Myths and Realities of Tourism for Development

Eduardo Fayos-Solà
Maria D. Alvarez
Chris Cooper
INTRODUCTION
Myths and Realities of Tourism for Development

Eduardo Fayos-Solà
Ulysses Foundation

Maria D. Alvarez
Boğaziçi University, Turkey

Chris Cooper
Oxford Brookes University, UK

TOURISM FOR DEVELOPMENT

One of the myths surrounding tourism theory and practice is that initiatives, projects, and investments in this activity systematically result in strong and sustainable development effects for the countries and regions involved. This myth is no doubt fostered by interested stakeholders, such as the businesses promoting it, governments whose facilitation is essential for the tourism projects at stake, and their respective experts and public relations agents. Often, the myth is echoed by national and international organizations concerned with tourism policy and good practice, even on occasion by bilateral and multilateral agencies of cooperation for development. This could be less of an issue, were it not for the fact that tourism has become one of the most important activities in the world, both for its sheer size—with direct, indirect, and induced contributions approaching 10% of global gross domestic product (p. 3)—and its growing transversal presence in all threads of the economic and social-institutional fabric. No matter how it is viewed, tourism can no longer be ignored when facing the key contemporary strategic issues of sustainability, governance, and development.

This book recognizes the wide gap between the myth of tourism spontaneously producing development and its realities as a potential instrument for development. It takes the road less traveled of first analyzing the
concept of development, then studying theoretical frameworks for tourism as an instrument for development (with specific proposals for policy and governance), and subsequently presenting a number of cases where the facts and realities of tourism for development can be appreciated. This three-pronged approach is deemed essential, for the myth that tourism inherently produces development has permeated institutional thinking and practice to a point where little attention is paid to the strategies, policies, programs, measures, and actions de facto needed. The roadmap for action, considering the many options to proceed in diverse circumstances and institutional frameworks, is yet to be drawn. After four decades of market fundamentalism, advocating for an invisible hand approach to development issues, public policies in tourism have been affected to the extent that it has been proposed many times that the best policy is no tourism policy. Then, it is contended that the so-called public/private partnerships must have the single goal of creating conditions of maximum profit and competitiveness for the companies involved, and that prosperity will somehow spread, rain down, reaching everyone.

The trickle-down effects are often just another myth. True, employment is created in the process of growing tourism businesses and incomes are generated. Still true, a service industry like tourism needs even less-qualified labor inputs. Yet, the quality of employment of this human capital can be easily overlooked when the returns on financial capital have to be maximized. Similar reasoning applies when considering the social, cultural, and institutional fabric. Tourism can contribute to its conservation and positive evolution. However, unless this is a requirement for its sustainability, it may not easily occur in the framework of competitive markets. Ultimately, key factors of tourism for development can be—and often have been—severely neglected.

Why the myth is tenable, in spite of evidence to the contrary, is because of the fact that many investments are intended to attract foreign demand, and consequently generate expenditure by international tourists. Thus, they usually have an aggregate positive effect on gross domestic product and total employment in the country (both of nationals and of imported labor). Revenues from international tourism to a country do alleviate the balance of payments binding constraints on economic growth. If idle capital resources are made productive, inflation/exchange rate constraints overcome, and competitiveness achieved, a virtuous circle of foreign currency/financial capital generation is started. However, the key issue for development rests with the use and distribution of this tourism-generated income. What are the leakages and spillover effects of tourism in a particular country or region? What share of tourism incomes is invested in human,
social, physical, and natural capital, over and above the payments to foreign investors, and profits of small local elites? Further, what are the often-hidden costs of tourism and its market externalities which are negatively impacting the provisions of natural, social-institutional, and even human capital?

The neoliberal concept of development, ably condensed in the “ten commandments” of the Washington Consensus (Williamson, 1990), supports a very static approach to economic growth and development. The emphasis is put on achieving market efficiency within the existing human capital and technological framework. Seen within the context of decades of development theory and practice, this involves at least the strong contradiction of dealing with the dynamic issue of development with tools meant to help solve static economic problems. There is wide agreement nowadays among the practitioners of cooperation for development that it is knowledge (through the provision of increased human and social capital) that makes the main all-purpose thrust toward development, and that this was almost totally missing in the ten commandments of the Consensus. As it has become more and more evident, the quest for development is neither an issue of “ready-made formulas” nor of “missing ingredients”. The concepts of dynamic knowledge creation, knowledge sharing, and knowledge management are coming to play a key role in contemporary development practice.

However, as already mentioned, tourism theory and practice often lags behind contemporary mainstream thinking, remaining wedded to some of the superseded ideas of development. The most naïve of these is that tourism produces economic growth and that this can be equated with development. Continuing with this limiting mind-set, it is further held that the mere provision of financial and physical capital inputs for tourism will produce modernization, somehow inexorably leading to development. On other occasions, a more elaborated but still outmoded discourse stands for tourism investments being implemented in the context of market fundamentalism paradigms. It is then argued that (international) tourism will reduce balance of payments constraints on growth. Further, if other static market efficiency policies are implemented, there will be pro-poor trickle-down effects, and hence development. The reality is that even if growth is achieved, nothing warrants that it will be pro-poor.

Tourism may often suffer the “resource curse”—more obvious in the case of oil and other mineral resources—where elites reap all the benefits of a natural capital. A minimum condition for tourism to be pro-poor is that employment has to be effectively created, taking into consideration not only the new jobs in tourism markets, which in many cases may be only seasonal or temporary (e.g., in construction of facilities), but also the jobs
that may be lost in traditional sectors (such as agriculture). It must also be recalled that growth, as measured by increases in gross domestic product, refers to incomes within the country. This is not in reference to nationals only but includes the incomes of foreign managers and experts, temporarily moving to the territory. Another set of conditions for growth to be pro-poor touches on the stability of the investments, considering that some speculative financial capital movements due to tourism may be short term, have undesirable inflationary consequences, produce economic distortions, and not necessarily result in quality employment for nationals. In fact tourism may be good at job-destruction. It has to be shown that tourism excels at job-creation if, it as an instrument for development, is to be praised.

However, as discussed in this book, the contemporary theory and practice of development neither centers on the provision of physical or financial capital, nor in the excellences of uncontrolled free markets. Instead, the focus is on human and social capital and the key role that institutions play. The latter provide the rules for the governance of societies, and their role may (or not) be pro-development. Very often in history, institutions have been created or seized by the very same elites or sectors of society whose functions these institutions were supposed to regulate. In favorable cases, the institutions may be classed as “inclusive”, allowing for the sharing of knowledge and decisionmaking by all stakeholders concerned, instead of performing “extractive” roles by certain social groups. Thus, the accountability of institutions becomes central, and the issue of tourism governance inseparable from policy. This is especially the case when tourism for development is at stake.

Because of these reasons, this book as a prerequisite provides an understanding of the deeper conceptual meaning of development. This takes into consideration its theoretical roots, as well as its real application in practice by bilateral and multilateral agencies and other organizations. The book argues that these theories and practices of development have been evolving recently from presumptive doctrines (quasi-nonrefutable ideology-backed) to diagnostic methods (hypotheses subject to scrutiny). Tourism has often been caught in the cross fire, both of ideas and politico-economic pragmatism, between donors and frustrated recipients of development aid.

The underlying, deeper explanation of why certain approaches to development theory and practice have been so unsuccessful may rest with the growing understanding that the socioeconomic reality is in fact a complex adaptive system, quite different from the reality of the physical sciences. Complex adaptive systems are characterized by their sensitivity dependence on initial conditions, in such a way that small deviations of an independent
variable (such as natural capital, institutional fabric, and historical “accidents”) may cause great changes in the dependent variable (such as gross domestic product, social capital, and development). For this reason, deterministic planning and even detailed predictions of social evolution make no sense. Cultural and social dynamics are nonlinear, and can only be researched in terms of optional, more-or-less-likely scenarios. Development is an emergent property of these dynamics (as seen in complexity theory), a self-organizing adaptation to changing environments when co-evolution of social forces is allowed (or stimulated) to happen and not stifled by conservative forces and/or groups defending their extractive institutions and narrow interests.

It is in this context that the diagnostic approach for tourism as an instrument for development becomes of the highest importance. All too often, tourism policy has been promulgated top down from national governments or international organizations, in the unfounded pretension that forecasting could provide the basis for detailed engineering of tourism policy vis-à-vis development. But this makes little sense in view of the complexity, unpredictability, and nondeterministic nature of both social evolution and development. This book argues that tourism policy for development should instead take the more pragmatic way of:

- Observing and measuring the rapid changes in contemporary scenarios, as a basis for real-time adaptation;
- Aiming only for a good enough vision, abandoning all pretension of engineered deterministic plans, and considering the likelihood of optional scenarios;
- Promoting knowledge management for participation, innovation, flexible adaptation, and co-evolution;
- Embracing the need for Schumpeterian creative destruction processes, making room for the new realities, and eliminating rigidities;
- Fostering proactive experimentation, placing many bets on future conditions, to allow for a rapid scaling up of successes and abandoning of failures;
- Preshaping ample frameworks for development; and
- Ensuring inclusive governance to achieve wide participation of highly aware stakeholders and citizens in the decisions and benefits of tourism.

Therefore, a way forward emerges through the proposal for a practice-proven wide framework of tourism policy and governance—flexible enough to accommodate institutional diversity, and yet still firmly anchored in the contemporary knowledge of development, while subject to improvement by
trial and error and the sharing of knowledge. Generic scenario-free strategies for tourism policy must be considered first, to be followed by specific scenario analyses and the corresponding options for programs, measures, and actions. Then a widely discussed and agreed portfolio of all possible programs is established, hedging risks and preempts the need for improvised action in the face of abruptly changing circumstances. The specific set of programs to be activated depends on the preexisting (institutional or other) conditions as well as on feedback of policy results, and unforeseen events.

THE STRUCTURE OF THIS BOOK

This volume is divided onto two parts. The first considers the concepts and theories of development and the approach that has been taken in tourism. The second part provides 11 detailed case studies of destinations around the world, analyzing the role of tourism development within the particular context of the destination and the approach that has been taken.

Chapter 1 is dedicated to examining and reflecting upon the concept of development, its contents and implications. This is done from a historical perspective, dissecting the most relevant aspects of the theories of development enunciated by academicians and other scholars in the course of political (and even actual, for instance, colonial) battles and skirmishes to shape the real world. When examining the power of tourism to participate in such macro decisionmaking situations, in institutions and organizations that can flesh transforming visions of society, it is essential to understand its use in the face of significant ideas and powerful concepts; development is one of these, playing a key role in contemporary society. The thought of grasping the recipe for progress, the formula to build prosperous futures, is enticing; it has appeared again and again in history, particularly at times of change, when diverse cultures have perceived an outstanding opportunity to redefine themselves, to reinvent their position in the world. Tourism is often perceived as a unique way to facilitate this, which may explain its appeal as a bringer of development. The chapter also aims to assist in understanding the shifting approaches to development—from the building up of conventional capital to the role of institutions—and in glimpsing how tourism policy and governance can be shaped to foster tangible development results.

The second chapter provides sufficient background to what are nowadays considered the fundamental catalytic factors of development: human
and social-institutional capital. Notably, these factors are both a means and importantly a fundamental objective of development processes. This explains why development can be considered as an emergent property of the complex adaptive system which is society. Once development commences, if a favorable co-evolution of human capital and institutional frameworks does appear, it creates its own feedback loops for still more advanced social structures. Tourism, in many cases being a transversal ubiquitous element of the socioeconomic fabric, can facilitate this, which may be further ensured and accelerated by an adequate tourism policy and governance package. This policy should go beyond the idea of tourism merely facilitating investments and conventional capital formation (financial and physical). While this is important, attention should be centered on how tourism interacts with the conservation and provision of natural capital (including resource allocation and use, sustainability issues, and climate change), human capital (including education, health, quality of employment, and professional paths), and social capital (including informal and institutional interrelations, culture, tacit rules, and norms).

Chapter 3 addresses the issue of what constitutes a tourism cluster, the spatial and managerial unit where its activities effectively take place. Unfortunately, this is bypassed in many studies and practical approaches dealing with national tourism policy, where tourism is only considered in abstract terms of competitiveness and sustainability, without a location, a substratum of real, tangible activities, and interrelating stakeholders. As a result, very often, the specification of basic tourism-related variables has been arbitrarily conducted or even ignored. This is not a trivial issue, for it affects the ability to understand tourism, and concerns the capacity to set and implement tourism policy. In facing these questions, the chapter offers an analysis of the structural and dynamic components of a tourism cluster or destination. The FAS model presented in this chapter allows for the design of strategies and policies resulting in development opportunities; it assists in the modeling of the likely impacts and effects of policy measures, and it can also avail the architecture of participative tourism governance.

Chapter 4 considers sustainability issues in the use of tourism as an instrument for development. It discusses the dilemma often faced by authorities and public administrators concerning the use of the destination’s assets to provide employment and economic benefits to the community in the present, or to ensure that the access and use of these resources is kept for future generations. While there is an apparent conflict between the objective of development and that of conservation of resources, the chapter argues that
a sustainability perspective may in fact overlap with the idea of development when it is considered from a broader perspective. Development in its newer version addresses not only financial and economic aspects, but also the quality of life of the community. It is based on the principle of fairness and equity in the distribution of the benefits derived from tourism to the whole community, and not just to a few elite groups. Therefore, within a participative governance system, a balance between development and conservation may be obtained through conscious planning and policymaking. The chapter thus sets the stage for the discussion on institutional frameworks and governance systems.

Chapter 5 is specifically dedicated to tourism policy and governance for development. It proposes a methodology to determine program, measure, and action packages (or plans) that are effective in addressing the challenges of tourism as an instrument for development. The final format of each plan or package is made dependent on the specific dynamic scenarios, needs and circumstances of every cluster or destination, avoiding deterministic prognoses and respecting institutional diversity. However, while admitting this need to conform to specificities of the destination, it is deemed important to preset the framework of all possible generic programs, allowing for at least a minimum standardization of each (not of the plans) to facilitate measuring outcomes and effects, as well as intertemporal and interspatial comparisons. The method offered here also ascertains that all the relevant actors and their decisionmaking capabilities are identified, thus placing a strong emphasis on participative governance from the onset of tourism policy design and implementation. This is assumed to be a sine-qua-non condition to ensure a proper position for human and social-institutional capital in tourism policy ways and means.

Part II of this book presents a selection of relevant cases illustrating tourism as an instrument for development. Their specific aim is to illustrate the various challenges faced by destinations within different institutional systems around the world. The section begins with Chapter 6 which discusses regional development in Turkey. The case describes a newly instituted model of regional development that tries to mitigate centralization as the prevalent system in the country. In this new structure, regional development agencies have been created with the responsibility of coordinating local stakeholders and implementing centrally determined policies at a regional level. This new system has the merit of introducing a more participatory approach to regional planning, although full decentralization is not achieved since the budget is allocated to the regional development agencies by central government. The Turkish model provides an example of mitigation of centralization,
which is usually widespread in developing countries, through the use of regional development agencies as policy instruments.

Chapter 7 analyzes the case of Vietnam, which very clearly illustrates the main idea of this book concerning the argument that when tourism is not supported by an adequate institutional framework it may not lead to development. The case shows that tourism development in Vietnam is hindered by an overly bureaucratic environment, which limits the benefits to be derived from the activity to a limited group of investors. The governance system in place follows a model of strong participation of the public sector and a highly regulated environment within which a relative small number of private corporations and small and medium-size enterprises have developed. Within this model, it is not the regulatory framework that is lacking, but the ability to provide a more flexible approach to the development of tourism, and the implementation of rules and regulations in a more transparent and equitable manner. The case of Vietnam is an example of “governance by excess”.

Chapter 8 follows with the case of Singapore, which stands as an example of successful economic development tied to the growth of business and leisure tourism. While from a purely financial perspective tourism in Singapore may be deemed successful, several concerns are explored in this chapter. In particular, decisionmaking in the country is described as following a top-down approach, although some mechanisms for consultation with local stakeholders have been designed. More importantly, overcrowding and the use of limited land resources are discussed as the most important challenges that Singapore’s tourism industry is facing. In this sense, the case study clearly illustrates the need to balance development with conservation, and the dilemma between satisfying today’s needs versus catering for the requirements of future generations.

The Australia case discussed in Chapter 9 illustrates the potential of tourism to act as an instrument for development. This example describes how indigenous tourism and events may contribute to the economic development and cultural revitalization of the community. The case is based on the experience of the Torres Strait, home to one of Australia’s indigenous populations, which are considered to be most disadvantaged among the residents of the country. As the chapter stresses, planning and involvement of the community in decisionmaking are key in order to obtain the benefits of economic and sociocultural development. Additionally, such tourism development endeavors need to be carried out within the sustainability paradigm to ensure conservation of environmental resources and indigenous cultures. Therefore, the Australian case exemplifies the importance of
regarding tourism as an instrument for development within a sustainability perspective.

Chapter 10 describes Mexico’s Pueblos Mágicos (Magic Towns) program, which constitutes an example of top-down governance within a participative approach. The use of deliberate planning and clear objectives, as well as the coordination of authorities at different levels are part of the accomplishments of this initiative. In particular, the study shows the success of such an approach as illustrated by the increase in tourist arrivals and other development indicators used, including a Social Backwardness Index. In addition, a positive perception of the local community toward the project is also found. However, some issues, such as the need for greater transparency and accountability, are discussed in the case. Thus, the role of governance and the need for institutional frameworks are stressed in this case study.

Chapter 11 analyzes the role of tourism in the economic development of Colombia. Tourism in this Latin American country has shown growth from a financial perspective, but the environmental and sociocultural impacts of this activity are unclear. This case exemplifies the importance of knowledge management in order to understand the effects that tourism has on fragile ecosystems and vulnerable indigenous populations. Since tourism is new in Colombia, there is a need to develop policy instruments and governance mechanisms within a participative approach to ensure the representation of different stakeholders and the protection of the country’s resources.

Chapter 12 presents a case study on the Ventana mountain region in Argentina. The development of tourism in this area is based on a strategy of governance that incorporates the views of various actors during the different planning phases. An important aspect of the projects related to the development of tourism in Ventana includes the substantial focus on the destination’s social capital and institutional framework. In this particular context, the municipality is seen to play a leading role as a regulator of tourism and as a facilitator, ensuring that coordination with the private sector is achieved. In particular, farming-related activities play an important role in the development of this region through tourism, enabling the operation of small-scale businesses. The Ventana case may act as a model for tourism development in Argentina, where other less ideal examples can be seen, especially around the Buenos Aires region.

The case of Lanzarote in Spain in Chapter 13 represents an example of a mass destination in which the growth of tourism has been controlled through policies for environmental protection and a sustainability perspective. From the sociocultural point of view, tourism has contributed to the
construction of a cultural identity on the island, while bringing considerable financial benefits to the community. However, several decades of tourism development in Lanzarote have resulted in the overdependence of the local people on this industry as a source of income. Thus, previously successful strategies need to be revisited today in the face of the economic crisis and increasing competition. This case illustrates the need for continuous questioning and reevaluation, and shows the dilemmas that are faced by even the most successful destinations concerning their ability to rely on tourism in the future.

Chapter 14 analyzes the situation in two different destinations in Finland, focusing on how regional destination development policies can benefit by aligning themselves with tourism policies at the national level. Additionally, the case highlights the importance of tourism clusters, as well as resource identification and knowledge sharing. Participation of different actors and stakeholders is also deemed essential, and this represents one of the challenges faced by the destinations mentioned. The Finnish case shows that when adequate structures to facilitate cooperation and knowledge transfer are in place, tourism as an instrument for development has a better chance of being successful.

The strategic framework of South Africa’s tourism development is reviewed in Chapter 15. The philosophy shared in this example is based on the idea that “structure should follow strategy”. In this sense, South Africa aims at increasing its tourism competitiveness, starting with the identification of a shared vision, and following with communication and coordination among diverse stakeholders from both the private and the public sectors. Thus, the case describes the institutional framework that is being created to ensure the future success of South Africa’s tourism activity. Investment is encouraged, while diversified offerings and product development are combined with quality assurance systems to increase the overall quality of the activity. Despite several challenges, South Africa is making a major effort to develop its tourism offerings in line with the principles of sustainability, excellence, and participation of the local community.

The final case study in Chapter 16 analyzes the successes and pitfalls of Egypt’s tourism development since the 1980s. It remarks on the success of Egyptian tourism to diversify its offerings and provide a wide range of products in different and remote regions, such as scuba diving, safari, and ecotourism activities. The case shows how tourism has been successful when measured in terms of growth in the number of tourists and receipts. However, some concerns regarding the ecological and cultural sustainability of the tourism projects exist. Additionally, the benefits of tourism in Egypt
are not equitably distributed and are mainly shared by a small segment of society. In addition, the recent political upheavals have had a negative impact, resulting in a drop in the number of tourist arrivals. The chapter ends with a question mark concerning the future of tourism and a hope for its alignment with the principles of sustainability and reduction of the impact in the local communities.

These 11 case studies illustrate the wide variety of institutional frameworks and political systems that exist around the world. Each of them provides valuable lessons concerning the successes and pitfalls of existing practices. Thus, critical success factors and recommendations emerge. While a “one size fits all” model is neither feasible nor recommended, there are some principles that can be used as the basis to create a more flexible system, suitable to the particular situation of the destination. Such a model is proposed in Chapter 5, in line with the objective of bridging the gap between theory and practice.

LESSONS FOR TOURISM AS AN INSTRUMENT FOR DEVELOPMENT

This introduction states that the current paradigm of tourism for development is outdated and fails to contribute to the desired outcomes of successful and sustainable development for both countries and regions. The myth of the current paradigm has been promulgated by governments, businesses, and other stakeholders, yet the realities of tourism as a tool for development are very different. Of course tourism delivers expenditure and jobs, and is a source of foreign exchange earnings for countries. However, for an economic sector that represents nearly 10% of the world’s gross domestic product, experience shows that investing in tourism in the current model often delivers poor quality jobs, expenditures that are subject to considerable economic leakages, unsustainable development, and, most importantly, inequitable distribution of the benefits of tourism, particularly when pro-poor considerations are taken into account.

The book contends that increased investment in human and social capital is the key to the contemporary practice of tourism as a tool for development. This involves dynamic knowledge creation, knowledge sharing, and knowledge management, underpinned by the pivotal role of institutions and governance. Here knowledge creation and management also relates to the FAS model outlined in the book: an approach to understanding
the composition of tourism destinations and clusters where development takes place. This is a notable gap in the old paradigm. Therefore, the book advocates a practice-proven policy and governance framework, based on contemporary knowledge management practices, that is applicable to diverse institutional settings.

To support these arguments, 11 chapters of international case studies from leading experts were commissioned. These cases illustrate not only the importance of institutional leadership and governance for development, but also the critical issue of articulation among national, regional, and local tourism systems. The cases are each set within their own national system of laws and governance, as well as national economic and social contexts. Yet, there are a number of major findings from the cases that echo the arguments made in the first part of this introduction. The crucial issues that emerge are the need for flexibility in implementation, the urge to balance development with sustainability—both of the natural and social world—and the decisive requisite of equity in the distribution of tourism benefits. The cases also show the imperative of transparent and accountable institutions which encourage participation of key stakeholders in the development process.

It is by now evident that the formulaic and deterministic planning approaches of the old paradigm do not make sense in the increasingly convoluted world in which tourism is lodged. To operate effectively in a complex adaptive system, the book concludes that a flexible, dynamic approach to tourism as an instrument for development is the way forward.
References

Acemoglu (Ed.).

Acemoglu, D., & Robinson, J.

Acosta, J.

Adams, W., Aveling, R., Brockington, D., Dickson, B., Elliott, J., Hutton, J., ... Wolmer, W.

Adelman, I., & Morris, C.

Adler, P., & Kwon, S.

Agarwal, S.

Aghion, P., & Howitt, P.

Agrawal, A., & Gupta, K.

Ahn, B., Lee, B., & Shafer, C.
References


References


Bertalanffy, L.

Bertoncello, R.

Bilen, G.

Björk, P., & Virtanen, H.

Blain, C., Levy, S., & Ritchie, B.

Blake, A.

Blaug, M.

Bourdieu, P.

Bordieu, P.

Bornhorst, T., Ritchie, J., & Sheehan, L.

Bramwell, B.


References


References


Kicking away the ladder: Development strategy in historical perspective. London: Anthem.


References

Citrinot, L.

Clancy, M.

Clarke, G.

Coase, R.

Coccossis, H.

Cohen, D., & Soto, M.

Coleman, J.


Commonwealth Department of Resources, Energy and Tourism.

Commonwealth of Australia.

CONAPO (National Council of Population).


Connelly, G.


References

de Kadt, E.

de Kadt, E. (Ed.).

De la Fuente, A., & Doménech, R.

Denison, E.

Departamento Administrativo Nacional de Estadística (DANE).

Department of Environmental Affairs and Tourism (DEAT).

Department of Resources Energy and Tourism.

Department of Statistics.

Department of Tourism (DoT).

Diamond, J.

Dieke, P.
Dirección Provincial de Ordenamiento Urbano y Territorial.
DoğrueI, F.
(2012). Bölgesel kalkınma ve kalkınma ajansları. Istanbul: TÜRKONFED.
Domar, E.
DPT (Devlet Planlama Teşkilati).
Dredge, D.
Dredge, D., & Jenkins, J.
Dredge, D., & Pforr, C.
Dritsakis, N.
Drucker, P.
Durberry, R.
References

Durston, J.
(2000). Qué es el capital social comunitario. Serie políticas sociales, 38. Santiago de Chile: CEPAL.

Dwyer, L., & Kim, C.

ECGI (European Corporate Governance Institute).

Economic Strategies Committee.

Edgell, D., Allen, M., Smith, G., & Swanson, J.

EEAA (Egyptian Environmental Affairs Agency).

Eisner, R.

Ekström, B.

Emmanuel, A.

European Commission.


Eraqi, M.

Erkuş-Oztürk, H.

Ersoy, M.
Escobar, A. 
Esteve, R. 
ETA (Egyptian Tourism Authority). 
ETF (Egyptian Tourism Federation). 
ETFHRDUNIT. 
Eu-ssdp. 
Euromonitor. 
EuropeAid. 
Farrell, B., & Twining-Ward, L. 
Fayos-Sola, E. 
Fayos-Solà, E., Fuentes, L., & Muñoz, A. 
References


Fayos-Sola, E., Garcia, P., & Moreda, A.


Fayos-Sola, E., & Jafari, J. (Eds.).


Fayos-Sola, E., Muñoz, A., & Fuentes, L.


Fayos-Sola, E., & Pedro, A.


Fayos-Sola, E., Ruhanen, L., de Bruyn, C., Muñoz, A., Fuentes, L., & Fernández, A.


Felsenstein, D., & Fleischer, A.


Figueredo, R., & Rozo, E.


Financial Times.


Finnish Tourism Board.


Fontana, F.

Fontela, E., & Pulido, A. 

Fortanier, F., & van Wijk, J. 

Fox, J. 

Frank, A. 

Franke, S. 

Frechtling, D. 

Freedom House. 

Freire, M., Teijeiro, M., & Blázquez, F. 

Fuentes, L. 

Fuentes, L., & Muñoz, A. 

Fukunaga, Y. 
References


Fukuyama, F.

Future Brand.

Fyall, A., Oakley, B., & Weiss, A.
(2000). Theoretical perspectives applied to inter-organisational collaboration on Britain’s inland waterways. Hospitality Tourism Administration, 1, 89–112.

Gainsborough, M.

Gardela, R., & Aguayo, E.

Gee, C., & Fayos-Sola`, E. (Eds.).

George, S.

Giddens, A.

Giménez, G., López-Pueyo, C., & Jaime, S.

Glaeser, E.

Go, F., & Govers, R.
Go, F., & Trunfio, M.  

González, A.  

González, A., & Hernández, J.  

Gordon, P.  

Government Monitor.  

Goymen, K.  

Granovetter, M.  

Grant, J.  

Gray, C.  

Green Star Hotel.  

Griffin, C.  

Grönroos, C.  

Grootaert, C., & van Bastelaer, T.  
Guisán, M.


Guisan, M., Aguayo, E., & Carballas, D.

Gunn, C.


Ha, V.

Håkansson, H., & Johanson, J.

Håkansson, H., & Snehota, I.

Halkier, H.

Hall, C.

Hall, C. M.


Halme, M.


Hanifan, J.


Hanushek, E., & Kimko, D.


Hardy, A., & Beeton, R.


Harrod, R.


Harsanyi, J.


Hawkins, D., & Mann, S.


Hayton, B.


Healey, P., & Shaw, T.


Heath, E.


Heilbroner, R.


Helliwell, J., & Putnam, R.

References


References


References

James, J.  

James, P., & Courtenay, J.  

Jeffries, I.  

Jenkins, J.  

Jensen, R.  

Jiménez, A.  

Johnson, R., Onwuegbuzie, A., & Turner, L.  

Jorgenson, D., & Fraumeni, B.  

Jorgenson, D., & Fraumeni., B.  

Kakwani, N., & Silber, J.  

Karlsson, C., Johansson, B., & Stough, R.  

Kasimis, C., Papadopoulos, A., & Pappas, C.  
Katircioglu, S.

Keech, M.

Keller, P.

Kelliher, F., Foley, A., & Frampton, A.

Kendrick, J.

Kerr, G.

Keyman, F.

Khan, H., Chou, F., & Wong, K.

Kim, H., Chen, M., & Jang, S.

Kim, K., Uysal, M., & Sirgy, M.

Klein, N.

Klijn, E.
Knack, S.  

Knebel, J.  

Ko, T.  

Kokko, A.  


Kong, L.  


Konu, H., Tuohino, A., & Björk, P.  
(2011). *Wellbeing tourism in Finland. Finland as a competitive wellbeing tourism destination.* Savonlinna: University of Eastern Finland.

Kotler, P., & Gerner, D.  

Kozak, M., & Martin, D.  

Krugman, P.  

Kumar, A.  

Kuper, D., Ramírez, L., & Troncoso, C.  

Kuzey Anadolu Kalkınma Ajansı.  


References


References


Meyer, K., Tran, Y., & Nguyen, H.


MGI (McKinsey Global Institute).


Mill, R., & Morrison, A.


Mincer, J.


Ministerio de Comercio, Industria y Turismo, Viceministerio de Turismo y Departamento Nacional de Planeación.


Ministerio de Economía de la Provincia de Buenos Aires.


Ministerio de Cultura.


Ministry of Culture and Tourism.


Ministry of Development.


MINTUR Ministerio de Turismo de la Nación.


Miossec, J.


References

MITA.

MITA and STPB.

Mitchell, R., Wooliscroft, B., & Higham, J.

MND.

Morgan, D.

Mossberg, L.

MOT (Ministry of Tourism).


MTI.


Muhanna, E.

Murdy, S., Pike, S., & Lings, I.
Murphy, P., & Price, G.  

Murray, G.  

Muñoz, A.  

Myrdal, G.  

Narayan, D., & Pritchett, L.  

Navarro, F., Schlüter, R., & Adriani, H.  

Nehru, V., Swanson, E., & Dubey, A.  

Neira, I.  

Nelson, F.  

Nelson, R., & Phelps, E.  

Ngamsangchaikit, W.  
References


Office of National Tourism.


Oh, C.


OMT.

(2001b). Modelo FAS. Documento interno de trabajo. Research group DMS.


Onyx, J., & Leonard, R.


Ooi, C.


Opperman, M.


Ostrom, E.


Ovgun, B.


Oxfam.


Oxfam Australia.


Paldham, M., & Svendsen, G.


Palmer, A.


Palmer, A., Koenig-Lewis, N., & Medi Jones, L.


Paulovich, K.


Pearce, D.


Pearce, L.


Pechlaner, H.


Peltoniemi, M.


Peña, D.

Pennington-Gray, L., & Holdnak, A.  

PEPBA.  

Pérez, F., Montesinos, V., Serrano, L., & Fernández, J.  

Pérez-Ducy de Cuella, E.  

Pérez, F., Montesinos, V., Serrano, L., & Fernández, J.  

Pforr, C.  

Pham, D.  

Phạm, M., & Vượng, Q.  

Piglia, M.  

Pike, S.  

Pikkemaat, B., & Weiermair, K.  

Pine, J., & Gilmore, J.  
References


374 References


Sampson, R.  

Sánchez, J.  

Sancho, A., Cabrer, B., García, G., & Pérez, J.  

Santana-Talavera, A.  

Sarlin, A., Nygrund, S., & Meriruoho, A.  

Sautter, E., & Leisen, B.  

Scarpetta, S., & Tressel, T.  

Schilner, D.  

Schlüter, R.  

Schultz, T.  

Schultz, T. (Ed.).  

Schultz, T.  


Schumpeter, J.  

Schymck, P.  

Scott, N.  
References


References

Sofield, T.

Solow, R.


Soteriou, E., & Coccossis, H.

South African Tourism (SAT).


Spagnolo, G.

Spenceley, A., & Meyer, D.

SRI.

Stansfield, C., & Rickert, J.

STB.


Stefanos, K. 

Stewart, F. 

Steyn, J., & Spencer, J. 

Stiglitz, J. 


STPB. 

Strobl, A., & Peters, M. 

Such, M., Zapata, S., Risso, W., Brida, J., & Pereyra, J. 

Suntikul, W., Butler, R., & Airey, D. 


Sutcliffe, B. 

Tamer, A. 

Tamma, M. 
Tan, E., Yeoh, B., & Teo, P.  

Tao, T., & Wall, G.  

Taylor, J., & Hunter, B.  

TDA (Tourism Development Authority).  


Teijeiro, M., García, M., & Maríz, R.  

Telfer, D.  

Telfer, D., & Sharpley, R.  

Temple, J., & Johnson, P.  

Teo, P., & Chang, T.  

The Economist.  

Thomas, R., & Thomas, H.  

TI (Transparency International).  

Torres Strait Regional Authority.  


References

Trakya Kalkınma Ajansı.

Travel and Relax project plan.

Treuren, G., & Lane, D.

Treutler, T., & King, J.

Trousdale, W.

Trout, J.

Turkish Government.

Türkiye Tarih Vakfı.

Turner, L.

UK.
UMP.

UNDP.

Unger, J., Rauch, A., & Freire, M.

UNWTO.

URA.

URAK (Uluslararası Rekabet Araştırmaları Kurumu).
References

Uzbay, P., & Lenger, A.  

Valls, F., Tuñón, F., Calero, P., & Ramos, J.  

Van de Wagen, L.  

Vargas, G.  

Vargo, S., & Lusch, R.  

Veblen, T.  
(1899). Theory of the leisure class: An economic study of institutions.  

Velasco González, M.  

Vellas, F.  

Vera, F.  

Verbole, A.  

Vernon, J., Essex, S., Pinder, D., & Curry, K.  

VietnamNet.  

Vietnam Report.  
References

Virtanen, E.

VNAT (Vietnam National Administration of Tourism).

VOV (The Voice of Vietnam Radio).

Vuông, Q.

Wahab, S., & Pigram J. (Eds.).

Wallingre, N.

Wang, Y., & Davidson, M.

Wang, Y., Wu, C., & Yuan, J.

Wanhill, S.

WCED.

WDA.

Weaver, D.

Weintraub, E.
References

Weiss, T.

Wildlife Reserves.

Williamson, J.

Wolfensohn, J.

Woolcock, M.

Woolcock, M., & Narayan, D.

World Bank.


World Bank Group.

World Commission on Environment and Development.

World Economic Forum.


World Economic Forum (WEF).

World Tourism Organization.


WTO.


WTTC (World Travel & Tourism Council).


Yoon, Y., Gursoy, D., & Chen, J.


Yüksel, F., Bramwell, B., & Yüksel, A.


Yüksel, F., & Yüksel, A.

(2000). Decentralized tourism administration: Is it the way forward? In First International Joint Symposium on Business Administration: Challenges for Business Administrators in the New Millennium. Çanakkale Onsekiz Mart University and Silesian University, Çanakkale, Turkey.

Yusif, S., & Nabeshima, K.


Zaazou, H.


Zahra, A.


Zapata, C.

References

