POLICY AND PRACTICE FOR GLOBAL TOURISM
Policy and Practice for Global Tourism: key themes

This publication identifies ten themes affecting professionals working in tourism today. These themes are explored in detail in the following chapters. In each chapter a theme is discussed and explained in a practical way. The work of the UNWTO is discussed with key initiatives and document from the organization summarised. Each chapter is illustrated by examples of practice and by opinion pieces from influential leaders and thinkers within the sector. In both cases these have been primarily from UNWTO Affiliate Members. At the end of each chapter information sourced from UNWTO publications is suggested. The chapters may be read sequentially but will be equally informative if read in isolation from the rest of the publication.

For more information about this publication, please visit www.platma.org, email unwtoam@unwto.org, or call +34 915678170.

The chapters are summarised as follows:

**Chapter 1: Understanding global tourism**
Chapter 1 provides an overview of the state of world tourism today: the main facts and figures that define tourism as a major pillar of the global economy, the importance of measuring tourism accurately and the ways in which tourism has been affected by the recent global economic crisis. The principal barriers to tourism today are also covered, which sets the scene for a deeper investigation of these themes in the following chapters.

**Chapter 2: Understanding the visitor**
The themes commence with Chapter 2 which examines the visitor as crucial in creating demand for products and services. As such the chapter commences with motivations to understand some of the key factors in shaping decision making. The chapter then explore the key drivers of change associated with visitor consumer behaviour and the impact of key trends on visitors. These key trends include globalisation, the rise of low cost carriers; an aging population and increased life expectancy; changing household composition; population location and migration; increased prosperity; ethical values and attitudes; technology and fragmentation of tastes. We conclude with an illustration of some of the key growing outbound markets that are likely to shape travel in the next 5-10 years (China, Russia and India).

**Chapter 3: Sustainability**
Chapter 3 provides an overview of sustainable tourism. We start with introducing the problems of defining sustainable tourism, and stress the important work of UNWTO in providing a synthesis and framework for a universally agreed point of reference for the analysis of sustainability issues in tourism. This is followed by a critique of the tools for achieving sustainable tourism, introducing the notion of the green economy, public policy intervention and Global Sustainable Tourism Criteria. The social and cultural impacts of tourism, ecotourism and the environmental dimensions of sustainability are reviewed. Climate change and global warming are also introduced and addressing these issues is illustrated by industry good practice.
Chapter 4: Tourism as a force for societal growth
Following closely from the discussion in Chapter 3, Chapter 4 takes a wider look at sustainable tourism in terms of additional direct benefits, enhancements and contributions which tourism can bring to people and communities. The chapter also includes wider issues related to tourism, from the rights of individuals to the responsibilities of large corporations and looks specifically at codes and ethics (including UNWTO Global Code of Ethics for Tourism); corporate social responsibility (CSR); tourism, poverty alleviation and community well-being and social marketing. We explore each of these concepts as a way of moving the theory of tourism as a force for societal growth toward achieving this in practice.

Chapter 5: Destination development: competitiveness
Competitiveness is one of the major themes associated with destination development as it affects the profitability and long term sustainability of destinations. Chapter 5 examines the notion of competitiveness emerging as a global issue and is an important starting point for any discussion of destinations, since it determines how successful an individual destination or region is. The chapter looks at the concepts of destinations and destination management; factors of competitiveness; tools to improve competitiveness; ways in which competitiveness can be improved through a better understanding of the visitor experience; the role of knowledge management to innovate and the importance of the SME sector in tourism in improving competitiveness.

Chapter 6: Innovation in destination management
Following on from Chapter 5, here we look at how destination management organizations have to become more focused and specialized to stay ahead of the pack. Chapter 6 provides an overview of three key factors that characterize innovative and successful tourism destinations. These are: being strategic and intelligent, outlining a model for strategic planning; striking up active and sustainable partnerships, illustrating some of the primary and secondary activities of destination management; and functioning with innovation and creativity, in particular achieving the best return on investment and impact on the market place.

Chapter 7: New media marketing for tourism businesses
Tourism businesses need to understand and be able to operate in the unstructured here-and-now of the online world in order to thrive. Chapter 7 aims to provide a rounded picture of all the communication and business process tools that matter to smaller tourism businesses now, as well as those they should expect to adopt in the future. This chapter covers sections on the main challenges; key e-marketing techniques associated with the customer journey; 10 keys to successful e-marketing and a look ahead to market and technology trends.
Chapter 8: Working the partners and other stakeholders

Working with partners has assumed increasing global significance as one of the underlying tenets of UNWTO policy activity to positively promote a greater collaborative culture across the different stakeholders involved both directly and indirectly in the tourism sector. Chapter 8 examines a number of key themes intended to inform successful partnership working: Public-private partnerships (PPPs); tourism business networks; coordinating role of the DMO; wider collaboration and future agendas.

Chapter 9: Human resources

Tourism is first and foremost a people business. The high level of human involvement in tourism experiences is key to creating value for the consumer. In Chapter 9 we discuss three critical and interconnected elements to human resource development: education, training and management of human capital. For each we discuss how these elements can enhanced and developed to create a high value tourism labour force.

Chapter 10: Crises and disasters: managing through to recovery and business continuity

For a successful tourism sector to prosper, there needs to a high degree of macroeconomic stability and relative stability in the factors which shape visitor decision-making such as the perception of the destination. Chapter 10 explores the growing interest in preparations for crises and disasters and presents case studies of best practice in relation to different aspects of crisis management, particularly showcasing the work of UNWTO. The chapter aims to illustrate some of the principles and tools which businesses and organizations need to follow to develop a greater resilience towards the onset of crises.

Chapter 11: Tools and techniques to develop our understanding of the future of tourism

We conclude the publication with Chapter 11 on understanding the future of tourism. Anticipating changes in tourism is crucial, especially as the public sector needs to understand the implications of tourism growth to develop the infrastructure and facilities require in the future. This chapter commences with a discussion of what exactly is meant by the future and how we can try to understand it. This is followed by a review of some of the principal techniques used to evaluate the future. Key trends to watch in the future are given and the publication close with four possible scenarios for tourism in the next 20 years.