Tourism in the 21st Century  -Establishment of the seventh National Scenic Area	Japan     U.S.A	-Cultural Heritage -Historical Heritage -Eating Chinese Food -Bathing beaches -Private amusement parks  -Cultural Heritage -A variety of Climates -Eating Chinese Food	-Country with long history, full of cultural experience -Country with real Chinese foods in affordable -Provision of a travel consumption market with high quality and assured safety  -Country with real Chinese atmosphere you can enjoy -Feel the Chinese culture in a different way  -Best place for your weekend -Country with no language barrier -Promotion of marine recreational activities	-Eco-tourism concept for Green island  -Sustainable methods and conservation principles  -Preservation of bio-diversity and biological habitats  -Software to develop eco- tourism
<b>2010</b> Total: 3,201,126 Future 5 Biggest Target Markets Growth Rates (% p.a.) Average 3.0 (2000-2010)  1. Japan 1,523,324 (4.4%) 2. Philippine 620,691(9.2%) 3. USA 551,596 (3.0%) 4. Hong Kong 367,389 (1.3%) 5. Thailand 157,081 (4.9%)	- Administration at Sun Moon lake  -Reconstruction of Major Local Scenic Areas  -Development of Marine Recreation  -Several laws have been enacted for preserving natural and cultural heritages. Such as “Law for preservation of Cultural Assets”, “Law for Wildlife Conservation” and “Law for National Parks”	Hong Kong   Philippine   Thailand	-Short Holiday -Safety -Scenic area  -Traditional Culture -Eating Chinese Food -Urban Culture  -Different Culture -Eating Chinese Food	-Country where the old Chinese culture with modern atmosphere  -Rationally and adequately develop tourism on Green island	-Eco-information Eco-networking Development of utilization and protection policies (include sea areas and land area)  -Improving productivity  -Conservation of historical heritage  -Awareness of hygiene
<b>2020</b> Total: 4,161,464 Growth Rates (% p.a.) Average 3.0 (2010-2020)	Enhancement of overseas publicity activities -To promote the Taiwan as a holiday short-haul markets and special-interest tourism			Strategic & continuing publicity	

\* Source : 1. 2000 Edition tourism Market trends (WTO) 2. Asia Pacific Forecasts 2000-2004(Travel & Tourism Intelligence) 3. Taiwan tourism official report 2000

**<Table 3-24-19> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Thailand:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is expected to be above the East Asia and Pacific and the global average at 6.9 per cent. Strong growth is expected from China and Hong Kong (China) with Japan overtaking Malaysia as the principal inbound market in 2020. By 2020, 37.0million arrivals are expected (table.19).

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Market for Campaign	Expectation for Thailand Travel & Promising Segment	New Brand Image To be Developed	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 9,578,826 (100%) Current 3Biggest Target markets 1.Japan 1,202,164(12.6%) 2.Malaysia 1,111,687(11.6%) 3.China 753,781(7.9%) <b>2010</b> Total: 17,572,952 Future 5 Biggest Target Markets Growth Rates (% p.a.) Average (2000-2010) 1. Japan 2,827,855(10.0%) 2. Malaysia 2,073,927 (6.0%) 3. China 1,366,248(10.0%) 4. Hong Kong (China) 1,271,439(10.0%) 5.Korea Republic 1,001,447(9.0%) <b>2020</b> Total: 36,958,812 Growth Rates (% p.a.) Average7.7 (2010-2020)	Well – prepared facilities & service for tourists  -Moving from image creation to travel facilitation  -Creating awareness  -Generating interest  -Stimulating desire  -Promoting action  -Extremely attractively priced tour packages  -Effectiveness of the amazing  -TAT has launched the national ecotourism action plan for 10 year- term aiming at quality tourism, sustainably ecological management and environmental friendly development  Enhancement of overseas publicity activities Thailand marketing Campaign	1. Japan  2. Malaysia  3. China  4.Hong Kong (China)  5.Korea Republic	-Thailand’s unique rural areas [Cultural / Natural sites on the world heritage]  -Historic town of Sukhothai and Associated Historic Towns  -Historic City of Ayutthaya and associated Historic Towns -Developing homestay  -Ban Chiang Archaeological site  -Facilitate to tourists  -Fishing, boat tours, small- scale restaurants, handcraft.  -Exchange culture	-Build on the success of ‘Amazing Thailand’  -Festival promoting and shows scheduled more frequently  -Improve the tourism sector’s information and analytical database  -Enhance Thailand’s position as the tourism gateway  -Greater Mekong Sub-region  -The Khmer Cultural Trail  -Archaeological site  -Handicraft promotion  -Improve the designs and quality of souvenir products  -Landscape and infrastructure improvement  Amazing Thailand River of Kings	-Effectiveness of the Amazing Thailand marketing campaign  -Strong value for money  -Thailand’s new campaign  -Cultural preservation  -Designs and quality of souvenir products  -Improve the landscape  -Heritage Preservation  -Environmental tourism  -Tradition, culture and consciousness  -Environmental audit  -Broad national/international network

\*Source: WTO ([www.World-tourism.org](http://www.World-tourism.org)); www.tat.or.th

**<Table 3-24-20> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destination by Countries of Origin)

USA: The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is below the average for East Asia and the Pacific, though close to that applying. By 2020, about 10.3 million arrivals are expected (table 20)

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Campaign for market	Expectation for Korea Travel & Promising segment	New brand image to be developed (e.g.)	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<p><b>2000</b> Total: 50,890,701(100%) Current 3Biggest Target Markets</p> <p>1.Canada 14,594,000 (32.7%)</p> <p>2. Mexico 10,322,000(20.3%)</p> <p>3.Japan 5,061,000(9.94%)</p> <p><b>2010</b> Total: 57,185,000 Future 5 Biggest Target Markets Growth Rates (% p.a.)</p> <p>1.Canada 21,088,000</p> <p>2. Mexico 14,607,000</p> <p>3.Japan 6,764,000</p> <p><b>2020</b> Total: Growth Rates (% p.a.) Average (2010-2020)</p>	<p>Well – prepared facilities &amp; service for tourists</p> <p>-The tourism system is comprised of natural resources, attractions, facilities, services, transportation, and marketing.</p> <p>-All of the fifty states have some kind of official government agency responsible for tourism development</p> <p>-There are both state and federal rules which apply to various lands across the United States that provide guidance to preserve our environment for future generations.</p>	<p>1.Canada</p> <p>2. Mexico</p> <p>3. Japan</p>	<p>-Shopping -Attend cultural event, festival &amp; fair -Visit a theme park -Enjoy night life</p> <p>-Business &amp; convention travel</p> <p>-Leisure and holiday activity</p> <p>-First international trip</p> <p>-Water sports &amp; sunbathing</p> <p>-Cultural heritage site -Natural attractions -Visit national parks</p>	<p>-Country where special out door activity your family can enjoy</p> <p>-Country where tourists can visit every time like a neighbor village</p> <p>-USA is the country where you can enjoy the intellectual curiosity stimulated through new experience and discovery</p> <p>-Country where different culture coexist and have free spirits</p> <p>-Country where you can enjoy &amp; various natural attraction</p>	<p>- Image construction &amp; build up</p> <p>-Changing competitive environment of the 21<sup>st</sup> century</p> <p>-Competitive products developments</p> <p>-Local identity</p> <p>-Develop and harmonize policies and plans</p> <p>-Support the diffusion of experiences in the areas of preservation and use of the environment with a view</p> <p>-Culture tourism</p> <p>-Awareness of hygiene</p> <p>-Eco-tourism</p>
	<p>Enhancement of overseas publicity activities</p>			<p>Development of Identity Publicity</p>	

\*Source: reference site –<http://tinet.ita.doc.gov>

**<Table 3-24-21> Training Program for Competitiveness, National – Local identity  
& Sustainable Development in the Tourism Industry**

(Inbound Tourism: Destinations by Countries of Origin)

**Viet Nam:** The overall annual growth rate in international tourist arrivals for the period 1995 to 2020 is expected to be well above the East Asia and the Pacific and the global average at 9.7 per cent. This is principally due to the high growth rate (22.5 per cent per annum) is expected from China. All other markets will grow roughly in line with the global average. By 2020, 13.5 million arrivals are expected (table21).

Year 2000 –2010* -2020	Achievements in Tourism Policy & Strategy for 2002 –2010	Market for Campaign	Expectation for Viet Nam Travel & Promising Segment	New Brand Image To be Developed	Individual Action Plan: Training Program For Tourism Policy Developers (e. g)
<b>2000</b> Total: 2,140,100(100%) Current 3Biggest Target markets 1.China 626,476( %)	-Well – prepared facilities & service for tourists  -Simplify custom and transit procedures for passengers and luggage of International arrivals  -Increasing banking services for tourists  -Readjust fees, charges, en trance tickets related to tourism activities	1. China	-Seasonal travel goods (e g. Hanoi in autumn)	-Vietnam food & season different from china	-Sustainable tourism development
2. Taiwan (P.C) 212,370( %)		2.Taiwan (P.C)	-Food of Vietnam	-Beautiful and wonderful landscape	-Tourism infrastructure
3.UnitedStates 208,642( %)		3. United States	[Cultural / Natural sites on the world heritage]	-Change of direction for the country’s tourism based on tradition, civilization and culture	-Eco-development -Eco-management
<b>2010</b> Total: 6,047,745 Future 5 Biggest Target Markets Growth Rates (% p.a.) Average (2000-2010) 1. China 4,071,262(21.0%)		4. Japan	-Hue (complex of Monuments) (c)	-To develop substantially as a beach destination	-Eco-information -Zoning plan
2. Japan 236,904 (5.0%)		5. Cambodia	-Vestiges & history of Vietnam war	-Continue to draw many tourists attracted by the war legacy	-Establishment of eco- resort facility guidelines -More equitable access to tourism
3. United States 228,222(4.0%)	Enhancement of overseas publicity activities		-Halong Bay	-Decision making	
4. Cambodia 207,886(4.0%)			-Geographical travel	-Computer skills	
5. Taiwan (P.C) 161,988(5.0%)			-Culture tour goods		
<b>2020 Total: 13,527,696</b> Growth Rates (% p.a.) Average8.4 (2010-2020)				• Publication of information newsletter	

\*Source: World Tourism Organization (WTO)

## IV. RESULTS OF DELPHI EXERCISE

### 4.1. Delphi Survey

#### <Results of the Delphi Survey>

A Delphi survey was carried out in June 2002 in an effort to draw more specific views from professionals. Forty specialists who are teaching at Universities in APEC region were selected and asked to give answer open-ended questionnaire. Twenty-one out of forty gave their answers in this Delphi exercise. Response rate was about 52 per cent.

**Q1. In tourism development sustainability paradigm was originated from the concern on natural environment. What new elements do you believe have been added to that original notion as a new sustainability paradigm?**

#### <Table 4-1> Evolution of the new concept ‘sustainability paradigm’.

##### Frequency at the 1st Round and Further Comments at the 2nd Round

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Newly added elements	Frequency
- Socio-cultural (cultural tourism, custom, religion, language) and ecological dimension has been added	(12)
- Human area	(4)
- Community integrity (cooperation), communication	(4)
- Economic sustainability dimension has been added	(4)
- Safety and security as essential elements	(2)
- Optimization of outcomes, not maximization (continuation)	(2)
- Planned development from the long-term viewpoint	(2)
- Local economy; Local traditional culture; Cooperation between local government, companies, and people(Community based development)	(1)
- Environmental quality and conservation benefits	(1)
- New environmental attitude	(1)
- Training for global management and digital economy	(1)



- Community based development (1)

Comments at the 2nd Round

- Human area is to be added to original concept of sustainability paradigm. In tourism today the emphasis is increasingly on what the tourists want.

**Q2. During the period of next ten years (2005-2010) what sort of significant changes will be taking place concerning the training of sustainable development in tourism? Please indicate the year when such changes are anticipated to take place.**

**1) In the public sector**

**<Table 4-2-1> Forecasts on the future changes in the public sector.**

Frequency at the 1st Round and Further Comments at the 2nd Round

<b>Change(s) anticipated to take place</b>	<b>Years</b>
- Concern on the issue of culture (in the case of advanced country)	2003
- Web-based training program will be developed	2004, 2005
- There will be much more regulation	2004, 2005, 2007, 2012
- More emphasis on conservation efforts	2005
- Better techniques to be available for the assessment of sustainability	2007
- Reinforced environmental assessment	2010
- Selection of eco-tourism site and construction of infrastructure	2005-2010
- Launching a new law of sustainable environment	2005
- Protection of tourist related information	2015
- Multi-national collaboration on sustainable development	2010, 2015
- More attention paid to non-economic issues	progressive
- Increase I.T. training for sustainable tourism development	2005
- More close relationships between the public and private sector	2005
- Reinforcement of cooperation among international organization	

such as UNEP, WTO, ASTA, PATA and APEC etc.

2005-2010

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Comments at the 2nd Round

- collaboration between domestic and international organizations is considered very important
- 

## 2) In the private sector

### <Table 4-2-2> Forecasts on the future changes in the private sector.

Frequency at the 1st Round and Further Comments at the 2nd Round

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Change(s) anticipated take place:

- |   |             |
|---|-------------|
| - The issue of culture gets more significance (in the case of advanced country)                     | 2004        |
| - Expansion on foreign investment in tourism development  | 2005        |
| - Exchange of information on sustainable tourism between the developing and the developed countries | 2010        |
| - Reinforcement of cooperation among environmental organization such as NGO.                        | 2005-2010   |
| - Eco-tourism professionals   | 2002-2005   |
| - More emphasis on conservation efforts   | 2005        |
| - Web-based books for self-training   | 2003, 2005  |
| - Business profitability becomes more dependent on sustainability principles                        | 2007        |
| - Emergence of consulting company concerning sustainability   | 2007        |
| - Better techniques to be available for the assessment of sustainability                            | 2007        |
| - A new type of consulting company concerning tourism sustainability                                | 2007        |
| - Increasing use of information technology for organizing tours                                     | progressive |
| - Quality service and customer satisfaction   | progressive |
- 

Comments at the 2nd Round

- Emergence of new travel consultant for small group (FIT, family, etc)
  - Agenda 21 for the Tourism Industry by WTO covers the whole view of these comments and ideas
- 

**Q3. What would you suggest for the effective training of sustainable development in tourism industry from the view point of training system, program, methods, curricula and so on?**

**<Table 4-3> Suggestions for effective training.**

Frequency at the 1st Round and Further Comments at the 2nd Round

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**Training system (frequency):**

- \* Organic integration among the training subjects and objects (12)
- \* Base the training system firmly in the philosophy of sustainability rather than we do at present (6)
- \* International networking (5)
- \* Various certificate systems (e.g. tourism architecture certification) (3)
- \* Internet based training with certification (3)
- \* Gradual incorporation of new ideas into existing programs (1)
- \* The US Land Grant system is a good model but its application has been spotty
- \* Outsourcing (1)
- \* Should have professional faculty from related fields (1)
- \* Tourism architecture certification system (1)

**program(frequency):**

- \* Provide a platform for government/NGOs/industry to share experience (5)
- \* Ed tech or e-Learning will be natural for the travel industry (4)
- \* Field visits (4)
- \* Areas of sociology, anthropology, philosophy and public welfare (1)

**Methods**(frequency):

- \* Case studies (4)
- \* Best practices are very well received these days and should be widely used (3)
- \* The form of workshop sessions to appreciate each other's role (2)
- \* Group discussion (2)
- \* On-line training and off-line training (1)
- \* Theoretical lectures and case study by video projecting (1)
- \* Improvement of presentation skills (1)

**curricula**(frequency):

- \* Eco-tourism and green marketing for sustainability (3)
- \* IT techniques (3)
- \* Effective communication (3)
- \* Emphasis on the importance of public-private sector partnership  
and collaboration (2)
- \* Cost-benefit analysis of sustainability (2)
- \* Conservation ethics (2)
- \* Law of sustainable tourism (2)
- \* Formalization of the training as part of higher education curricula (1)
- \* Courses on anthropology of tourism, sociology of tourism,  
psychology of tourism, tourism and globalization, tourism and  
political science (1)
- \* It should not be based on Western concepts if it is to be successful  
on a global basis (1)
- \* Including practical issues and field training (1)
- \* Technology, marketing, global management, quality service (1)
- \* Multi-disciplinary studies (e.g. business, statistics, economics, sociology and so on.)

**Q4. In our survey carried out in March 2002, practitioners and public officials of**

**APEC member countries said that three elements would be particularly important for tourism training curricula: 1) effective communications, 2) international perspective, and 3) creative problem-solving. Do you have anything to comment on these responses?**

**<Table 4-4> Elements for tourism training curricula.**

Frequency at the 1st Round and Further Comments at the 2nd Round

	Frequency
- Environment oriented training	(5)
- International cooperation will become more crucial	(4)
- Effective communications will require new technologies	(3)
- Quality service for customers	(3)
- An international perspective will require more attention on cultural differences.	(2)
- Unless human resources are properly prepared, sustainability will not work	(2)
- The notion of peace through tourism should also be included	(1)
- Conservation ethics	(1)
- Case studies as a tool kit be developed	(1)
- The issues are very broad and can do approached differently	(1)

Comments at the 2nd Round

- linkages among three elements need to be specified
- new tourists of the future will appreciate the interactive human relationship with service employees.
- understanding of cultural differences and multicultural strategies are vital

**Q5. Each APEC member economy tries to sort out any inconveniences and difficulties that foreign tourists experience during their stay. Would you please write down three policy tasks of your country to solve the complaints of foreign**

**tourists from the view point of service improvement? (If you have a complaint survey data conducted by government authorities, please refer to the survey data).**

**<Table 4-5> Three policy tasks of your country to solve the complaints of foreign tourists.**

#### Frequency at the 1st Round and Further Comments at the 2nd Round

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- Australia: sustainability in line management in all sectors of the industry  
cross cultural understanding, strategic environmental management
  
  - Korea: operating complaining report center, service training for hospitality industries including taxi drivers, etc; operating translation service using toll-free phone; rearranging tourist signs in English and Korean; re-set-up of traffic signboards; understanding foreign cultures; identifying items to keep the traditions and to facilitate for foreigners
  
  - Singapore: informal feedback from tourist in the past indicated that urban development and modernization have resulted in insufficient conservation efforts in preserving historical buildings. As a follow-up to these feedbacks, the Government has taken a more active and conscious efforts in preserving these buildings and areas.
  
  - USA.: nation-wide campaign, emphasis on inbound tourism in the national economy promotion of outbound travel, socio-cultural study of the main tourist generating market, spending time in and do onsite study of the main tourism generating markets
- 

#### Comments at the 2nd Round

- Service of real-time tour information in each country
  - It may be meaningful to identify common factors and different factors among countries.
- 

**Q6. Could you give any examples of policy initiatives to improve the training of**

## **sustainability for tourism in your country?**

### **- Individual action plan**

#### **<Table 4-6-1> Examples of policy initiatives in public sector.**

##### Frequency at the 1st Round and Further Comments at the 2nd Round

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Public sector: \* Singapore: establishing standards of regulation for environmental standards; develop policies on design and construction standards to ensure tourism projects are sympathetic to local culture/natural environments

\* USA: start to fund research in this area that will help convince elected officials and other stakeholders of its importance

\* Australia: CRC for sustainable tourisms, introduction of tourism environment protection tax

\* Korea: laws to protect environment, security, hygiene; environmental assessment be reinforced, etc.

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##### Comments at the 2nd Round

- The training of sustainability in the public sector will play a greater role than in the private sector.
- 

#### **<Table 4-6-2> Examples of policy initiatives in private sector.**

##### Frequency at the 1st Round and Further Comments at the 2nd Round

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Private sector: \* Singapore: ensure sustainable use of land, water for tourism development activities

\* Australia: Green Globe Asia Pacific

\* Korea: increase of eco-tourism; eco-tourism prize award; customer's service. smile

campaign. quality service; marketing for eco-tourism; development of ecotourism goods.

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Comments at the 2nd Round

- Different examples are shown in different countries.
- 

**Q7. It has often been said that when the tourism attraction has its identity it could have international competitiveness. What is the tourism attraction with identity in your country? What could be the good training program that could help meet the tourist expectation of tourism attractions with identity?**

**<Table 4-7> Identity and Tourism Attractions.**

Frequency at the 1st Round and Further Comments at the 2nd Round

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	Frequency
- Nature/wild life attractions as well as cultural and historical sites	(2)
- Each country needs to differentiate its tourism products and services.	(2)
- Training and education of tourism guides	(1)
- Design information and brochures to enhance tourist awareness	(1)
- Most of Australia's attractions are viewed as being clean safe and environmentally well managed.	
This is seen as her competitiveness. We need to train both the operators and the tourists.	(1)
- traditional market tour	(1)

---

Comments at the 2nd Round

- A tourist attraction would require a different programs to increase its competitiveness from others. Accordingly they need to be classified into several groups and then can be distinguished with each other.
  - Employment of professionals as tour guide (nature, culture, history, festival) will be expanded
  - Multi-cultural communication will be more important
-



Q8. What is the role of the gender issue that should be covered by the training for sustainable tourism industry?

**<Table 4-8> Gender issue in Tourism Training.**

Frequency at the 1st Round and Further Comments at the 2nd Round

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	Frequency
- Safety system for women	(2)
- No role for gender issues in sustainable training	(2)
- Very important to look at cultural differences vis-à-vis gender and how it impacts	(1)
- Travel patterns and expectations	(1)
- Exploitation of labor based on gender	(1)
- Sexual harassment	(1)

---

Comments at the 2nd Round

- Exploitation of labor based on gender would be one of the gender issues.
- 

**Q9. International Training Center for Sustainable Tourism**

**<Table 4-9> International Training Center for Sustainable Tourism.**

Frequency at the 1st Round and Further Comments at the 2nd Round

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	Frequency
- One of Seoul, Bangkok, New Ireland, Singapore and U.S.A.	(3)
- APEC Sustainable Research Center would provide more valuable outputs	(2)
- It would need a big endowment to help developing countries participate	(1)
- Wherever the most support comes from, however, in an ideal world I would like to see it in a developing nation	(1)

---

- Its role will be to collect data, to conduct research and network effect to training programs among member countries (1)
- New center may be developed on university campus at various tourism destinations (1)
  - The location should be chosen on the basis of a variety of ecotourism resources and financial supports by central and local governments and center should be in a city with good airline connections and convention facilities. (1)

---

Comments at the 2nd Round

- The center should concentrate on networking and cooperation among countries.
  - Seoul or Singapore need to be chosen according to good aviation connection and convenient facilities.
- 

**Q10. Would you give us any ideas to evaluate the outcomes after training of sustainability for tourism?**

**<Table 4-10> Evaluating the outcomes of training.**

Frequency at the 1st Round and Further Comments at the 2nd Round

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	Frequency
- Of willful participants	(1)
- Annual volume of tourist influx and their satisfaction	(1)
- Feedback from the tourists (such as customer comment cards, etc.)	(1)
- It depends on curriculum of the training	(1)
- Evaluating survey; Formal report on performance: Presentation and discussion on the the spot.	(1)

---

Comments at the 2nd Round

- Evaluating the performance of sustainability training should depend on the feedback from the tourists themselves.
- 

**< Summary >**

In an effort to analyze further about the current status of training for sustainability in APEC economies, this research adopted a Delphi survey. It was carried out in June 2002 towards forty professionals of APEC member countries. Twenty-one out of forty gave their answers in this Delphi exercise. Response rate was about 52 per cent.

First of all, the result of the Delphi exercise shows that socio-cultural elements have been added to the original notion of sustainability. Some respondents pointed out 'human area' and 'community integrity' as new elements.

Second, it is forecasted that much more regulation will be made in the year of 2004, 2005, 2007, and 2012 in the public sector. Also, web-based training program is expected to be developed in 2004 and 2005. In the public sector, cultural aspect will get more significance in 2004 and foreign investment will be more expanded in 2005.

Third, for the effective training of sustainable development in tourism industry several suggestions were made including: organic integration among the training subjects and objects, international networking and various certificate systems (e.g. tourism architecture certification). Respondents suggested a platform for government/NGOs/industry to share experience, while drawing significance to case study method. The more e Learning is also expected to be more expanded.

Fourth, cultural aspects are to be more important for training of sustainable tourism in terms of international cooperation, gender, and the development of tourism itself.

## **V. CASE STUDIES FOR BEST PRACTICES OF SUSTAINABLE DEVELOPMENT**

### **5.1 Benefits of Training Sustainable Tourism Development**

To place research emphases on the aspects of raising the level of awareness on training for sustainable development in the tourism industry among APEC member countries; assisting member countries in setting up training program for sustainable development in the tourism industry; designing a systematic and comprehensive model to interpret essence of sustainability into tourism industry will help for the training system to be applied a wide range of travel promotion, resource development, training and education of human resources; to identify respective roles and activities of the public and private sectors with sustainable approaches.

Ecology and economy, including tourism, are becoming ever more interwoven — locally, regionally, nationally and internationally — into a web of cause and effect. Most successful tourist destinations today depend upon clean physical surroundings, protected environments and often the distinctive cultural patterns of local communities. (WTO, 1993) Destinations that do not offer these attributes are suffering a decline in quality and tourist use. Focusing on partnership building to effectively perform nationwide as well as intra-regional common goals, and hereby maximizing capacity of policy and business alike; to draw out guidelines and ethic codes in public sector with introduction of new concept of sustainability.

Local communities suffer from impaired environmental quality, loss of cultural identity and a decrease in economic benefits. It is the responsibility of local planners to ensure that resources are wisely managed today so that they are available for future generations. Fortunately, when adapted to the local environment and society through careful planning and management, tourism can be a significant factor in conserving the environment. That is because an environment of scenic beauty and interesting features, vegetation, wildlife and clean air and water offers many of the resources that attract tourists. Tourism can help justify conservation and in fact, subsidize conservation efforts.

Equally important are planning and developing tourism to conserve an area's cultural heritage. Archaeological and historical places, distinctive architectural styles, local dance, music, drama, ceremonies, arts and crafts, dress, customs and value systems all comprise the culture of an area. This cultural heritage offers attractions for tourists

and can either be selectively conserved and enhanced by tourism or degraded by it, depending on how tourism is developed and managed. Essential in any type of development is maintaining the unique sense of historic, cultural and community identity of each place around the world. The concept of sustainable development has been set forth by the World Conservation Union (IUCN) as follows(WTO, 1993):

"Sustainable development is a process which allows development to take place without degrading or depleting the resources which make the development possible. This is generally achieved either by managing the resources so that they are able to renew themselves at the same rate as which they are used, or switching from the use of a slowly regenerating resource to one which regenerates more rapidly. In this way, resources remain able to support future as well as current generations."

The results of this research project which concentrated in training the best practices in sustainable development will contribute to the re-valuing the sustainable tourism in social, economic and environmental aspects. The cases of the best practices within the current status of training for sustainable development in APEC member economies or other economies will be analyzed in a comparative perspective and several alternative methods will be presented as an exemplary way of training public and private sector employees. This will help each member economy develop future strategy for effective training methods for sustainability of tourism industry.

### **Three main principles of sustainable development**

- Ecological sustainability ensures that development is compatible with the maintenance of essential ecological processes, biological diversity and biological resources.
- Social and cultural sustainability ensures that development increases people's control over their lives, is compatible with the culture and values of people affected by it, and maintains and strengthens community identity.
- Economic sustainability ensures that development is economically efficient and that resources are managed so that they can support future generations.

*Source : Sustainable Tourism Development: Guide for local Planners, World Tourism Organization. Madrid: A Tourism and Environment, 1993*

## **5. 2. Code for Sustainable Tourism**

### **APEC/PATA CODE FOR SUSTAINABLE TOURISM**

This code urges PATA Association and Chapter members and APEC Member Economies to:

#### **Conserve the natural environment, ecosystems and biodiversity**

- *CONTRIBUTE to the conservation of any habitat of flora and fauna, affected by tourism*
- *ENCOURAGE relevant authorities to identify areas worthy of conservation and to determine the level of development, if any, which would be compatible in or adjacent to those areas*
- *INCLUDE enhancement and corrective actions at tourism sites to conserve wildlife and natural ecosystems.*

#### **Respect and support local traditions, cultures and communities**

- *ENSURE that community attitudes, local customs and cultural values, and the role of women and children, are understood in the planning and implementation of all tourism related projects*
- *PROVIDE opportunities for the wider community to take part in discussions on tourism planning issues where these affect the tourism industry and the community*
- *ENCOURAGE relevant authorities to identify cultural heritage worthy of conservation and to determine the level of development if any which would be compatible in or adjacent to those areas*
- *CONTRIBUTE to the identity and pride of local communities through providing quality tourism products and services sensitive to those communities.*

#### **Maintain environmental management systems**

- *ENSURE that environmental assessment is an integral step in planning for a tourism project*
- *ENCOURAGE regular environmental audits of practices throughout the tourism industry and to promote desirable changes to those practices*

- *ESTABLISH detailed environmental policies and indicators, and/or guidelines for the various sectors of the tourism industry*
- *INCORPORATE environmentally sensitive design and construction solutions in any building or landscaping for tourism purposes.*

### **Conserve energy and reduce waste and pollutants**

- *FOSTER environmentally responsible practices for:*
  - *Reducing pollutants and greenhouse gases,*
  - *Conserving water and protecting water quality,*
  - *Managing efficiently waste and energy,*
  - *Controlling noise levels and*
  - *Promoting the use of recyclable and biodegradable materials.*

### **Encourage a tourism commitment to environments and cultures**

- *ENCOURAGE those involved in tourism to comply with local, regional and national planning policies and to participate in the planning process*
- *FOSTER, in both management and staff of all tourism projects and activities, an awareness of environmental and cultural values*
- *ENCOURAGE all those who provide services to tourism enterprises to participate through environmentally and socially responsible actions*
- *SUPPORT environmental and cultural awareness through tourism marketing.*

### **Educate and inform others about local environments and cultures**

- *SUPPORT the inclusion of environmental and cultural values in tourism education, training and planning*
- *ENHANCE the appreciation and understanding by tourists of natural environments and cultural sensitivities through the provision of accurate information and appropriate interpretation*
- *ENCOURAGE, and support research on the environmental and cultural impacts of tourism.*

### **Cooperate with others to sustain environments and cultures**

- *COOPERATE with other individuals and organizations to advance environmental improvements and sustainable development practices, including*

*establishing indicators and monitoring*

- *COMPLY with all international conventions and national, state and local laws which safeguard natural environments and cultural sensitivities.*

### **5. 3. Coordination from Roles and Responsibilities**

Achieving sustainable tourism requires the coordinated support of all parties involved. As has been emphasized in this guide, government (and often various levels of government from national and regional to city and local community), non-governmental organizations (NGOs), the tourism industry and the tourists themselves all have responsibilities in achieving and maintaining sustainable tourism.

It is important that government has a strong tourism department under effective leadership to carry out the governmental functions. In the area of environmental concern, NGOs tend to be particularly active and can often give strong support to sustainable tourism. The tourism industry, often through industry associations, such as hotel, restaurant and tour and travel agency associations, can perform an essential role in educating its own enterprises about environmental matters, setting industry standards and being a lobby to the government. Many tourists are now becoming more environmentally sensitive and, with continued public education, can become more environmentally aware in their travel decision-making and activities.

It is essential that all these parties closely coordinate their efforts and programmes toward common goals through, as has been referred to previously, a tourism coordinating or advisory board or committee that meets regularly to exchange information, coordinate their activities, and pursue programmes of common interest. With all these parties assuming their responsibilities, this checklist describes what can be done to support sustainable tourism by government, non-governmental organizations (NGOs), the tourism industry and individual tourists.

What can government do?

- Government can incorporate sustainable tourism development in the planning process by:
- Working with inter-governmental organizations (IGOs),
- Undertaking research into the environmental, cultural, and economic effects,



Establishing economic models to help define appropriate levels and types of economic activities for natural and urban areas,

- Developing standards and regulations for environmental and cultural impact assessments, monitoring and auditing existing and proposed tourism developments, and
- Implementing regional environmental accounting systems for the tourism industry.
- Government can include tourism in land use planning to minimize conflict with traditional uses of land and ensure that carrying capacities of tourism destinations reflect sustainable levels of development and are monitored and adjusted appropriately.
- Government can develop design and construction standards, which will ensure that tourism development projects are sympathetic to local culture and natural environments.
- Government can develop adequate tools and techniques to analyze the effect of tourism development projects on heritage sites and ancient monuments as an integral part of cultural and environmental impact assessment.
- Government can enforce regulations to prevent illegal trade in historic objects and crafts, unofficial archaeological research, erosion of aesthetic values, and desecration of sacred sites.
- Government can create tourism advisory boards that involve indigenous populations, the general public, industry, NGOs, and others, and include all stakeholders in the decision making process.
- Government can promote and support sustainable tourism development by:
  - Developing educational and awareness programmes for the public,
  - Briefing all governmental departments involved in tourism or any related department such as natural resources, historic preservation, the arts, and others,
  - Ensuring that tourism interests are represented at major environmental and economic planning meetings, Active promotion of environmental best practice for sustainable tourism.

What can be done by non-governmental organizations, which represent and protect the

interests of the public?

- NGOs can participate in sustainable tourism advisory boards at all levels of government and industry. This could include assessment of regional, as well as site-specific, development plans and the appropriate mix and location of different land use designations.
- NGOs can seek local support for appropriate sustainable tourism development and oppose inappropriate tourism development.
- NGOs can promote the involvement of local residents in sustainable tourism research and data collection.
- NGOs can become involved in educating the public about the economic importance of sustainable tourism development, the need for a secure resource base (particularly natural landscapes), and appropriate behavior on the part of government, the tourism industry and tourists.
- NGOs can monitor impacts of tourism on the local culture and environment, equity participation in local tourism development, impacts of other sectors of the economy on sustainable tourism, and government and industry commitments to sustainable tourism.

What can be done by the tourism industry, which delivers products and services to the tourist?

- The tourism industry can protect the biosphere; for example, by minimizing and eliminating use of herbicides on golf courses and artificial snow on ski hills, and by supporting parks and reserves at key sites.
- The tourism industry can ensure sustainable use of land, water, and forests in tourism development activities.
- The tourism industry can reduce and dispose appropriately of wastes; for example, by recycling, reusing and reducing wherever possible, and by having high standards for sewage treatment and waste disposal.
- The tourism industry can adopt energy efficiency practices; for example, by maximizing the use of solar power, wind power and other appropriate sources when possible.

- The tourism industry can minimize health risks; for example, by avoiding hazardous locations such as those near malarial swamps, active volcanoes, and nuclear sites.
- The tourism industry can undertake green marketing; for example, by promoting tourism which minimizes adverse environmental and cultural impacts, and by informing and educating tourists about the impacts of their presence.
- The tourism industry can mitigate damage; for example, by replacing or restoring degraded environments and compensating for local adverse effects.
- The tourism industry can provide complete and credible information to tourists.
- The tourism industry can incorporate environmental values into management decisions; for example, by ensuring environmental representation at the executive level on boards and other management groups.
- The tourism industry can conduct regular environmental audits; for example, by conducting independent assessments of environmental performance of the entire business operations including water quality, carrying capacity, energy consumption, environmental aesthetics, and waste disposal.

What can be done by individual tourists, the ultimate users of the environment?

- Individual tourists can choose businesses, which have the reputation of ethical and environmental responsibility.
- Individual tourists can learn about and respect the human and natural heritage of the host communities, including the geography, history, customs, and current local concerns.
- Individual tourists can travel in a culturally and environmentally sensitive manner, refraining from inappropriate behavior, which negatively affects the host community or degrades the local natural environment.
- Individual tourists can refrain from purchasing or using those products, services and transportation which endanger the local ecology and culture.
- Individual tourists can practice minimal impact travel.

- Individual tourists can support resource conservation activities in the host countries.

*Source: Globe '90 Conference, Tourism Stream. Action Strategy for Sustainable Tourism Development. Vancouver, BC, Canada, 1990.*

#### **5. 4. Case of Governmental Support for Sustainable Tourism**

Australia's tourism industry is embodied in the corporate objective of the Office of National Tourism. Such best practice is the basis for sustainable tourism and involves protecting the very values that the tourist is expecting to experience.

The Australian Government contributes to the development of sustainable tourism by:

- Funding projects to advance environmentally sustainable tourism;
- Building strategic alliances and networks with industry and government (at all spheres; Commonwealth, State/Territory, local); and
- Informing and educating the general public, the tourism industry and other government agencies and
- By including a policy of sustainable tourism development in all national and local tourism development agreements.

While the Australian Government has funded projects to develop better environmental management practices in mass tourism operations, its main thrust, to date, has been the provision of around \$13 million for 225 projects that promote ecotourism and nature-based tourism.

A host of excellent projects have come to fruition under the tourism development program. The Office of National Tourism has actively and widely promoted such projects as shining examples for others in the industry. Targeted publishing activities are one of the Australian Government's strategies for disseminating information to the tourism industry and related groups such as land managers.

The Australian Government and, increasingly, the Australian tourism industry, realize the importance of raising awareness and educating people about the benefits of sustainable tourism and how to go about achieving it. One of the ways to get tourism operators to consider the environmental aspects of their business has been to show them that good environmental practice can be profitable as well as environmental beneficial. The concept of sustainable tourism (where both economic and environmental goals are met) often meets with a willingness to give it a try if the concept is explained properly and operators can change practices incrementally.

*Source: Tourism Planning: An Integrated and Sustainable Development Approach,* Edward Inskeep. New York: Van Nostrand Reinhold, 1991.

### **5. 5. Educating Tourists and the Tourism Industry**

Tourists need to be informed in various ways. In tourism areas where tourists have different cultural backgrounds than residents, it is important to inform tourists about local customs, dress codes, acceptable social behavior, how to conduct themselves in religious places, the local tipping policy, whether bargaining is expected in local shops, courtesies to observe in taking photographs, and any other matters relevant to showing respect for local social values and customs. Local environmental conservation policies and rules may be included with this type of information. It may also be necessary in some places to warn tourists about specific problems such as local crime, touting and overcharging in shops. This type of tourist information can be explained in a brochure, sometimes termed "do's and don'ts for tourists".

More generally, information for tourists should be available about the places they are visiting — the attractions, facilities and services. This information educates and helps "sell" the tourist what your area has to offer. Tourists themselves have an obligation to seek out information and learn about an area, but the tourism community should have information easily available and presented in an interesting manner.

There are many techniques for transferring information. It is best to use several methods for maximum effect because people differ in their learning capability, needs and expectations.

## **Education and Training of Tourism Personnel**

Appropriate and thorough education and training of persons working in tourism are essential for the successful development and management of this sector. Government tourism officials need to understand tourism policy formulation/ planning and marketing techniques, project identification and feasibility analysis/ tourism statistics and management of tourism information systems, environmental, social and economic impact analysis, establishing and administering tourist facility and service standards, tourist information services, and other matters.

Even if experts carry out certain technical matters, such as planning and project feasibility analysis, government tourism officials need to know enough about these subjects to review the work done by the experts. Tourism industry employees need to be skilled in hotel and catering operations, tour and travel agency services, and guiding tours. In hotel and catering operations, for example, training is required in food production (cooking), food and beverage service, housekeeping, reception and front office operations, and buildings and grounds maintenance. Training required at basic, intermediate and advanced skill levels, and in supervision and management.

In addition to technical training, employees in tourism, especially those who have direct contact with tourists, need to understand public relations and how to handle complaints. They should know something about the local areas in order to answer tourists' questions. Awareness of hygiene and personal appearance is important. In some places, tourism personnel need to know certain foreign languages so they can communicate with foreign tourists.

More generally, employees need to have a positive attitude toward tourism, tourists and their work. Education and training of tourism personnel require various approaches. It is common in major tourism areas to establish a tourism training school, which offers a wide range of types and levels of training. Some tourism establishments carry out on-the-job training for basic skills.

Organization of short courses can be an important technique for basic skills training and upgrading knowledge and skills in specific subjects. University education in tourism and hotel management is desirable for higher-level positions. Each tourism area needs to assess its particular training needs and decide on the best types of programs required.

## **5. 6 Sustainable Development and the Cultural Environment**

### **Understanding traditions in Bali, Indonesia**

Pre-tourism Bali of a half a century ago was distinguished by stability, production for necessities, mutual self-help, independence, traditional codes regulating society, a focus on community, sowing and harvesting, a beautiful landscape and clean environment. This changed, however, as tourism brought western values, which introduced production for markets and commercialization. While the result was higher living standards, it also meant rising costs. While the result was also expanding opportunities, it was coupled with increased stress for young people and a deteriorating environment. This has led to planning that focuses on the continuity of natural resources but the continuity of cultural resources, and not only the continuity of production but also the continuity of culture itself. What has emerged is an understanding that "environment", as a component of sustainable development, has two major dimensions: the biophysical and the socio-cultural.

As an example of the socio-cultural dimension, community participation is sought through traditional groups, and internally defined programs are encouraged in all villages. The religious leaders are given a high degree of respect; therefore seeking their counsel and support is becoming an important step in planning for development. As one planner indicated: the best approach to tourism planning in Bali is a balanced one that does not rely solely on an economic perspective. Because the Balinese cosmology is rooted in the concept of "stability within change", the Balinese culture is resilient. It has the ability to respond to and adapt to change while maintaining essential values. Therefore the successful approach acknowledges this cosmology by working with (rather than against) the human-to-human relationships of tourism, the human-to-god relationships of the culture and religion, and the human-to-nature relationships of nature.

*Source: Report on Environment and Development by: Gadjah Mada University, Java, Indonesia and the University of Waterloo, Canada in association with Udayana University, Bali, Indonesia, 1990.*

## **5. 7. Training the Best Practices Model for Sustainable Tourism**

The objective of the "Best Practice" case study is to prepare a report on a successful heritage tourism project which include:

- Encouraging and supporting the protection and conservation of cultural heritage and natural sites and the use of "best practice" models in implementing the concepts of environmental, economic and social sustainability in tourism development.
- Promoting "best practice" models for environmentally, economically, and culturally sustainable tourism within the APEC countries.
- Expanding human resource development tools and exchange information.

### **5. 7. 1 Community Involvement in Wildlife Protection**

#### **Wildlife Management in Zambia**

Located in southern Africa, Zambia's tourism resources are based on wildlife and other natural resources such as Victoria Falls and places of historic and archaeological importance, but wildlife viewing and controlled hunting are the primary tourism attractions. The wildlife population, however, has been declining rapidly. For example, in the Luangwa Valley, the number of elephants decreased from an estimated 100,000 to 30,000 due mainly to illegal poaching. The Zambian government, realizing the importance of wildlife to tourism, introduced imaginative community-oriented programs to protect wildlife and involve local residents in conservation and tourism.

To curb poaching in South Luangwa National Park, an important conservation area for elephants, black rhinoceros and other wildlife, wildlife revenues are shared with village communities for the development of community facilities and services including health clinics, schools and potable water supply systems. Local residents develop a vested interest and protective attitude toward the wildlife in their area. Village wildlife scouts are trained to voluntarily carry out anti-poaching patrols, greatly supplementing the number of fully paid wildlife scouts, of which there were only 500 at the end of 1988. Wildlife management authorities established under the chairmanship of the district governor ensure that 35 % of the revenues earned from the units is provided to the local village communities in areas where such revenues were generated.

*Source: Tourism Planning: An Integrated and Sustainable Development Approach,*

Edward Inskeep. New York: Van Nostrand Reinhold, 1991.



Communities may not always realize their full benefits from tourism, and often special techniques must be employed to increase these benefits. The involvement and support of local government authorities in sustainable tourism development is especially crucial because they have immediate responsibility for implementing policies and plans, enforcing regulations and monitoring development.

*Integrated community planning*, conducted within the framework of national and regional policy and planning, is an especially important function of local government. This community planning should include tourism if it has been decided to develop or expand tourism in the area.

### **Forming a Successful Partnership**

To achieve the benefits of sustainable tourism development, local planners must address the needs of the tourists and tourism industry, the needs for environmental protection, both natural and cultural, and the needs of host communities. By integrating and reconciling these needs and concerns, within the framework of achieving sustainable development, an improved quality of life can be achieved for the community, while the tourism industry makes a fair profit and the environment is protected for continuous future use.

### **Tourism and the Community**

When tourists spend money, they create a chain reaction that produces additional economic benefits. They trade with businesses that purchase supplies and services locally or elsewhere. The business, in turn, purchases supplies and services they need to operate and, through successive rounds of purchases, the initial direct expenditures of visitors spread and multiply throughout the local and regional economy.

#### **5. 7. 2 Community Involvement in Protecting an Archaeological Site**

##### **Conservation of Mayan Ruins in Tekax, Mexico**

In the Yucatan Peninsula of Mexico, Tekax is the name of both a municipality comprised of 65 small villages and the key city of about 35,000 residents. As the area

was reconstructing itself after the 1988 devastation of Hurricane Gilbert, a steam shovel broke ground for new sports complex and unearthed the location of a 2000-year-old Mayan city along one of the trade routes between Guatemala and the Gulf of Mexico. Subsequent explorations revealed more than 100 caves where the ancient Mayans made tools from stalactites and cut stones for building their pyramids. How can such a find gain protection from inappropriate exploitation and serve to enhance an impoverished community both economically and culturally?

A rural development engineer from Tekax, Javier Camara Mejia, believed that a grassroots development plan could be designed and implemented by community people. Two groups were organized:

PRODETEK, S.A. de C.V. and PRODETEK, A.C., the first a corporation for profit with 18 investors, all members of the Chamber of Commerce, and the second a nonprofit corporation engaging a cross section of civic-minded individuals. With assistance from national and international advisors and support services from local, state and federal authorities, the groups arranged a scientific expedition to assess the natural and historical significance of the caves. A series of projects was formulated as part of a prioritized grassroots action plan including:

- Designation of an archaeological zone
- Environmental education for local citizens regarding the importance of protecting and preserving these historical Mayan and natural resources
- Many other "petal projects" coordinated by the Central Committee, implemented by citizen task forces and geared to community development needs such as improved water sources and agricultural diversification.

At this time, the PRODETEK S.A. investors finance project costs and intend to establish a small hotel for eco-tourists using indigenous materials and styles. Protection of the caves and ruins is not yet fully secured.

### **5. 7. 3 Correcting Undesirable Development**

#### **Crater Lake National Park Rim Village, USA**

Most visitor facilities including 30 separate structures at Crater Lake National Park were constructed near the lake crater's edge between 1910 and 1925. Now on peak days, 1,000 to 1,500 motor vehicles move through Rim Village, as the congested area is called. Pedestrians at the crater rim are greatly disturbed by the sight, sound and smell of the traffic.

Generally, the facilities are inadequate and substandard. Alternative plans were proposed for public consideration. The consensus was for Rim Village to remain the focal point for overnight lodging, day use visitor facilities, and interpretation with the rim area to be restored to a more natural, leisurely, pedestrian-oriented environment. An environmental impact assessment was prepared for the proposed plan. The major types of impacts evaluated regarding the village rim area included:

- Crater Lake ecosystem—Protection of Crater Lake will be enhanced with the reduced potential of pollutants from wastewater, automobiles and snowplowing entering the lake ecosystem.
- Natural environment—The developed area will be reduced from 32 to 12 acres, allowing for the restoration of about 20 acres to more natural conditions, although localized impacts from occasional visitor use will continue in these restored areas. Redesign of the village will concentrate most use in areas designed to handle heavy use. Development will be mostly in currently or previously disturbed areas, requiring little disturbance of existing vegetation, although new and improved access roads may require the removal of some mature mountain hemlocks. The plan will not affect any known endangered or threatened species, nor will water sources and wetlands be adversely affected. Air quality will improve in the Rim Village with the reduction of vehicle movement by eliminating 6,000 feet of roads and parking strips and developing central parking areas.
- Cultural environment—The rehabilitation of Crater Lake Lodge and its continued use for lodging will have a long-term beneficial effect in maintaining that historic building.
- Socioeconomic environment—The regional and local economy and state tourism will benefit from the plan. There will be no closure of visitor services during the plan implementation. Construction activities will benefit the local economy over the short term. Upon completion, the year-round operation and increased lodging capacity will benefit the regional and local economy through increased employment, sales tax

revenues and expenditures by the concessionaire for supplies and services.

*Source: Tourism Planning: An Integrated and Sustainable Development Approach.* Edward Inskeep. New York: Van Nostrand Reinhold, 1991.

#### **5. 7. 4 Local Collaboration in Marine Conservation**

##### **Marine Life Conservation in The Philippines**

The Philippines is an archipelago consisting of 7,100 islands with 44,000 square kilometers of coast net cover where over 2,000 species of fish live. In recent years destructive fishing activities such as dynamite fishing have destroyed coral reefs and reduced the numbers of fish. Bantay Dagat (Guardians of the Seas) is a national program launched in 1988 to enforce fishing laws, conserve marine life and improve the livelihoods of families engaged in fishing. Provincial Councils, comprised of local government, business, civic and religious groups, have undertaken a variety of projects:

- The organization of 115 fishermen associations to monitor fishing activities near coastal communities
- Environmental awareness training programs regarding marine life and conservation
- Establishment of artificial reefs near 16 municipalities, using used vehicle tires
- Replanting of mangrove swamps near eight municipalities
- Creation of alternative livelihood programs including seaweed farming, mussel raising and construction of deep sea fish corals.

The success of the program is attributed to the collaboration of local government as the mobilizer, the private sector as the supplier of equipment and provisions, and the local populace as the provider of surveillance and labor. The extensive networking is facilitated by the tiered structure of tourism planning in the Philippines with national, regional, provincial and city levels.

*Source: Daniel G. Corpuz, Asian Institute of Tourism, The Philippines, 1991*

### **5.7.5 Dispersing Tourists**

#### **Rural Tourism in Spain**

It could be said that the Spanish tourism model, at one time, was based essentially on sun and beach tourism, but this led to an excessive concentration in coastal towns. To offer the tourist a complementary product, the Competitivity Plan for Spanish Tourism, approved in 1992 for the period 1992-1996, identifies three main objectives:

- 1) Modernization of existing supply, considering that sun and beach tourism will continue to be the basis of Spanish tourism supply;
- 2) Environmental restoration;
- 3) The promotion of new products including cultural, city, rural and sports tourism.

For some years a successful rural tourism policy has been pursued, aimed at the promotion of countryside accommodation, the development of projects respecting the natural environment and the creation of tourist activities linked with nature. At the same time, management networks, and centralized reservation systems are being enhanced, so as to increase the quality and the competitiveness of rural supply.

In the following, the experiences of the autonomous regions of Asturias, Navarra and Andalusia are described. The Autonomous Region of Galicia, in addition to considering traditional forms of rural tourism promotion, is refurbishing "Pazos" or former manors as luxury, rural accommodation. The rural tourism development plan of the Principality of Asturias, which began in 1989, has two main aims:

- 1) The creation of an ample network of rural accommodation;
- 2) The development of Rural Tourism Centres.

Rural Tourism Centres have been developed in: Taramundi, Mestas, Besues-Alles, Pajares and Llanuces.

These Centres include: information offices, new and existing hotels, one-family

lodging facilities and restaurants located in restored old buildings that respect the architectural style of the region and recreation facilities. Additional activities are offered based essentially on natural. Sports (hiking, hang gliding, mountain hiking).

### **Navarra**

Navarra's experience is one of the most typical examples of rural tourism development in Spain, combining support for management with support for investment and rehabilitation of rural housing. Rural tourism supply has taken the form of an action programme to organize and promote a network of tourist accommodation in rural houses. The network consists of 134 houses and 734 places. Supply is dispersed but balanced and located at: Roncal Valley, Salazar Valley, Aezkoa Valley, Roncesvalles, Baztan and Aralar.

### **Andalusia**

Rural tourism in Andalusia aims to offer a complete tourist product. Since 1988, programmes of integrated development of Andalusia have resulted in the creation of 1566 accommodation and 5686 camping places. To achieve this, the following steps were taken:

- 1) Preparation of planning studies and coordination of tourism development;
- 2) Rehabilitation of buildings for tourist purposes;
- 3) Creation of tourist camps;
- 4) Creation of tourist villages;
- 5) Creation of hotel-inns;
- 6) Setting up rural tourism offices.

Among the projects carried out, those completed in the Alpujarra region of Granada deserve mention.

*Source: Secretana General de Turismo, Espana, 1992*

Increasingly, through the planning process and establishment of a carrying capacity approach, tourism areas at the national or regional levels/ especially small countries/ are setting maximum levels of tourism development. These are levels that will bring substantial benefits and maintain the quality of the tourism product without leading to environmental or social problems. In many of these places/ the monitoring procedure is used to ensure that negative impacts do not arise as new development or redevelopment proceeds.

Regardless of the management technique used, the objectives should be to improve the tourism product, enhance the quality of life of the community, as well as maintain or, if degraded, restore the environmental quality of the area. Whether meeting new development objectives or mitigating existing problems, priority should be given to quality improvements rather than expansion of volume and, other factors being equal, to small investment development by the local community rather than large, externally financed projects. In cases of conflicting interests, priority should be given to the interests of local residents rather than the visitors.

#### **5. 7. 6 Environmentally Responsible Eco-tourism**

##### **Case of Safaris: guidelines for tour operators**

- State commitment to conservation in brochures and other pre-departure information.

Conduct orientations on conservation and cultural sensitivity before and during the trip. Arrange to meet with wildlife rangers for all safari tours, not only for special-interest tours.

Provide guidance about endangered species products sold in souvenir shops and why to avoid them in pre-trip printed materials. During the trip patronize only appropriate craft concessions that sell locally produced goods that benefit the local economy. Explain when it is or isn't appropriate to bargain or barter for goods.

Build in a contribution to a conservation, cultural, or archaeological project. Or encourage donations by clients directly to the reserve, wildlife service or non-profit projects. Or adopt a specific project. Or hold a fund-raising drive to donate specific

equipment or meet other needs. Or give a membership to a wildlife organization as a tour benefit. Provide an opportunity for clients to see what project they are helping to support.

Equip clients with information to help minimize any negative impact (e.g., don't wear bright colors, distracting patterns, or perfume, don't smoke, talk loud or crowd the animals with more than five vans at one time, stay on the roads). This encourages clients not to pressure drivers to break the rules of the reserve. Stop at the visitors' center. Provide copies of park rules for clients and explain why they are important.

- Discourage negative social ramifications that result by giving candy and inappropriate gifts to children along the route. If there is something to donate, have the tour guides give it to a village elder or school teacher to distribute.
- Ensure that ground operators train drivers/guides. Give recognition or monetary awards for safety excellence and sensitivity to the rules of the reserve. Ask drivers to turn off the engine to alleviate noise and reduce diesel fuel exhaust when viewing wildlife or scenery.

Follow up the safari with newsletters and information on wildlife appeals. Give a progress report on any adopted project the client helped support. Ask clients for feedback after the safari.

Explain your commitment to the environment to tour operator colleagues, travel agents during office visits and at trade shows, and in-bound ground operators. Share ideas on materials, driver training, and ethical standards for the industry. By presenting the company's commitment as a competitive selling point, it can serve to heighten awareness and others may be persuaded to evaluate their practices, too.

*Source:* Wildlife Tourism Impact Project materials, Laurie Lubbeck, California, USA, 1991.

Does the tour operator demonstrate an understanding of heritage and culture of the area visited?

Does the tour operator assist and encourage clients to respect and appreciate that



heritage and culture?

Does the tour operator respect the natural environment including plants and animals and assist and encourage clients to respect and protect the natural environment?

Does the tour operator demonstrate sensitivity by portraying local residents honestly in advertising brochures? by respecting religious ceremonies? by encouraging the tour participants to ask permission before photographing local residents?

Are locally owned and operated lodging facilities used when available?

Are local guides used and trained?

Is there adequate opportunity for interaction between tour participants and local residents when they may meet as equals to share professional, religious, or cultural interests?

Are tour arrangements made far enough in advances?

Are advance arrangements reliable and honored?

Are local services for tour groups adequately compensated?

*Source: North America Coordinating Center for Responsible Tourism, California, USA.  
Roles in Supporting Sustainable Tourism, 1991*

### < Summary >

The objective of the "Best Practice" case study is to prepare a report on a successful tourism project which include:

- Encouraging and supporting the protection and conservation of cultural heritage and natural sites and the use of "best practice" models in implementing the concepts of environmental, economic and social sustainability in tourism development.
- Promoting "best practice" models for environmentally, economically, and culturally sustainable tourism within the APEC countries.

- Expanding human resource development tools and exchange information.

Achieving sustainable tourism requires the coordinated support of all parties involved. As has been emphasized in this guide, government (and often various levels of government from national and regional to city and local community), non-governmental organizations (NGOs), the tourism industry and the tourists themselves all have responsibilities in achieving and maintaining sustainable tourism.

Government and, increasingly, the tourism industry, realize the importance of raising awareness and educating people about the benefits of sustainable tourism and how to go about achieving it. One of the ways to get tourism operators to consider the environmental aspects of their business has been to show them that good environmental practice can be profitable as well as environmental beneficial. The concept of sustainable tourism (where both economic and environmental goals are met) often meets with a willingness to give it a try if the concept is explained properly and operators can change practices incrementally.

Communities may not always realize their full benefits from tourism, and often special techniques must be employed to increase these benefits. The involvement and support of local government authorities in sustainable tourism development is especially crucial because they have immediate responsibility for implementing policies and plans, enforcing regulations and monitoring development.

The success of the marine conservation program is attributed to the collaboration of local government as the mobilizer, the private sector as the supplier of equipment and provisions, and the local populace as the provider of surveillance and labor. The extensive networking is facilitated by the tiered structure of tourism planning in any marine resources with national, regional, provincial and city levels.

Regarding dispersing tourists, increasingly, through the planning process and establishment of a carrying capacity approach, tourism areas at the national or regional levels/ especially small countries/ are setting maximum levels of tourism development. These are levels that will bring substantial benefits and maintain the quality of the tourism product without leading to environmental or social problems. In many of these places/ the monitoring procedure is used to ensure that negative impacts do not arise as a new development. Conduct orientations on conservation and cultural sensitivity before and during the trip. Arrange to meet with wildlife rangers for all safari tours, not only

for special-interest tours.

Environmentally responsible Eco-tourism requires provision of guidance about endangered species products sold in souvenir shops and why to avoid them in pre-trip printed materials, and explanation when it is or isn't appropriate to bargain or barter for goods, building in a contribution to a conservation, cultural, or archaeological project, encouragement of donations by clients directly to the reserve, wildlife service or non-profit projects, adoption of a specific project, holding a fund-raising drive to donate specific equipment or meet other needs, giving a membership to a wildlife organization as a tour benefit, and provision of an opportunity for clients to see what project they are helping to support.

Appropriate and thorough education and training of persons working in tourism are essential for the successful development and management of this sector. Government tourism officials need to understand tourism policy formulation/ planning and marketing techniques, project identification and feasibility analysis/ tourism statistics and management of tourism information systems, environmental, social and economic impact analysis, establishing and administering tourist facility and service standards, tourist information services, and other matters.

To achieve the benefits of sustainable tourism development, local planners must address the needs of the tourists and tourism industry, the needs for environmental protection, both natural and cultural, and the needs of host communities. By integrating and reconciling these needs and concerns, within the framework of achieving sustainable development, an improved quality of life can be achieved for the community, while the tourism industry makes a fair profit and the environment is protected for continuous future use. It is necessary to encourage and support the protection and conservation of cultural heritage and natural sites. To achieve these goals strategies to use "best practice" models in implementing the concepts of environmental, economic and social sustainability in tourism development need to be adopted, promoting "best practice" models for environmentally, economically, and culturally sustainable tourism within the APEC economies and expanding human resource development tools and exchange information.

## **VI. STRATEGIES FOR FUTURE DEVELOPMENT**

### **6.1. Collective Action Plan**

The number of governments and industries which focus on the training of sustainability will be growing exponentially as industry recognizes the necessity of sustainable development in tourism. Development of a collective action plan for training sustainable development in tourism and hospitality across the APEC region will enable the strengthening and encouragement of linkages between industry and training providers, within countries and across the region with the intent to achieve:

- A more responsive education and training system in the sustainable tourism development sector.
- Regional accreditation and articulation of qualifications of dealing with sustainability based on industry standards.
- Cooperative development of curriculum and learning materials,
- A competency based training and education system across the region.

### **Development of A Regional Network**

A regional network of the key industry, government and education bodies involved in sustainability of tourism development area would provide the necessary forum to allow cooperation for the development of regional standards, common curriculum and appropriate policy/skill based training.

It is proposed that a biannual convention and exhibition be held in a host country within the region to address the following issues:

- Professional development of sustainability guideline in development;
- Cooperative development of curriculum;
- Pooling of resources and sharing of special expertise;

- Key education and training issues;
- Tourism and sustainability development in the region;
- Showcasing partnerships in training (between industry and education providers);
- Developments in educational technology;
- Benchmarking practices /opportunities in education and training.

The convention could include:

- A series of concurrent sessions and keynote speakers, to address current issues in education and training;
- An exhibition of education and training materials;
- Demonstrations of the latest developments in sustainability development technology including video conferencing (sessions may be run daily from another country or region to demonstrate the flexibility of this technology in education), electronic mail, computer managed learning, computer based training and many other useful technologies;
- Workshop sessions in key education and training techniques for both education staff and industry based trainers. The convention would aim to be self-funding through industry sponsorship, conference registration and sale of exhibition space. Key meetings of an elected network forum from industry, government and education providers across the region would have the opportunity to meet at this time to review the progress of current initiatives and establish ongoing projects of value to the region. There is a need for training to national and regional standards and programs in all aspects of the industry, and one public sector institution cannot provide it either in quantity or in the mode required by the industry.

The terms of reference for the regional study would include developing a profile of the sustainable tourism development training capacity of each participating country. This would cover:

- Tourism consultant pool for feasibility study and management/development guidance

- Number of providers and description according to category (government, private, single-purpose, college, university);
- Arrangements for on-the-job training;
- Number of managers/staffs enrolled by level;
- Teaching staff (number, qualifications, work experience);
- Modes of delivery;
- Unit costs of provision;
- Description of courses and curriculum

### **Results of field survey and Delphi studies (Collective Action Plan)**

- 1) Establishment of APEC Tourism Training Center for policy-developers
- 2) Common curricula for tourism: environmental conservation, economic efficiency, socio-cultural equity, safety, and IT applications
- 3) APEC charter for compulsory training for sustainable tourism
- 4) Industry code of ethics for sustainability for APEC member economies
- 5) Common efforts for a curricular approach to elementary school students

### **Need to Create APEC Institute/Training Center for Sustainability**

There is a need for training with national and regional standards and programs in all aspects of sustainability in the industry, and one individual public sector institution of each member economy cannot provide it either in quantity or in the mode required by the industry at the APEC regional level.

According to the finding and recommendations of the APEC TWG and ECOTECH,

the technical assistance program from the centralized center/institute needs to be implemented through the operations of the new institute/center which would be strengthened by the development of further professional expertise in instruction techniques with technical aids.

Based on the recommendations, the proposed program of the development phase has been worked out as follows:

-To develop adequate professional instructors and expertise knowledge of the local counterpart instructor so that they can shoulder higher responsibility for advance level training program.

-In addition to the basic and mid-level training a two-year Diploma Level courses (Subsequently post-graduate diploma courses) will be introduced so as to develop it to that of an international standard Institute.

-To introduce three additional specializations not previously addressed environmentally sensitive planning/management, preserving the limits of acceptable change, and balancing the values of local residents and developers.

-Implementation of on-site sensitivity strategies for commercial development to reduce the severe impact from physical development.

-Provision of overseas fellowships for national counterpart instructors and study tours for development of their expertise knowledge to enhance the level of sustainability.

-Further development of the public operations of the sustainability guidelines to make the training more applicable.

-To provide technical and advisory service, based on the findings of manpower survey, and manpower development in sustainable tourism development.

## **6.2. Individual Action Plan**

Individual action plans are also proposed in this research. Based on the results of field survey and Delphi study, various individual action plans are made for each APEC member economy.

## **Results of field survey and Delphi studies (Individual Action Plan)**

### 1) Australia:

- the important task for the training of sustainable development in tourism industries: environmental audit, eco-tourism, respect for the frailty of the earth

### 2) Brunei:

- the important task for the training of sustainable development in tourism industries: expanding eco-tourism

### 3) Canada:

- the important task for the training of sustainable development in tourism industries: improving productivity, economical use of resources, culture tourism, eco-tourism, conservation of historical heritage, respect for the frailty of the earth
- needed skills and characteristics for tourism training curricula: effective communications
- the most serious obstacle: failures in governmental policies

### 4) Chile:

- the important task for the training of sustainable development in tourism industries: eco-tourism, conservation of historical heritage

### 5) China:

- Important issues for the training of sustainable development in tourism industries: Economical use of resources, conservation of historical heritage, broad national network
- Needed skills and characteristics for tourism training curricula: effective communications
- the most serious obstacle: failures in government policies,

### 6) Hong Kong:



- Important issues for the training of sustainable development in tourism industries: improving productivity, economical use of resources, multi-culturalism
- needed skills and characteristics for tourism training curricula: effective communications
- the most serious obstacle: industries irresponsibility

7) Indonesia:

- Important issues for the training of sustainable development in tourism industries: expanding eco-tourism, conservation of historical heritage, mutli-culturalism
- needed skills and characteristics for tourism training curricula: team play/leadership, foreign language
- the most serious obstacle: industries irresponsibility

8) Japan:

- Important issues for the training of sustainable development in tourism industries: conservation of historical heritage, improvement of service, focus on culture tourism, eco-tourism
- needed skills and characteristics for tourism training curricula: effective communications
- the most serious obstacle: lack of discretion among local residents

9) Korea:

- Important issues for the training of sustainable development in tourism industries: improving productivity, improvement of service, eco-tourism, conservation of historical, heritage
- needed skills and characteristics for tourism training curricula: effective communications, international perspective, planning, ethics
- the most serious obstacle: failures in government policies,

10) Malaysia:

- the important task for the training of sustainable development in tourism industries: environmental audit, awareness of hygiene

11) Mexico:

- the important task for the training of sustainable development in tourism industries: broad national/international network

12) New Zealand:

- Important issues for the training of sustainable development in tourism industries: Environmental audit

13) Peru:

- the important task for the training of sustainable development in tourism industries: improving productivity

14) Philippines:

- Important issues for the training of sustainable development in tourism industries: Environmental audit, conservation of historical heritage, awareness of hygiene

15) PNG

- the important task for the training of sustainable development in tourism industries: environmental audit, more equitable access to tourism

16) Russia:

- Important issues for the training of sustainable development in tourism industries: Improving productivity, culture tourism, more equitable access to tourism
- needed skills and characteristics for tourism training curricula: planning, entrepreneurship(risk taking)

17) Singapore:

- Important issues for the training of sustainable development in tourism industries: Eco-tourism, improvement of services, broad national-international network

18) Taiwan:

- Important issues for the training of sustainable development in tourism industries: Improving productivity, conservation of historical heritage, awareness of hygiene
- needed skills and characteristics for tourism training curricula: computer skills,

foreign language,

19) Thailand:

- the important task for the training of sustainable development in tourism industries: environmental audit, broad national/international network

20) USA

- Important issues for the training of sustainable development in tourism industries:  
Focus on culture tourism, awareness of hygiene, eco-tourism
- needed skills and characteristics for tourism training curricula: initiative

21) Vietnam

- Important issues for the training of sustainable development in tourism industries:  
More equitable access to tourism,
- needed skills and characteristics for tourism training curricula: decision making, computer skills

## **VII. SUSTAINABLE TOURISM DEVELOPMENT TRAINING CENTRE (STDTC)**

### **7. 1. Creation of a Sustainable Tourism Development Training Center (STDTC):**

A Sustainable Tourism Development Training Center (STDTC) needs to be set up for supporting and catalytically speeding up the improvement of tourism and allied sectors' sustainability. This center will:

- (i) Provide sustainability expert assistance to developing countries' public sector and private sector in achieving sustainable development planning, management, marketing, project planning and implementation;
- (ii) Advise small businesses with regard to inter-phase with support services such as construction material selection, environmentally sensitive development design, and equipment maintenance for small hotels, and other tourism related businesses, etc.,
- (iii) Aid the existing educational institutions in development and sharing of training material, including audio-visual aids, translation of material into regional languages, curriculum development, etc.; and
- (iv) Provide and conduct training programs in basic development strategies for environmental protection to public sector in remote area or private sector of small businesses who otherwise have no exposure whatsoever to such matters.

Such a center should be ideally set up with a grant from the Government and APEC run in close cooperation with one more established part of the industry's management so that latest know-how and approaches are shared and disseminated to all.

### **7. 2. Function of a Sustainable Tourism Development Training Center (STDTC):**

#### **WORKSHOP FOR REGIONAL COOPERATION AND INTERNATIONAL ASSISTANCE**

It is highly necessary for STDTC to hold such a workshop that provides a forum to facilitate - exchange of information and experience in sustainable tourism development

in the tourism sector of APEC countries. Regional cooperation could be carried out and technical assistance from international tourism institutions and organizations given for the development of tourism in the Asian and Pacific area.

Areas of cooperation are suggested as follows:

**(a)** Regional co-operation could also be seen in the following areas:

- (i) Organizing and participating in regional training workshops;
- (ii) Holding educational forums encouraging the greater participation of industry, related associations and educators;
- (iii) Acting as consultants to governments on the development of their training and re-training programs and fostering such development; and
- (iv) Arranging for and administering a grant program for the region relating to research and education.

**(b)** Establishment of a training and education database for the region:

- (i) Producing and maintaining bibliography of sustainability in tourism;
- (ii) Compiling a directory of sustainability courses;
- (iii) Identifying educational institutions familiar with the needs of member countries in the region;
- (iv) Identifying consultants familiar with the cultural and educational needs of member countries; and
- (v) Gathering any other useful resources and information.

### **7.3. STDTC's operational and technical cooperation activities**

STDTC's operational and technical cooperation activities represent the organization's direct contribution to the development of tourism and travel in each region. They comprise technical meetings; operational and sectoral support missions and technical cooperation projects, including training. STDTC's Sustainability

Enhancement Regional Project in Tourism Development Training, implemented with the help of UNDP financing, covered the needs of 10 countries. The objective of the project was to improve the knowledge and skills of key personnel, in terms of the most up-to-date sustainability enhancing techniques and methods suitable for application of the skills in the region.

The main participation in the various courses consisted of the teaching staff of the region's industry and tourism training centers, as well as the specialist staff from the region's local government and National Tourism Administrations. The project to be commenced in specific year and courses will be organized with participation of attending staff. The courses were generally of one to three weeks duration and covered areas such as tourism development planning, planning tourist facilities and installations, tourism sustainability productivity, environmentally sensitive business operation and development, tour guiding and sustainability.

### **Cooperation with other Organizations**

This would-be regional project will have considerable impact on the region's key tourism personnel in the field of tourism development. It will lead to a second allied regional project, hopefully financed by other international organization such as UNDP, ESCAP, and ASEAN etc, which concentrated specifically on the area of tourism development planning, providing vital training and study programs for the region's tourism planners.

The objective of this project is to improve the capability of developing nations among APEC member countries to effectively plan and implement sustainable tourism development in a comprehensive and integrated manner. The courses to be offered under this project will be national and regional tourism planning; tourist resort, attraction and facility planning; and tourism project appraisal and development mainly focusing sustainability. These courses are to be followed by a one-year fellowship program at the STDTC, in the field of tourism planning and development. Senior and middle management executives from NTAs are to be trained under this system.

### **7. 4. Basic Frame Enhancing Sustainable Development in Tourism Industry**

## **Sustainable Tourism Newsletter**

A system of information exchange needs to be set up. This could be done in running a certain magazine or periodic newsletter in which the participating countries and institutions contribute articles explaining their respective situation in sustainable tourism development, their policies and principles. The newsletter could also include new developments in sustainable tourism training in developed countries and introduce new and advanced teaching materials, textbooks, techniques, etc. This newsletter should get financial support from regional or international organizations and be distributed to the participants of this workshop. APEC might assign a member country or the member countries might elect a country as the host for this newsletter. This might be the most economical and practical way to exchange information and experience among the participating countries. This newsletter could also become a bridge linking APEC members and other international tourism organizations in tourism education.

## **Forums / Workshops**

Forums/workshops could be organized periodically to exchange information and experience in sustainable tourism development, if funds are available. Those workshops or forums could be attended by specialists in sustainable tourism development, academic administrators of educational institutions, professors, etc. It is highly necessary for APEC to hold such a workshop that provides a forum to facilitate exchange of information and experience in sustainable development in the tourism sector of APEC countries. Regional cooperation could be carried out and technical assistance from international tourism institutions and organizations needs to be given for the sustainable tourism development in the Asian and Pacific area

## **Training Staff**

Improving the quality of training staff is one of the most pressing problems in tourism education. Technical assistance from international tourism organizations could best be centered on training. This includes inviting professors of fame to give lectures, organizing seminars, training classes in the target country or even sending teachers to be trained to study in other countries. The training programs should be mainly industry-entry level. Plans are in hand to increase that proportion by opening another sustainable tourism development training center, expanding the Technical Institute, and linking the existing trainee schemes more closely with programs

developed by the training institutions.

### **Involvement level of Policy Maker in Training**

STTDC will also focus on the involvement level of policy maker in training for sustainability in tourism in terms of the followings;

- Government can incorporate sustainable tourism development in the planning process by:

- Working with inter-governmental organizations (IGOs),
- Undertaking research into the environmental, cultural, and economic effects,

Establishing economic models to help define appropriate levels and types of economic activities for natural and urban areas,

- Developing standards and regulations for environmental and cultural impact assessments, monitoring and auditing existing and proposed tourism developments, and

- Implementing regional environmental accounting systems for the tourism industry.

- Government can include tourism in land use planning to minimize conflict with traditional uses of land and ensure that carrying capacities of tourism destinations reflect sustainable levels of development and are monitored and adjusted appropriately.

- Government can develop design and construction standards, which will ensure that tourism development projects are sympathetic to local culture and natural environments.

- Government can develop adequate tools and techniques to analyze the effect of tourism development projects on heritage sites and ancient monuments as an integral part of cultural and environmental impact assessment.

- Government can enforce regulations to prevent illegal trade in historic objects and crafts, unofficial archaeological research, erosion of aesthetic values, and desecration of sacred sites.

- Government can create tourism advisory boards that involve indigenous populations, the general public, industry, NGOs, and others, and include all stakeholders in the



decision making process.

- Government can promote and support sustainable tourism development by:
- Developing educational and awareness programmes for the public,
- Briefing all governmental departments involved in tourism or any related department such as natural resources, historic preservation, the arts, and others,
- Ensuring that tourism interests are represented at major environmental and economic planning meetings, Active promotion of environmental best practice for sustainable tourism.

#### **7.5. Regional Sustainable Tourism Development Training/Education Network to be Prepared**

- (a) Establish a regional training/education network with representatives from participating countries to form a working committee to function as a catalyst and/or a resource center in the region;
- (b) A core of qualified faculty to teach both regular and short courses on sustainable tourism development and regional tourism training/education network should include
  - (i) The formation of a mobile training task force;
  - (ii) The appointment of an training /education coordinators;
  - (iii) The establishment of an training /education council;
  - (iv) The establishment of an international tourism institute to serve the training/ educational needs of the region; and
  - (v) Standardization of training programmes.

(c) The travel industry of each country should assist the network in the following areas:

- (i) Course material;
- (ii) Provision of instructors and guest lectures;
- (iii) Provision of financial support;
- (iv) Provision of tours/field trips;
- (v) Provision of counseling;
- (vi) Participation in programme design; and
- (vii) Establishment of on-the-job training programmes after graduation.

(d) Regional co-operation could also be seen in the following areas:

- (i) Organizing and participating in regional training workshops;
- (ii) Holding educational forums encouraging the greater participation of industry, development related associations and trainers;
- (iii) Acting as consultants to governments on the development of their training and retraining programmes and fostering such development; and
- (iv) Arranging for and administering a grant programme for the region relating to research and training/education.

(e) Establishment of an sustainable development training/education data base for the region:

- (i) Producing and maintaining bibliography of sustainable development in tourism;
- (ii) Compiling a directory of sustainable development tourism courses;

- (iii) Identifying training/educational institutions familiar with the needs of member countries in the region;
- (iv) Identifying consultants familiar with the needs of member countries;
- (v) Gathering any other useful resources and information.

## VIII. CONCLUSIONS

The sustainable development paradigm that was molded at the Rio Declaration on Environment and Development Conference in 1992 has now been applied in a wide range of areas such as social culture, human beings, security, long-term planning, and the optimization of results (UNCED, 1992). We have undertaken the present research with this changing paradigm of sustainability from the single to the broad complex one in mind. The purpose of this research is to examine the current status of training policy-developers for the sustainable development of tourism in the 21 APEC countries in accordance with the APEC Tourism charter and to suggest the new direction and methods of future training programs. In doing so, the method of the questionnaire survey on senior managers has been used, along with the application of the Delphi technique as a supplementary method.

The present research has discussed the training program for the sustainable development of tourism in terms of the following six elements as a conceptual scheme: (1) economic efficiency, (2) environmental conservation, (3) socio-cultural equity, (4) safety and security issues, (5) IT applications and (6) creating local identities. These six elements are the important basic consideration in the collective action plan for training tourism policy-makers in the APEC countries. And for the individual action plan of the APEC countries for training the tourism policy-makers, some individual elective courses are suggested to offer; such as (1) Eco-resort and (2) Tourism infrastructure, which would help to develop tourism goods with national identity.

### **Findings**

An empirical investigation has been carried out to test the theoretical perspective used in this research, to evaluate the current situation of training in the APEC countries, and to offers some suggestions. First of all, the questionnaire survey was conducted among senior managers in the public sector and industry (chief) executive officers in the private sector through e-mail. Three hundred questionnaires were sent out to these individuals, and 151(50%) of them were returned. As the respondents play a central role in the public and private sectors, their answers are viewed as important for the purpose of this research. Eighty-four percent of those who responded stated that the training program had helped in raising the level of awareness on sustainable development of tourism, but pointed out the shortage of financial resources and limited knowledge and skills as the most common problems for their training programs.

The respondents said that the training program in the public sector was most helpful for the hand-core officials and the one in private sector was meaningful for the executive officers of enterprises and activists of civic organizations, they also indicated that "the philosophy of historical heritage" needed to be strengthened for the training of sustainable development for policy-makers in the public sector, while "productivity" should be stressed in the training programs for entrepreneurs in the private sector.

The survey shows that only one-third of tourism-related enterprises of APEC region have the educational training program for the sustainable development of tourism and 7.9 percent of them have conducted training three times a year. The time length of training program ranges from one day to 240 hours a year, depending the organizations. And 68.2 percent of the respondents said that they had internalized the sustainable development of tourism as the philosophy of their organizations. However, 79percent have taken "security" as the important consideration in sustainable development. The benefits of sustainable development, more than any other values, are perceived as the important consideration for future generations. The survey also indicates that workshops and lectures are the most commonly used methods in training policy-makers and enterprise executive officers.

Development of a collective action plan for training sustainable development in tourism and hospitality, across the APEC region will enable the strengthening and encouragement of linkages between industry and training providers, within countries and across the region; with the intent to achieve:

- 1) A more responsive education and training system in the sustainable tourism development sector.
- 2) Regional accreditation and articulation of qualifications for dealing with sustainability based on industry standards.
- 3) Cooperative development of curriculum and learning materials,
- 4) A competency-based training and education system across the region.

### **Recommendation**

The proposed program of the development phase has been worked out as follows:

- To develop adequate professional instruction and expertise knowledge of the local counterpart instructor so that they can shoulder more responsibility for advance level training program.
- To introduce three additional specializations not previously addressed

environmentally sensitive planning/management, preserving the limits of acceptable change, and balancing the values of local residents and developers.

- Implementation of on-site sensitivity strategies for commercial development to reduce the severe impact from physical development.

- Provision of overseas fellowships for national counterpart instructors and study tours for development of their expertise knowledge to enhance the level of sustainability.

- Further development of the public operations of the sustainability guidelines to make the training more applicable.

- To provide technical and advisory service, based on the findings of manpower survey, and manpower development in sustainable tourism development.

The member economies will be operating an individual training program for sustainable tourism development. The training system for individual action plan trains and licenses accredited industry and workplace assessors for a period of two years, after which they must apply for re-licensing, which may involve update training. For employers to take advantage of the individual training system, they must register as a trainee with IAPT (Individual Action Plan Training) at which point they receive a detailed career portfolio outlining the programs and methods available to them.

The individual training center system of each member economy is not designed to replace formal providers such as universities/colleges or in-house training center of private company, but to enhance and extend the education and training market to optimize all the resources employed to train the work force. It is also designed to provide industry with a formal and recognized role in training, thus providing the foundation for "life-long learning" and for much stronger relationships between the formal education providers and the workplace.

The number of industry and workplace assessors registered with individual training center of each member economy will be growing exponentially as industry recognizes the benefits of training and of gaining formal recognition for the training they provide. Most of the training system currently only provides training in the operational levels of the sustainability in tourism development. However, a completely different project is to be undertaken in a cooperative venture between a college, a university and the private company training organization of the industry in each country, to extend the training to the supervisors and managers in the industry.

Collective recommendations may be taken by groups of APEC member economies to enhance the cooperation as follows:

- 1) Regional co-operation could be made in the following areas:

- (1) Organizing and participating in regional training workshops;
- (2) Providing training forums that encourage the greater participation of industry, related associations and educators;
- (3) Acting as consultants to governments on the development of their training and re-training programs and fostering such development; and
- (4) Arranging for and administering a grant program for the region relating to research and training.

2) A training and education database needs to be established for the region:

- (1) Producing and maintaining bibliography of sustainability in tourism;
- (2) Compiling a directory of sustainability courses;
- (3) Identifying training institutions familiar with the needs of member countries in the region;
- (4) Identifying consultants familiar with the cultural and training needs of member countries; and
- (5) Gathering any other useful resources and information.

3) Sustainable Tourism Development Training Center (STDTC) needs to be set up for supporting and catalytically speeding up the improvement of tourism and allied sectors' sustainability. This center will:

- (1) Provide sustainability expert assistance to the public and private sectors in achieving sustainable development planning, management, marketing, project planning and implementation;
- (2) Advise small businesses with regard to inter-phase with support services such as construction material selection, environmentally sensitive development design, and equipment maintenance for small hotels, and other tourism related businesses, etc.,
- (3) Aid the existing educational and training institutions in development and sharing of training material, including audio-visual aids, translation of material into regional languages, curriculum development, and
- (4) Provide and conduct training programs in basic development strategies for environmental protection to public sector in remote area or private sector of small businesses who otherwise have no exposure whatsoever to such matters. Such a center should be ideally set up with a grant from the individual government, which is run in close cooperation with one more established part of the industry's management so that latest know-how and approaches are shared and disseminated to all.

In implementing, the above recommendations, the following points should be taken into consideration. First of all, achieving sustainable tourism requires the

coordinated support of all parties involved. As has been emphasized in this project, government (and often various levels of government from national and regional to city and local community), non-governmental organizations (NGOs), the tourism industry and tourists themselves all have responsibilities in achieving and maintaining sustainable tourism.

It is important that government has a strong tourism department under effective leadership to carry out the governmental functions. In the area of environmental concern, NGOs tend to be particularly active and can often give strong support to sustainable tourism. The tourism industry, often through industry associations, such as hotel, restaurant and tour and travel agency associations, can perform an essential role in training its own enterprises about environmental matters, setting industry standards and being a lobby to the government. Many tourists are now becoming more environmentally sensitive and, with continued public training, can become more environmentally aware in their travel decision-making and activities.

It is essential that all these parties closely coordinate their efforts and programmes toward common goals through, as has been referred to previously, a tourism coordinating or advisory board or committee that meets regularly to exchange information, coordinate their activities, and pursue programmes of common interest. With all these parties assuming their responsibilities, this checklist describes what can be done to support sustainable tourism by government, NGOs, the tourism industry and individual tourists.

The member economies will be operating individual training program for sustainable tourism development. Development of a collective action plan for training sustainability development in tourism and hospitality, across the APEC region will help the strengthening and encouragement of linkages between industry and training providers within countries and across the region; A regional network of the key industry, government and training bodies involved in sustainability of tourism development area would provide the necessary forum to allow cooperation on the development of regional standards, common curriculum and appropriate policy/skill based training. It is proposed that a biannual convention and exhibition be held in a host country within the region

The convention would aim to be self -funding through industry sponsorship,



conference registration and sale of exhibition space. Key meetings of an elected network forum from industry, government and training providers across the region would have the opportunity to meet at this time to review the progress of current initiatives and establish ongoing projects of value to the region. There is a need for training to national and regional standards and programs in all aspects of sustainability in the industry, and one individual public sector institution of each member economy cannot provide it either in quantity or in the mode required by the industry at the APEC regional level.

An APEC-controlled training center needs to be set up for supporting and catalytically speeding up establishment and improvement in tourism and allied sectors' sustainability. Such a center should be ideally set up with a grant from the Government and APEC run it in close cooperation with one more established part of the industry's management so that latest know-how and approaches are shared and disseminated to all. It is highly necessary for STDTC to hold such a workshop that provides a forum to facilitate - exchange of information and experience in sustainable tourism development in the tourism sector of APEC countries. Regional cooperation could be carried out and technical stance from international tourism institutions and organizations given for the development of tourism in the Asian and Pacific area.

All these represent the organization's direct contribution to the development of tourism and travel in each region. They comprise technical meetings; operational and sectoral support missions and technical cooperation projects, including training. STDTC's Sustainability Enhancement Regional Project in Tourism Development Training covers the needs of APEC member economies. The objective of the project was to improve the knowledge and skills of key personnel, in terms of the most up-to-date sustainability enhancing techniques and methods suitable for application of the skills in the region. The objective of this project is also to improve the capability of developing nations among APEC member countries to effectively plan and implement sustainable tourism development in a comprehensive and integrated manner. The courses to be on offered under this project will be national and regional tourism planning; tourist resort, attraction and facility planning; and tourism project appraisal and development mainly focusing sustainability. These courses are to be followed by a one-year fellowship program at the STDTC, in the field of tourism planning and development. Senior and middle management executives from NTAs are to be trained under this system.

### **Need for Further Research**

To achieve a desired level of sustainability in tourism development in APEC region, regional co-operation should be specified through research in the future. Mutual co-operation is vital in such fields as organizing and participating in regional training workshops, holding training forums encouraging the greater participation of industry related associations and educators, acting as consultants to governments on the development of their training and re-training programs and fostering such development, and arranging for and administering a grant program for the region relating to research and training.

It is a starting point to understand that human resource development is the key to excellence for tourism organizations both in the public and private sectors. If the significance of training and education is not fully recognized, the potential of tourism is not to be realized. Also in this case, its sustainable development will not be possible anymore.

Appropriate and thorough education and training of policy developers in tourism are essential for the successful development and management of this sector. Government officials need to understand tourism policy formulation/ planning and marketing techniques, project identification and feasibility analysis/ tourism statistics and management of tourism information systems, environmental, social and economic impact analysis, establishing and administering tourist facility and service standards, tourist information services, and other matters.

Any research project in the future to establish a training and education database for the region should be implemented for producing and maintaining bibliography of sustainability in tourism; Compiling a directory of sustainability courses; Identifying training institutions familiar with the needs of member countries in the region; Identifying consultants familiar with the cultural and educational needs of member countries; and Gathering any other useful resources and information.

Even if experts carry out certain technical matters, such as planning and project feasibility analysis, government tourism officials need to know enough about these subjects to review the work done by the experts. Tourism industry employers need to

have skills in hotel and catering operations, tour and travel agency services, and guiding tours. In addition to technical training, employees in tourism, especially those who have direct contact with tourists, need to understand public relations and how to handle complaints. They should know something about the local areas in order to answer tourists' questions. Awareness of hygiene and personal appearance is important. In some places, tourism personnel need to know certain foreign languages so they can communicate with foreign tourists.

To maximize the benefits of sustainable tourism development, the needs of related parties and stake-holders must be integrated into the design of training and education. Policy-developers must address the needs of the tourists and tourism industry, the needs for environmental protection, both natural and cultural, and the needs of host communities. By integrating and reconciling these needs and concerns in any future research, within the framework of achieving sustainable development, an improved quality of life can be achieved for the community while the tourism industry makes a fair profit and the environment is protected for continuous future use. It is necessary to encourage and support the protection and conservation of cultural heritage and natural sites. This framework could be specified by research project in the future.

For future research, "best practice" models to implement the concepts of environmental, economic and social sustainability in tourism development will be suitable for mutual co-operation and development of APEC economies. These approaches will facilitate the exchange of human resource development tools and information among member countries.

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## APPENDIX 1

### Survey Instrument Design

#### Filed survey

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Two sets of questionnaire have been developed for empirical survey; one is for public officials and the other is for tourism industry managers. Both questionnaires consist of twenty-seven survey items including closed and open-ended questions. The following is the questionnaire designed for public officials.

## **Training for Sustainable Development in the Tourism Industry (APEC TWG 04/2001T)**

Dear APEC TWG Contact Point

We hope this e-mail will find you in good health. Currently the APEC TWG appointed us as the Consultants who carry out a TWG research project Training for Sustainable Development in the Tourism Industry. As a part of the project, we are conducting a questionnaire survey. Basically, this survey attempts to examine the *training program* for government officials in tourism in APEC member countries. Your co-operation is crucial for the future development of tourism in APEC member economies. We would like to thank you for your co-operation and help in advance.

- 1) Please fill out the questionnaire by one or two government officers who are in charge of training program and return it to Prof. Ahn by the 31st of October:  
Prof. Ahn Jong Yun E-MAIL: to-ahn2001@hanmail.net
- 2) We would be grateful, if you let us have e-mail addresses of ten managers who are working for tourism industries in the private sector of your country, which covers (travel agency, transportation, hotel and accommodation, tourism site (destination)). This is for the survey on tourism industries in APEC member economies.

Yours sincerely,

From KITD

Prof. Dr. Jong-Yun Ahn (Han yang University, Seoul, Korea) E- mail: to-ahn2001@hanmail.net

Prof. Dr. Jong Soo Lee (Yonsei University, Seoul, Korea)

islwsh@yonsei.ac.kr

Prof. Dr. Tae Hee Lee(Kyung hee University, Seoul, Korea)

taehee@khu.ac.kr

## < QUESTIONNAIRE for public sector >

**Q1. In your opinion, to what extent can tourism training foster the awareness on sustainable development? ( )**

- ① very much    ② much    ③ moderate    ④ a little    ⑤ little

**Q2. How do you rate the tourism industries of your country in terms of training for sustainable development? (Please indicate one number) ( )**

Excellent	Above Average	Average	Below Average	Poor					
10	9	8	7	6	5	4	3	2	1

**Q3. How would you evaluate the awareness of governmental officials on the training of sustainable development in your country? ( )**

- ① very high    ② high    ③ medium    ④ low    ⑤ very low

**Q4. Who should be the most important parties of the training program for sustainable development? ( )**

- ① local residents  
② tourists  
③ tourism industries  
④ government officials

**Q5. How does your department(agency) consider the 'safety' or 'security' elements in tourism policy-making? ( )**

- ① very important    ② important    ③ medium  
④ unimportant    ⑤ very unimportant

**Q6. Which sorts of difficulties are most commonly encountered in developing and managing the training program for sustainable development in tourism? ( )**

- ① lack of cooperation from the trainees    ② inappropriate awareness of policy makers  
③ shortage of economic resources    ④ limited knowledge and skills for training program  
⑤ others ( )

**Q7. Which aspect of training do you think is most important in the training of sustainable development for government officials? (indicate all that you want)( )**

- (1) improving productivity (2) economical use of resources (3) focus on culture tourism  
(4) focusing local identity (5) expanding eco-tourism (6) multi-culturalism  
(7) conservation of historical heritage (8) respect for the frailty of the earth  
(9) improvement of technical work and service  
(10) more equitable access to tourism (11) awareness of hygiene  
(12) broad national/international policy framework (13) others  
( )



**Q8. Who is the most effective trainer for the training program in the case of your department(agency)? ( )**

- ① government officials                      ② activists of social groups                      ③ company manager  
④ local residents                              ⑤ journalists    ⑥ academics

**Q9. What is the desirable role of government authorities for the training of private sector employees? ( )**

- ① making guidelines    ② legislation for compulsory training  
③ subsidizing money for training program                      ④ training for government officials  
⑤ supply of information and material for the training program  
⑥ networking the training parts of the private sector  
⑦ strengthening the commitment of tourists  
⑧ operating an awareness program in schools

**Q10. How do you agree to the following statements?**

**1) My department does not agree with the criticisms from environmentalists but tries not to confront with them.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**2) My department often links our response to environmental problems with the image of the department.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**3) My department incorporates environmental values into the philosophy and strategy of governmental policy-making.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**4) 'Security' is critical element for economic competitiveness in tourism industry.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**5) It is needed to develop an industry code of ethics for the training of sustainable development on a worldwide basis.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**6) It is necessary to develop a curricular approaches for elementary, high schools and universities to enhance the integration of tourism subjects into the education system.**

- ① strongly agree                      ② moderately agree                      ③ average

- ④ moderately disagree      ⑤ strongly disagree

7) IT applications are important for the sustainability of tourism.

- ① strongly agree      ② moderately agree      ③ average  
④ moderately disagree      ⑤ strongly disagree

Q11. The implementation of sustainable development in tourism industries involves all of the following five components. Please indicate which one(s) your department(agency) have recently covered with a great effort in your training program. (tick all that you did)

- ① economic efficiency      ② socio-cultural equity      ③ environmental conservation  
④ security      ⑤ IT applications      ⑥ others

(   )

Q12. What field do you think is most necessary for the training of government officials from the perspective of sustainability? (tick all that you want)

- ① carrying capacity      ② energy consumption      ③ environmental aesthetics  
④ waste disposal      ⑤ economic productivity      ⑥ multi-culturalism  
⑦ respect for historical heritage      ⑧ IT applications

Q13. The merchandizing of local identity(for example, local food, sightseeing & entertainment) services as the important foundation for enhancing the competitiveness of commodities in tourism industry. How many hours do you allocate for this purpose in your training program in a year? (                     )hours

Q14. Which value do you think can be derived from the training for sustainable development? (indicate all that you want)

- ① economic benefits      ② consideration for future generation  
③ quality of life      ④ conservation of natural resources  
⑤ others (   )

Q15. What field do you think is most necessary for the training of government officials from the perspective of sustainability? (indicate all that you want)

- ① status and trend of tourist related industry  
② Status of tourist and tourism industry abroad  
③ Public tourism policy  
④ Regional tourism plan and feasibility study  
⑤ Tourism statistic, tourism information system and electronic commerce  
⑥ Tourism information service and communication skill  
⑦ Improving the quality of products and services  
⑧ Improving the quality of life in the workplace  
⑨ Improving the organization and methods of work  
⑩ Managing the quality of facilities and services

Q16. The implementation of sustainable development in tourism industry involves the following main three fields. Please indicate which one(s) your department has recently covered with a effort in your training program (tick all that you did)

- ① Travel agent:

**Tour manager and guides (basic qualification as a first step for tour managing and different types of guiding; walking, step-on, coach tour, site, museum etc.)**

- ② **Tourism transportation:**
  - problems of safety tourism •
  - efficient use of energy and resource
  - environment-friendly treatment of waste
- ③ **Hotel and restaurant:**
  - safety/health food and beverage
  - efficient use of energy and resource
  - environment-friendly treatment of waste

**Q17. Three different relationships can exist between those tourism development and those advocating environmental conservation. These relationships are especially important because tourism is highly dependent upon values derived from nature. The relationships are as follows. Please indicate which one you have covered in your training program: tick only one please**

- ① **development plan within the framework of environmental conservation.**
- ② **tourism development and conservation with a mutually symbiotic relationship.**
- ③ **tourism development and conservation with a mutually harmonious relationship**
- ④ **none**

**Q18. Which kind of methods are employed for the training of sustainable development in your organization? (indicate all that describe the case of your organization) ( )**

- ① **lecture**      ② **video tape**      ③ **case study**      ④ **field trip**      ⑤ **role playing**
  - ⑥ **workshop**      ⑦ **brain storming**      ⑧ **others**
- ( )

**Q19. Has your department(agency) set up a periodical in-house training program for sustainable development?**

- ① **yes (Go to the question 20)**      ② **no (Go to the question 24)**

**Q20. How often is your training program held? ( ) times a year**

**Q21. How long does your training program last on average?**

( ) days ( ) hours

**Q22. How long have your training program existed?**

( ) year(s)

**Q23. What is the approximate amount of money used for the training of sustainable development from the budget of your department(agency) a year?**

US\$ ( )

**Q24. What do you think is the most serious obstacle in securing sustainability of tourism?**

( )

- ① failures in government policy
- ② tourists' misbehavior
- ③ industry's irresponsibility
- ④ lack of discretion among local residents
- ⑤ others ( )

**Q25. What would you suggest for greater priority on tourism training program for sustainable development at all levels?**

( )

**Q26. What type of training program do you think is effective for the training of sustainable development in tourism? (Please explain in the blank provided)**

( )

**Q27. What best describes your level of position in your department?**

- ① basic level
- ② supervision
- ③ management
- ④ high-level policy maker

## APPENDIX 2

The following is the questionnaire designed for private sector managers and staffs.

### *Training for Sustainable Development In The Tourism Industry*

#### <QUESTIONNAIRE for private sector>

##### INSTRUCTION ON THE QUESTIONNAIRE

Please read carefully and answer as required. When you have different ideas or examples, you can write down your own ideas in the blank provided. After filling out the questionnaire, please return it to [to-ahn2001@hanmail.net](mailto:to-ahn2001@hanmail.net) or by fax.

For further queries, please contact Prof. Jong Yun Ahn on:  
Tel) +82 2 717 5779  
Fax) +82 2 712 0162  
E-mail) [to-ahn2001@hanmail.net](mailto:to-ahn2001@hanmail.net)

**Q1. In your opinion, to what extent can tourism training foster the awareness on sustainable development?**

- ① very much    ② much    ③ moderate    ④ a little    ⑤ little

**Q2. How does your company (organization) recognize the training for sustainable development?**

- ① very important    ② important    ③ medium  
④ unimportant    ⑤ very unimportant

**Q3. Who should be the most important parties of the training program for sustainable development?**

- ① low-level employees    ② supervisors    ③ managers    ④ high-level  
policy makers

**Q4. Is there an adequate opportunity for an awareness of sustainable development in your company?**



**(5) Networking the training parts of the private sector**

**(6) Strengthening the commitment of tourists**

**(7) Operating an awareness program in schools**

**(8) Training for government officials**

**Q9. How do you agree to the following statements?**

**1) My company does not agree with the criticisms from environmentalists but tries not to confront with them.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**2) My Company often links our response to environmental problems with the image of the company.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**3) My company incorporates environmental values into the philosophy and strategy of management.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**4) 'Security' is critical element for economic competitiveness in tourism industry.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**5) The operators of my company encourage and train clients to respect historical, culture and nature.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**6) It is needed to develop an industry code of ethics for the training of sustainable development on a worldwide basis.**

- ① strongly agree                      ② moderately agree                      ③ average  
④ moderately disagree                      ⑤ strongly disagree

**7) It is necessary to develop a curricular approach for elementary, high schools and universities to enhance the integration of tourism subjects into the education system.**

- ① strongly agree                      ② moderately agree              ③ average  
 ④ moderately disagree              ⑤ strongly disagree

**8) IT applications are important for the sustainability of tourism.**

- ① strongly agree                      ② moderately agree              ③ average  
 ④ moderately disagree              ⑤ strongly disagree

**Q10. The implementation of sustainable development in tourism industries involves all of the following five factors. Please indicate which one(s) you have covered in your training program.(Tick all that you did)**

- ① economic efficiency              ② socio-cultural equity              ③ environmental conservation  
 ④ security    ⑤ IT applications                      ⑥ others

(    )

**Q11. The merchandizing of local identity (for example, local food, sight seeing, shopping & entertainment) serves as the important foundation for enhancing the competitiveness of commodities in tourism industry. If you do include 'local identity' elements into the training program, what is the name of that subjects and how many hours do you allocate for this purpose in your training program a year? Subjects (    ) (    ) hours**

**Q12. What field do you think is most necessary for the training program of tourism industry from the perspective of sustainability? (Tick all that you want)**

- 1) Status and trend of domestic tourist-related industry**  
**2) Status of tourist and tourism industry in foreign countries**  
**3) Tourism market in 21st century**  
**4) Tourism industry in the age of international interaction**  
**5) Use of new instruments for tourism information treatment**







**Q16-4. (Accommodation (hotel and restaurant only)**

- ① safety/health food and beverage
- ② efficient use of energy and resource
- ③ environment-friendly treatment of waste
- ④ hotel management in the 21st century

**Q16-5. (Tourism Site only) Three different relationships can exist between tourism development and environmental conservation. Please indicate which one you have recently covered in your training program: (Tick only one please)**

- ① development plan within the framework of environmental conservation
- ② tourism development and conservation with a mutually symbiotic relationship
- ③ tourism development and conservation with a mutually harmonious relationship
- ④ none

**Q16-6 (Tourism Site only) which aspect of training do you think is most important in the training of sustainable development for tourism industry (Tick all that you want)**

- ① impact of tourism development on local society
- ② environment-friendly management of tourism facilities
- ③ program development of tourism for nature and cultural experiences
- ④ principles of sustainable tourism development
- ⑤ design of tourism site
- ⑥ event and cultural industry

**Q17. How would you evaluate the importance of the following skills and characteristics for tourism training curricula?**

<b>Tourism Training Curricula</b>	<b>Very important</b>	<b>Important</b>	<b>Neutral</b>	<b>Unimportant</b>	<b>Very unimportant</b>
<b>1) Effective communications</b>					
<b>2) International perspective (including sensitivity to national differences)</b>					
<b>3) Creative problem-solving skills</b>					

4) Analytical					
5) Decision-making					
6) Planning/organizing					
7) Team play leadership skills					
8) Willingness to change					
9) Initiative					
10) Ethics					
11) Socio-cultural aspects of tourism					
12) Commitment to ongoing learning					
13) Computer skills					
14) Experiential learning skills					
15) Entrepreneurship (risk taking)					
16) Foreign language skills					
17) World and tourism geography					

**Q18. Which aspect of environmental conservation is employed as sustainable development criteria of your company for physical development process? (Tick all that describe the case of your company)**

- ① construction material selection criteria
- ② facilities/buildings design criteria
- ③ establishing limits of acceptable change
- ④ willingness to trade conservation off development cost

**Q19. Has your company set up a periodical in-house training program for sustainable development?**

- ① yes (Go to the question 20)
- ② no (Go to the question 24)

**Q20. How often is your training program held?**

(     ) times a year

**Q21. How long does your training program last on average?**

(     ) days (     ) hours

**Q22. How long have your training program existed ? (     ) year(s)**

**Q23. What amount of money is used from the budget of your company for the training of sustainable development?**

(Approximately) US\$ (     per person )    Number of trainees (     )

**Q24. What do you think is the most serious obstacle for the sustainable development for tourism industry?**

- ① failures in government policy
- ② tourists' misbehavior
- ③ industry's irresponsibility
- ④ lack of discretion among local residents

**Q25. What would you suggest for greater priority on tourism training program for sustainable development at all levels?**

(     )

**Q26. What best describes your level of position in your organization?**

- ① basic level            ② supervision            ③ management            ④ high-level policy maker

**Q27. What is your major field of business?**

- ① hotel                    ② air-line and transportation                    ③ travel agency
- ④ development planning and management            ⑤ others(                    )

Country:	Your position:
Organization:	Your name:

Thank you again for your cooperation



## APPENDIX 3



**TOURISM RESEARCH CONSULTANCY AND PROJECT**  
**Korea Institute for International Tourism Development**  
Room 908, Gabul Citytel-36, #595(7/2), PyungChang-Dong, Jongro-Ku,  
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June 12, 2002

To:

From: Prof. Dr. Jong-Yun Ahn, President  
Korea Institute for International Tourism Development  
Han-Yang University  
Resource Editor, Annals of Tourism Research  
Member of AIEST International Association  
of Scientific Experts in Tourism  
Tel+82-2-717-5779 / Fax +82-2-712-0162  
E-mail: to-ahn2001@hanmail.net

Dear

How are you? We would be very grateful if you would kindly assist us in our current study and complete and return the enclosed questionnaire. Attached please find a Delphi questionnaire. We hope this E-mail will find you in good health. Currently the APEC (Asia Pacific Economic Cooperation) Tourism working group appointed us the consultants who carry out a tourism working group research project "Training for Sustainable Development in The Tourism Industry in the Asia Pacific area (21 countries)." We would like to thank you for your cooperation and help in advance.

Please kindly note the following three points which would help you how you answer each question in the questionnaire.

- (1) Our current research deals with the training program for the policy-makers for the development of sustainable tourism.
- (2) The APEC 21 member countries are to develop and implement individual and collective action plan for the development of sustainable tourism.
- (3) Individual and collective plans are to be development through the TWG (Tourism Working Group) and to reference three key delivery dates, as relevant to the respective economy—namely 2005, 2010 and 2020

Your cooperation would be a great help for our research. Thank you for your help in advance.

Best regards,  
Sig. Dr. Jong-yun Ahn  
Project leader  
President, KITD

Prepared for

Asia Pacific Economic Cooperation Tourism Working Group



## ***Training for Sustainable Development In the Tourism Industry (APEC TWG 04/2001T)***

### **INSTRUCTION ON THE DELPHI SURVEY**

We hope this e-mail will find you in good health. We are currently conducting a research project initiated by APEC which is about the Training for Sustainable Development in Tourism Industry. An international questionnaire survey was carried out two months ago and this Delphi survey is based on the results of the questionnaire survey. We would be grateful, if you **would kindly reply to us by writing** down your opinions in the blank spaces provided. Please return the questionnaire to: [to-ahn2001@hanmail.net](mailto:to-ahn2001@hanmail.net) or

[Ahnjv3kitd@hanmail.net](mailto:Ahnjv3kitd@hanmail.net)  
**by the 10<sup>th</sup> of June 2002.**

Thank you very much.

For further queries, please contact Prof. Jong Yun Ahn at:

Tel) +82 2 2123 2967

Fax) +82 2 712 0162

E-mail) [to-ahn2001@hanmail.net](mailto:to-ahn2001@hanmail.net)

### **From KITD**

Dr. Jong Yun Ahn (Korea Institute for International Tourism Development & Hanyang Univ.)

Prof. Jong Soo Lee (Yonsei University, Seoul, Korea)

Prof. Tae Hee Lee (Kyung hee University, Seoul, Korea)

Prof. Kaye Chon (Hong Kong Polytechnic University)

**In the following questions, training refers to the training program for trainers**

**Q1. In tourism development, sustainability paradigm was originated from the concern on natural environment. What new elements do you believe have been added to that original notion as a “new sustainability paradigm”?**

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**Q2. During the years of 2005-2010, what sort of significant changes do you believe will be taking place concerning the training of sustainable development in tourism?**

**1) In the public sector:**

**Change(s) anticipated to take place:**

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**2) Years in which such changes are anticipated to take place:**

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**2) In the private sector – MAKE THE SAME CHANGE HERE!!**

**Change(s) anticipated to take place:**

---

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**2) Years in which such changes are anticipated to take place:**

---

**Q3. What would you suggest for the effective training for sustainable development in tourism industry from the view point of training system, program, methods, curricula and so on?**

**- Training system**

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**- Program & Methods**

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**- Curricula**

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**Q4.. In our survey carried out in March 2002, practitioners and public officials of APEC member countries said that three elements would be particularly important for training curricula of sustainable tourism (development) : 1) effective communications, 2) international perspective, and 3) creative problem-solving. Do you have anything to comment on these responses?**

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**Q5. Each APEC member economy tries to sort out any inconveniences and difficulties that foreign tourists experience during their stay. Would you please write down three policy tasks for the training program for trainers in your country to solve the complaints of foreign tourists from the viewpoint of sustainable service improvement? (If you have a complaint survey data conducted by government authorities, please refer to the survey data).**

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**Q6. Could you give any examples of policy initiatives to improve the training for sustainable tourism in your country?**

**Briefly explain (exemplary case or improvement training program)**

<b>Public sector</b>	<hr/> <hr/> <hr/> <hr/> <hr/>
<b>Private sector</b>	<hr/> <hr/> <hr/> <hr/> <hr/>

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**Q7. It has often been said that when the tourism attractions has its identity it could have international competitiveness. What is the tourism attractions with identity in your country? What could be the good training program that could help meet the tourist expectation of tourism attractions with identity?**

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**Q 8. What is the role of the gender issue that should be covered the training for sustainable tourism industry.**

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**Q9. Would you recommend creation of the International Training Center for Sustainable Tourism?**

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**If yes, which location do you recommend as the appropriate place for the center?**

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---

**Q10. Would you give us any ideas to evaluate the outcomes after training of sustainability for tourism?**

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Thanks you again for your cooperation,

<b>Your Country:</b>	<b>Your position:</b>
<b>Your Organization:</b>	<b>Your Name:</b>

## **Contribution of Consultants**

- Jong-yun Ahn (Ph. D., Ed. D.)

Developed the theoretical model and made the differentiated individual action plan (IAP) for the APEC economies.

- Tae-hee Lee (Ph. D.) is responsible for case studies and Jong-soo Lee (Ph. D.) conducted the questionnaire survey and Delphi analysis

- Kaye Chon (Ph. D.) has provided advices and ideas for the research.

**Project Overseer**

Yang-woo Park  
Director-General,  
Tourism Bureau,  
Ministry of Culture and  
Tourism  
Republic of Korea

**Project Team**

**Consultants**

Jong-yun Ahn, Ph.D., Ed.D.  
Tae-hee Lee, Ph. D.  
Jong-soo Lee, Ph. D.  
Kaye Chon, Ph. D.

**Research Assistant**

Tae-hong Ahn

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