



ITM 3302
**Tourism Planning and
Development**

Credits: 3(3-0-6)

Course Description

Tourism policy, national planning process, situation of Thailand tourism planning and development, SWOT analysis of the national tourism, development strategies, impacts, principles of sustainable development, roles and responsibilities of stakeholders such as government, industry, non-governmental organizations, and local communities, regional tourism plans developing and implementation. Case studies and field work required.

Assessment (70 / 30)

Class Attendance	5%
Class Participation	5%
Assignments	40%
Midterm Examination	20%
Final Examination	30%

Lesson Plan

Unit 1: Introduction to Tourism Planning and Development

- Definition of tourism planning and development
- Myth about tourism development
- Relationship between tourism planning and management

Unit 2: Tourism Policy

- Definition of policy
- Importance, purposes and role of national policy and tourism policy
- Link of tourism planning and policy
- Issues in tourism policy

Unit 3: Review of National Plans

- Thailand's National Economic and Social Development Plans (historical view)
- Thailand's tourism development plans
- Examples of other countries

Unit 4: Tourism Development Planning Process

- Defining tourism development planning levels and process
- SWOT analysis for tourism and destination/ market research
- Formulating tourism development strategies
- Obstacles and other issues in development planning process

Unit 5: Conducting SWOT Analysis of the National Tourism Development Plan

- Defining SWOT analysis
- Analyzing strengths
- Analyzing weaknesses
- Analyzing opportunities
- Analyzing threats

Case Studies on SWOT analysis



Unit 6: Formulation of Tourism Development Strategies

- Defining strategy and tourism strategy
- Defining strategic tourism planning
- Strategic and tactic plan
- Elements of strategic tourism planning process

Unit 7: Tourism Impacts and Principles of Sustainable Development

- Impacts of tourism development
- Cases in principles of sustainable tourism development



Case Studies on Tourism Development Strategies in National and Regional Contexts



Unit 8: Stakeholders in Tourism Planning and Development

- Defining stakeholders in tourism development
- Types of stakeholders in tourism development
- Roles and responsibilities of different stakeholders

Unit 9: Non- Governmental Organizations as Stakeholders

- Defining non- governmental organizations as stakeholders
- Roles and responsibilities of non- governmental organizations as stakeholders



Unit 10: Local Communities as Stakeholders

- Defining local communities
- Local communities as stakeholders
- Roles and responsibilities of local communities as stakeholders

Unit 1 Introduction to Tourism Planning and Development

Topic

- Definition of tourism planning and development
- Myth about tourism development
- Relationship between tourism planning and management

Objectives

Students should be able to:

- Recall the definition of tourism planning and its key aims.
- Recall and explain different tourism planning approaches.
- Recall the definition of tourism development.
- Point out the myth of tourism development.
- Explain relationship between tourism planning and management.

1. Definition of tourism planning and development

What is planning defined?

- Planning is an action that seeks solutions for problems that are happening or are perceived to happen in the future.
- Planning is designed to increase and maximize development benefits. The result is predictable outcomes

- Planning gives a sense of actions done in steps. So planning can be seen as “the process of deciding”, systematically and not by just individual decisions.
- Planning should be a process, anticipating and ordering change

■ **Anticipating** means forwards looking that seeks optimal or best possible solutions and maximizes possible development benefits; good planning should be able to assist in predict change, or produce predictable outcomes—that is the qualification of planning in ordering change.

- The process of planning involves “bargaining”, “negotiation”, “compromise”, “coercion”, “values”, “choice” and “politics”.
- **Planning is also a kind of policy- making.** Usually, the terms “planning” and “policy” are intimately related.
- **A production of planning is a plan.**
 - Rationale details**
 - Scale and context (local, national, regional)**
 - Established organizations**
 - Implementation**
 - Time frame and budget**
 - Supervision and review**
 - Anticipated results**

What is tourism planning defined?

Tourism planning is not just a plan and it is not an individual business plan.



Tourism planning focuses on destination planning. *Planning for tourism tends to reflect the economic, environmental and social goals of government and, increasingly, industry interests*, at whichever level, the planning process is being carried out.

What can be planned in tourism?

Forms

development, infrastructure, promotion and marketing

Structures

different government and non-government organizations

Scales

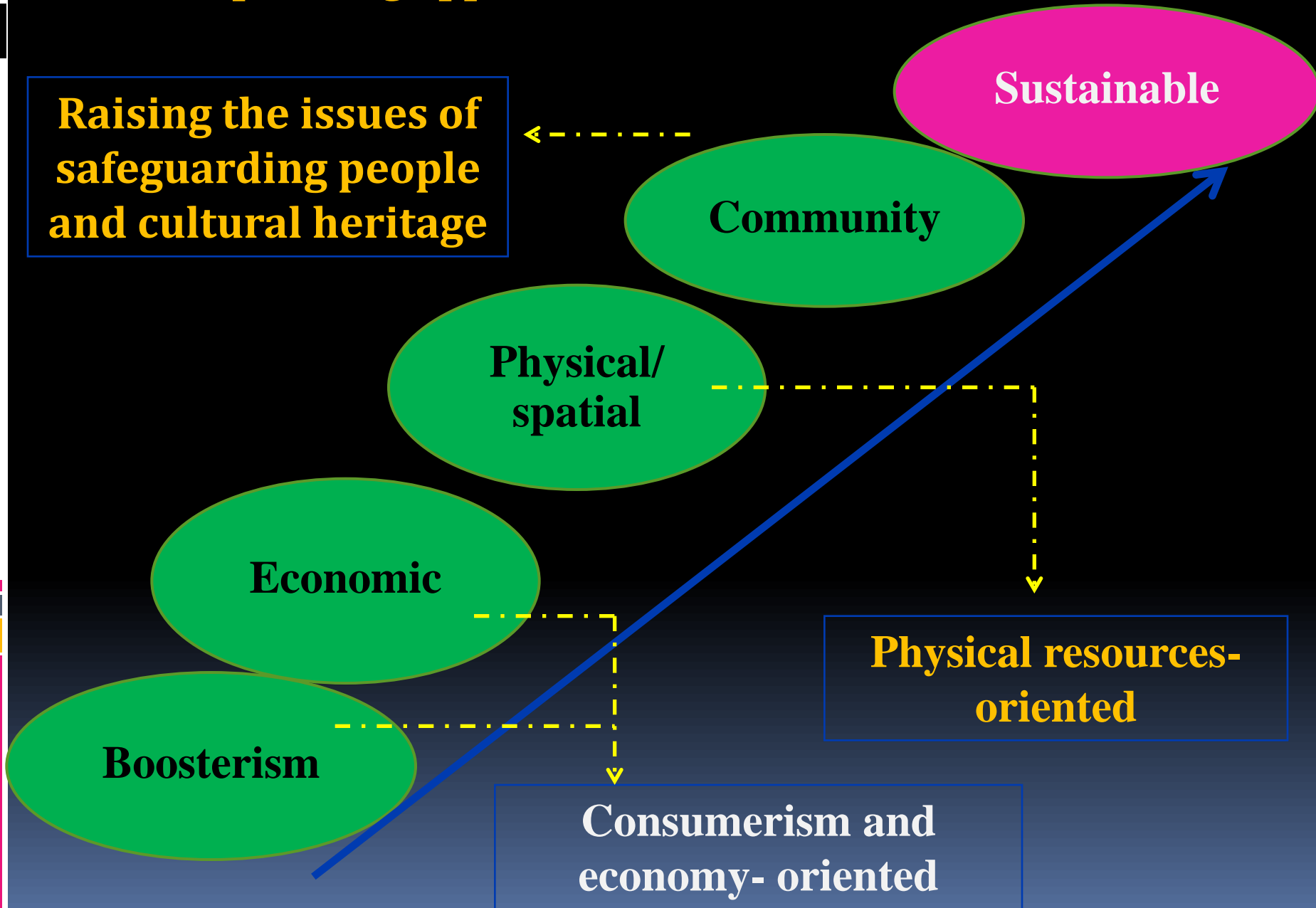
international, national, regional, local and sectoral

Times

different time scales for development, implementation and evaluation

Tourism planning approaches

Raising the issues of safeguarding people and cultural heritage



Community

Physical/
spatial

Economic

Boosterism

Consumerism and
economy- oriented

Physical resources-
oriented

Sustainable

Questions/issues to the approach

Boosterism

- How many tourists can be attracted and accommodated?
- How can obstacles be overcome?
- Convincing hosts to be good to tourists

Economic

- Can tourism be used as a growth pole?
- Maximization of income and employment multipliers
- Influencing consumer choice
- Providing economic values for externalities
- Providing economic values for conservation purposes



Physical/ spatial

- Physical carrying capacity
- Manipulating travel patterns and visitor flows
- Visitor management
- Concentration or dispersal of visitors
- Perceptions of natural environment
- Wilderness and national park management
- Designation of environmentally sensitive areas

Community

- How to foster community control?
- Understanding community attitudes towards tourism
- Understanding the impacts of tourism on a community
- Social impact



Sustainable

- Understanding the tourism system
- Setting goals, objectives and priorities
- Achieving policy and administrative co-ordination in and between the public and private sectors
- Co-operative and integrated control systems
- Understanding the politics dimensions of tourism
- Planning for tourism that meets local needs and trades successfully in a competitive marketplace

You can see that the tourism planning approaches were raised along with the “Jafari Platform” you have learned in Sustainable Tourism Management.

Time



Advocacy

Adaptancy

**Knowledge-
based**

Cautionary

2. Myth about tourism development


What is tourism development defined?

- **Complexity:** since tourism development is a complex process involving various agents and key stakeholder groups with state policy, planning and regulations.
- **Wider interest and conflict of interests:** the result of development in tourism form has impacts not only in the host destination but it also contributes to potential broader developmental outcomes that benefit that destination.



So, tourism development practices are
“questionable” and “paradox”.

It becomes the paradox of tourism development, especially those that reflect gap of development, inequality, corruption, and sustainability.



Tourism development is about resource development and management.



- Whose resources should be developed first?
- To whom those resources belong to?
- Who will actually manage those resources?

- Therefore, decisions needed to be made for tourism development concern the questions of which form or forms of tourism that are best suited to a destination for the long term in order to meet national developmental goals.

Questions to be asked for tourism development :

- What is the **desired outcome** of the development?
- What are the **tourism policy and planning regulations in the destination?**
- What are the **institutional arrangements and the political realities in the destination?**
- **What are the values** of the key actors and institutions involved in the development process?
- Who is in control of the **decision- making** process?
- What project is selected, **how is it financed** and who operates it?
- **Who benefits** from the development?
- Can tourism development **contribute to national development goals?** Whereas, will it contribute to the local real need?



➤ Myth about sustainable tourism development

An illusion?


Vulnerability to changes

Real alternative tourism?

Authenticity?

Equal benefits?

We are developing or
actually destroying
and degrading?



➤ Values and power

Values

Private and governmental organizations usually have different goals in development.

- Private investment
- government investment

Cultural
benefit/impacts?

Profitability?

Land use
policy?

Social
benefit/impacts?

Other policies
to concern?

International
diplomatic/
influences/
intervention?

There is a relation between power and tourism. The questions are:

- how much power that particular tourism development agent hold;
- where they get their power base from; and
- to what extent they are able to use their power to generate their preferred outcome.

It was said that most developing countries are ruled directly or indirectly by small and powerful elites.



Power

Power

In the context of tourism,


- governments may have power based on **laws and regulations**,
- while industry may have power through **wealth, information or technology**,
- and citizen groups may have power (are empowered) through **local participation**.

Thus, to have conflicts of interest or not among these stakeholders, it depends on institutional arrangements that influence (partly) how power can be used. In other words, corruption and abuse may get around laws and regulations



➤ The globalization and tourism

- Globalization comprises ‘trans-state’ processes that operate not just across borders but as if the borders are not there. It is borderless.
- Multinational corporations do businesses at international scales, which challenge the rest of the world, and contribute interactions and impacts in all terms of economies, cultures, politics and environment.
- Therefore, globalization is contest or competition by its nature.

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- Trade liberalization and open borders promote economic growth.
 - However, it creates the gap between the rich and the poor, as well as resulting in a loss of national identity.
 - Development in the globalization era creates inequalities, directly and indirectly, both intentionally and unintentionally.
 - The tourism development dilemma means that countries that are interested in pursuing tourism as an agent of development must enter a very competitive global market where the processes of globalization are unevenly distributed; complex; and unpredictable

3. Relationship between tourism planning and management

What is management?

- Management is *'a goal-oriented process that involves the allocation of resources and the coordination of the talents and efforts of a group of people'*.

- Managing is the first part of a process that also involves:

Organizing
Empowering
Controlling

- The act of managing gives an idea of cyclical process, with a link back from controlling to planning
- One of the key activities that involve in managing is ‘planning’

The functions of management

- Planning is about what one is trying to achieve.
- Organizing is concerned with mobilizing and deploying resources.
- Giving direction relates to the provision of leadership and maintenance of a sense of purpose.
- Coordination is the provision of a unifying force.
- Monitoring is a control function achieved through the reporting and analysis of results.

When we integrate planning with management, we call “strategic planning”

Strategic planning can be regarded as a process that involves concurrently integrating planning and management. This means that the proactive approach of planning should be linked with reactive reality of management in order to achieve goals of development

In many cases, planning is reactive rather than proactive, particularly when policy documents are often prepared for a 5-10 year period. This means that the information in the plan is dated by the time it takes effect and new issues may have arisen in the interim.

Individual Paper

Search the Internet for the 12th National Economic and Social Development Plan of Thailand (แผนพัฒนาเศรษฐกิจและสังคมแห่งชาติ ฉบับที่ 12) and read quickly for a brief review on tourism part.

Your Task: Review and raise an aspect that you think relevant to tourism development and write critics/ comment or your vision about them.

*This is one A4 page essay (Time New Roman 12, Spacing 1.5, paragraph indented)