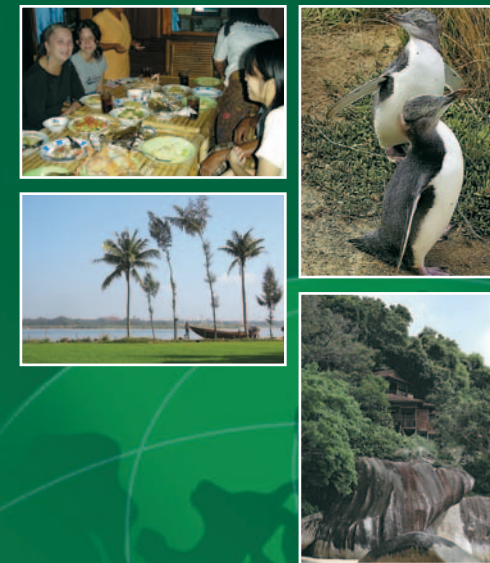


# BEST PRACTICES IN SUSTAINABLE TOURISM MANAGEMENT INITIATIVES FOR APEC ECONOMIES



BEST PRACTICES IN SUSTAINABLE TOURISM MANAGEMENT INITIATIVES FOR APEC ECONOMIES APEC WORKING GROUP (TWG02/2005)

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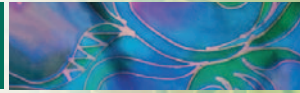
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FOR APEC ECONOMIES**



A Project Study submitted by  
MALAYSIA



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## KEYNOTE

Contributing To The Business Care  
Of Sustainable Tourism Development  
As A Driver For Increased Competitiveness,  
Long Term Growth And The Creation Of New  
Tourism Business Opportunities



## PREFACE



We are indeed thankful to the APEC member economies for giving Malaysia the support and opportunity to undertake the research study on APEC Project TWG 02/2005 entitled 'Best Practices in Sustainable Tourism Management Initiatives For APEC Economies' which started in year 2005. This project is part of Malaysia's contribution to the achievement of the APEC Charter on Policy Goal 3, that is Sustainably Manage Tourism Outcomes and Impacts for the mutual benefits of all concern.

We are pleased to say that the successful completion of this project is made feasible through the cooperation and support that we received from APEC member economies in sharing with us their invaluable sustainable tourism management practices that are now being compiled into this report as 'Best Practices in Tourism Management Initiatives for APEC Economies'.

The compilation of these *Best Practices* that originated and developed by member economies is the first document of its kind ever produced for APECTWG that deserves the recognition and acknowledgement of credible efforts made in the direction of sustainable tourism management practices.

These *best practices* are undoubtedly a positive step towards creating serious commitment from member economies to develop an effective comprehensive Strategic Action Plan to promote sustainable tourism development in a more systematic, integrated and coordinated manner for the future planning of the tourism sector.

We believe this report on 'Best Practices in Tourism Management Initiatives for APEC Economies' will be a living document that can be used effectively as a point of reference to develop sustainable tourism management for the better maintenance of tourism destinations as well as to upgrade the delivery of travel and tourism services that meet the global demand of the tourism sector.

Lastly, may we take this opportunity to thank you once again for your active participation in making our efforts to promote sustainable tourism management as a reality for our future progress and development of the tourism sector.

**DATUK DR. VICTOR WEE**

Secretary General  
Ministry of Tourism  
Malaysia  
Kuala Lumpur  
June 2006

## PUTTING IT INTO PERSPECTIVE

Taking a leading role in this project is a testimony of Malaysia's commitment to one of APEC's key guiding principles that 'achieving sustainable development together is at the heart of its mandate'. We echo APEC's stand and belief that only through successful management of tourism initiatives can the desired outcomes be a reality to the host economy and the tourists.

Indeed, sustainable development and the management of tourism initiatives have been top in the APEC agenda since 1991. This message has often been repeated and reinforced in almost all APEC Leader's Meeting where sustainable development has been a key feature in almost all its declarations. Clearly it also underscores the important message that sustainable development is one of the best ways to move APEC even closer to be an even more successful economic grouping.

To a large extent, this project is Malaysia's way to convert such words into action by volunteering as its project overseer. In this role, we have put together a common learning platform for every member economy in APEC to learn from each other on both public and private sector initiatives of great diversity. In this context, the initiatives range from human resource development, tourism education, partnerships, international relations, international marketing, technology, tourism planning, resource conservation and protections, community and stakeholders' relationship, community empowerment, tourism quality certification programs to growing the local handicraft trade enterprises and many others.

In total, there are 18 best practices from 9 contributing APEC member economies. The contributing member economies have specially selected them because these are their best practices and have met most of what a best practice criteria should be:

- Have been implemented successfully either as a process, strategy, procedure, policy, program and/or technology, etc;
- Have brought about tangible, positive and sustainable impact in various forms;
- Have integrated the social, economic and environmental considerations;
- Involve effective partnerships between various parties, for example, the public, private and local community;
- Have creativity. It strives best when one dares to challenge the status quo, think out of the box, and make paradigm shifts to get out of the comfort zones; and
- Can be transferred, adapted and replicated by others.

Their best practices are also their success stories. Each one of them has its unique success formula and model which has been tested and has generated a whole range of short, medium and long term benefits. These range from long term eco-efficiency for more value that are delivered with fewer resources, to less waste and reduced pollution to fulfill economic, social and aesthetic needs, to protecting the cultural



integrity, ecological processes, biological diversity and life support systems of the host economies. Add on to this list of benefits is the ability of the host economy to bring about the 'best and the purest' form of experience for the tourists, thereby generating better socio-economic wealth to the local and national economy.

We believe that assembling the 18 initiatives in a manual allows for a great learning experience. There are many ways to learn, but learning from other people's experiences is perhaps the most powerful way to learn. It shortens the learning curve, cuts down failure rates, avoids expensive pitfalls, gets faster to results and achieves far better cost effectiveness.

On a bigger picture, the 18 initiatives showcased here have substantial 'management' content as the primary intention of this project is to build and enhance the managerial and leadership competencies of tourism decision makers and/or planners and those in supervisory and managerial positions of public and private tourism-related enterprises. The key point we want to drive is that effective leaders play a pivotal role in the success of any venture. Effective leaders must be both visionary and implementers; not only good in creating a vision but must be equally good in converting it to tangible and workable steps and then executing it effectively. Thus, all the initiatives here should provide such an opportunity in learning to be even better leaders and managers.

In this direction, we are providing a common format to show case all of them. In this way, there is a standardized approach in which the facts and information are presented. Through this, all key points will not be missed out or understated and that the reader's line of concentration will be maintained throughout when studying the 18 initiatives in this manual.

The format (in all the 18 initiatives) is made up of these components:

- **General Information**  
Biographical information of the initiative's name, contact details, and awards won/recognitions (if any);
- **Key Summary**  
Extracts of the background and key details of the initiative;
- **The Objectives**  
The case for and the rationale for the initiative to be mooted and implemented;
- **The Model**  
Key aspects, mechanism and processes of the initiative;
- **The Impact**  
The results and the benefits generated from the initiative; and

- **Lessons Learned**

Key learning points from the implementation of the initiative.

Finally, while we expect you to gather your own learning experience when studying these initiatives, we like you to draw your attention to the 4Cs that are evident in almost all the 18 initiatives. By focusing you on this, we believe will further enrich your learning experience. These 4 Cs are:

- **Conviction**

How being led by a strong belief and passion for sustainable tourism management can become a key success factor that can result in a multitude of socio-economic benefits ranging from promotion of foreign investment, better community relations to economic wealth and others;

- **Commitment**

How determination, persistence, courage and stamina demonstrated by the owners and stakeholders to go through the odds and adversities can generate higher dividends for them all;

- **Cooperation**

How the various models of partnership, and leveraging on each other's strengths and resources by all parties concerned can bring about greater synergies and greater multiplier effects; and

- **Creativity**

How when everyone puts focus on a common goal can help make people become more empowered that help make dramatic shifts to new and much better ways in doing things.

With these in mind, we wish you a most fruitful learning experience!





## A DESERVING SALUTATION

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The 9 economies that came forward to share their sustainable tourism initiatives deserve special acknowledgement for their most invaluable contributions. These contributing economies are Australia, Canada, Malaysia, Mexico, New Zealand, Philippines, Singapore, Thailand and Vietnam.

Their efforts towards this cause is clearly a good case of 'walking the talk' in living out the APEC spirit of cooperation. They have demonstrated their willingness and generosity to share what they have with others not only in APEC, but also with the world at large. To them, others are not seen as competitors, but are partners on the same journey where they collectively seek new ways to find new possibilities of sharing the wealth of tourism with all.

On a similar note, enterprises from the private sector of the 9 member economies must also be commended for responding to their economy's call for support. Their contributions have been most invaluable for the success of this project.

The APEC TWG Group must also be commended highly for endorsing this project. Their endorsement speaks volumes on how aligned they are to APEC's guiding principle that 'achieving sustainable development is at the heart of APEC'. (The Economic Leader's Declaration in Canada, November 1997).

Finally, there are many others whom we are unable to single out for this salutation and who should be equally accorded. Their contributions are by no means small. Indeed, all of them are great exponents of the APEC Vision of sharing and cooperation.

In conclusion, we like to make this closing remark:

**It was APEC TWG's Vision that gave birth to this project. It was the spirit of sharing and cooperation from APEC member economies that have converted this vision into reality. It will be this same APEC spirit that will take member economies to the next stage of their growth when these best practices are converted into working models that will generate tourism wealth to this generation and to many generations to come.**

For Corporate Coach ([www.corporate-coach.com](http://www.corporate-coach.com))

Michael Heah, PhD, MSc, PCC  
Project Consultant For Malaysia



## AN OVERVIEW OF THE BEST PRACTICE INITIATIVES

	<b>Economies</b>	<b>Best Practice Initiatives</b>
1	Australia	The Aussie Specialist Program
		The GBRMPA High Standard Tourism Program - Marine Park Tourism Management
2	Canada	NTO-Led in Sustainable Tourism Management And Development
3	Malaysia	Native Community Partnership In Ecotourism
		Tourism Adaptive Reuse Of Heritage Assets
		Wild Asia's Responsible Tourism Initiative
4	Mexico	Agenda 21
5	New Zealand	Internet Destination Tourism Marketing
		Tourism Destination Site Stewardship
6	Philippines	Dolphin Watch Marine Life Tour
		Whale Shark Interaction Program
7	Singapore	Human Resource Development Program For Enhancing Professionalism And Employability.
		Marketing and Promotion Of Community-based Cultural / Heritage Tourism Products
		Tourism Destination Re-branding & Repositioning
8	Thailand	Community Empowerment On Conservation & Protection
		Green Leaf Environmental Certification Of Hotel Operational Standards
		Khiri Wong Village Ecotourism Club
9	Vietnam	Community Based Poverty Reduction Tourism Program