Investment Advisory Series Series A, number 5

United Nations Conference on Trade and Development

PROMOTING FOREIGN INVESTMENT IN TOURISM



Note

As the focal point in the United Nations system for investment, and building on three and a half decades of experience in this area, UNCTAD – through the Division on Investment and Enterprise (DIAE) – promotes understanding of key issues related to foreign direct investment (FDI) and enterprise development. DIAE also assists developing countries in enhancing their productive capacities and international competitiveness through the integrated treatment of investment and enterprise development.

The term "country" as used in this publication also refers, as appropriate, to territories or areas. The designations employed and the presentation of the material do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries. In addition, the designations of country groups are intended solely for statistical or analytical convenience and do not necessarily express a judgement about the stage of development reached by a particular country or area in the development process.

The material contained in this publication may be freely quoted or reprinted with appropriate acknowledgement. A copy of the publication containing the quotation or reprint should be sent to the Chief, Investment Promotion Section, DIAE, UNCTAD, Palais des Nations, Room E-10080, CH-1211 Geneva, Switzerland; by fax to 41 22 9170197; or by e-mail to ips@unctad.org. Publications are available at http://www.unctad.org.

UNCTAD/DIAE/PCB/2009/16
ISSN 1995-6088
United Nations Publication

Preface

The *Investment Advisory Series* provides practical advice and case studies of best policy practice for attracting and benefiting from foreign direct investment (FDI), in line with national development strategies. The series draws on the experiences gained in, and the lessons learned through, UNCTAD's capacity- and institution-building work in developing countries and countries with economies in transition.

Series A deals with issues related to investment promotion and facilitation and to the work of investment promotion agencies (IPAs) and other institutions that promote FDI and provide information and services to investors. The publications are intended to be pragmatic, with a how-to focus, and include toolkits and handbooks. The prime target audience for Series A is practitioners in the field of investment promotion and facilitation, mainly in IPAs.

Series B focuses on case studies of best practices in policy and strategic matters related to FDI and development arising from existing and emerging challenges. The primary target audience for Series B is policymakers in the field of investment. Other target audiences include civil society, the private sector and international organizations.

The *Investment Advisory Series* is prepared by a group of UNCTAD staff and consultants in the Division on Investment and Enterprise, under the guidance of James Zhan.

This guide was prepared by a team of UNCTAD staff and international experts led by Paul Wessendorp, comprising Kai Partale, Jan Smit and Andreas Wigren. The report benefited from inputs and comments by Natalia Guerra, Massimo Meloni and Mike Pfister.

The publication was prepared in cooperation with the World Association of Investment Promotion Agencies (WAIPA) and its members. It was made possible by generous funding from the Swedish International Development Cooperation Agency.

Contents

Abbreviationsvii	
Executive summary	ix
Introduction	1
1. The tourism industry: trends and opportunities	3
1.1 Tourism market trends	
1.2 Opportunities and constraints created by tourism	6
1.3 Foreign investment in tourism	
2. Developing an investment promotion strategy	23
2.1 A shared vision of tourism development	
2.2 Enabling conditions for tourism investments	
2.3 The strategy development and targeting process	
3. Targeting foreign investors in the tourism sector	43
3.1 Selecting investment opportunities	
3.2 Managing opportunities	
4. Conclusions	59
References	61
UNCTAD publications on TNCs and FDI	65

Boxes

1.	Lao People's Democratic Republic: Guidelines for	
	investors in ecolodges	
2.	Morocco: Implementing part of a tourism strategy	24
3.	The Silk Road: A regional initiative to attract	
	FDI in tourism	27
4.	India: PPP to revitalize the Old Mint Complex	
	in Kolkata	29
5.	Mauritius: Incentives for high-end tourism investments	31
6.	El Salvador: Investment opportunities in tourism	47
7.	Tourism investment conferences, trade shows and fairs	52
	Figure	
1.	Developing and implementing an investment	
	promotion strategy	33
	p. 5.1.01.51. 51.41.6g	
	Tables	
1.	Possible impacts of tourism	8
2.	OLI advantages combine infrequently in tourism	
3.	FDI is concentrated in a few tourism activities	16
4	Elements in an overview of the tourism offer	39

Abbreviations

CRM customer relationship management

FDI foreign direct investment GDS global distribution system

ICT information and communications technology

IPA investment promotion agency

IRS Integrated Resort Scheme (Mauritius)

IT information technology
M&As mergers and acquisitions
NTO national tourism organization
OLI ownership, location, internalization

PPP public-private partnership

SWOT strengths, weaknesses, opportunities and threats

SRRP Silk Road Regional Programme SMEs small and medium-sized enterprises

TNC transnational corporation
UNCTAD United Nations Conference on

Trade and Development

UNESCAP United Nations Economic and Social Commission

for Asia and the Pacific

UNWTO World Tourism Organization
WTTC World Travel and Tourism Council



https://www.yunbaogao.cn/report/index/report?reportId=5_9932

