20 Years of TPO
&
the Vision for 2050

TPO

Tourism Promotion Organization
for Asia Pacific Cities

Research Report

To the TPO Secretary General

We report the result of research on
「20 Years of TPO & the Vision for 2050」

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20 Years of TPO & the Vision for 2050

TPO

Tourism Promotion Organization for Asia Pacific Cities

I Overview of the project

Chapter 1. Background for the TPO Project
Chapter 2. Scope of the Project
Chapter 3. Methods of the Analysis
Chapter 4. Process of the Analysis

20 Years of TPO
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Chapter 1. Background for the TPO Project

1. Description of the TPO project

- The TPO: Tourism Promotion Organization for Asia Pacific Cities is an international organization that was established by the "5th Asia-Pacific City Summits" in 2002 with the purpose of international exchanges and development of the tourism industry in the region.
- The TPO focuses on maintaining the environment and traditions of individual cities for sustainable development while sharing the acknowledgment that communication and exchange between civil societies are important.
- The leaders from the Asia-Pacific cities highly appreciated the role of tourism in contributing to cultural exchanges and understanding, and established the Tourism Promotion Organization for Asia Pacific Cities to systematically develop and foster the tourism industry.
  - The TPO's projects and their performance are analyzed to diagnose the internal and external capabilities of the Organization.
  - The capacity of the TPO to manage the membership is evaluated to provide improvement and measures to recruit member cities in the future.
  - The TPO may organize the projects to expand the TPO network with increased membership and city diplomacy between member cities.
  - The TPO will determine its medium and long term vision, mission, strategy, and tactics from now to 2050.
- The TPO prioritizes the projects into short-term, medium-term and long-term projects to implement systematically.

Chapter 2. Scope of the Project

1. Scope of analysis

※ *The review of TPO's structure, the projects in the past twenty years, and the presentation of vision*

① City diplomacy in the global society.

② Trends of the global tourism industry.

- Direction of development in the tourism industry for the post-COVID19 era.

③ Overall evaluation for the project and its performance of the TPO.

- TPO General Assembly, Executive Committee, Regional meeting, Joint Project, Information Service and Exchange Project, the Secretariat etc.

④ TPO's internal and external analysis and evaluation.

- Qualitative analysis and evaluation.
- Quantitative analysis and evaluation.

⑤ The Vision for 2050 and Strategy for development.

- Establishment of the vision and mission.
- Establishment of the strategy and tactics.
- Proposal of projects with details for mid-to long-term development.

2. Scope of Dimension

- Scope of dimension
  - Asia Pacific Tourism Promotion Organization (TPO).
  - 137 city members and 56 individual members.

3. Period

- Scope of Period
  - Base year : 2022
  - Evaluation for the Organization: 2002 to 2022 (for 20 years)
  - Development Plans : 2022 to 2050 (for 28 years)
  - Arrange the projects into short-term, medium-term and long-term projects
  - Practical suggestions for the operation periods.

Chapter 3. Methods of the Analysis

1. Qualitative analysis

※ *Studies were conducted by experts and the stakeholders in the member cities.*

- In-depth Interview
  - In-depth interviews were conducted with the following participants.

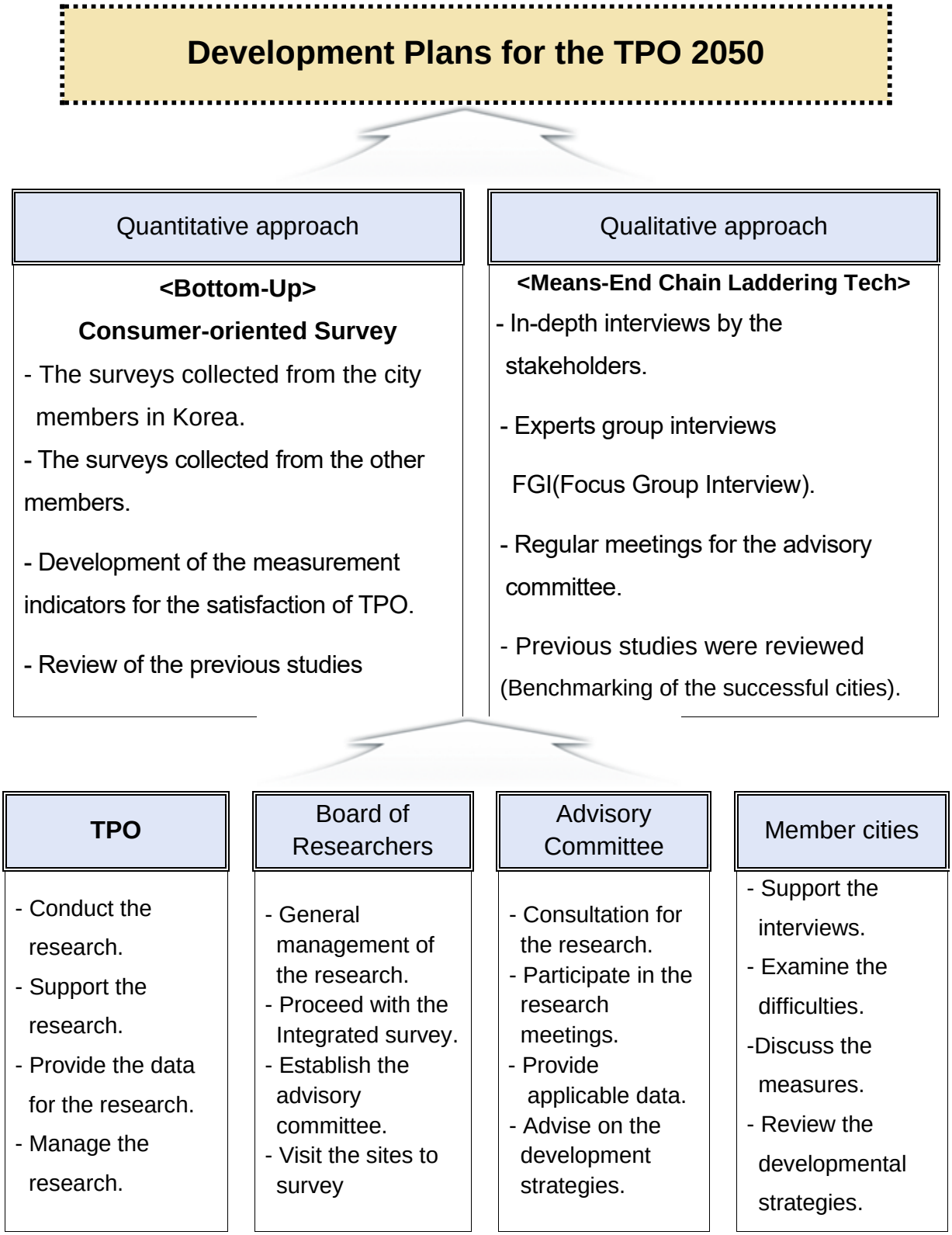
*Kim, Ki-Heon, the former Director of the Korean Tourism Organization.
*Kim, Gap-Soo, the former Regional Director of Korean Tourism Authority in London.
*Kim, Bitae, the former Secretary-General of Busan Convention visitors Bureau.
*Jang, Tae-Soon, the former Director of Korean Tourism Organization.
*Jo, Young-Ho, the Director of Namhae Tourism and Culture Foundation.

- SWOT Analysis
  - Internal analysis is assessed for the strengths, weaknesses, threats, and opportunities of the TPO by five advisors.
  - Based on SWOT analysis results, the strategies to supplement for the weakness of the TPO are established.

2. Quantitative analysis

- Survey questionnaires were distributed to the members and the stakeholders
  - Requested 137 member cities and 36 individual members to participate in the survey
- Five advisors were participated in constructing the new questions for the survey based on the previous studies.
  - Organization system, Social value, Organization performance, and Project performance are selected for the overall indicators.
- Organizational indicators are measured with sub-categories to evaluate the following: General Assembly, Executive Committee, Regional meetings, and the Secretariat.
- The questionnaires were designed in Korean and English to facilitate the participation of the different language users.
- The data with different perspectives of the participants were collected to analyze by Microsoft Excel from May 1, 2022, to May 30 ,2022.

Chapter 4. Process of the Analysis



Ⅱ City diplomacy in the international society and the TPO

Chapter 1. Public diplomacy and city diplomacy

Chapter 2. City diplomacy and the TPO

20 Years of TPO
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Chapter 1. Public diplomacy and city diplomacy

1. Concept of public diplomacy

1) Concept of public diplomacy

- The TPO is an international network of cities gathered to accomplish the common goal of promoting the tourism industry. The member cities of this network are engaged in cross-border activities to reflect the interests of the cities. In this respect, the activities within the TPO are diplomatic.

- The TPO's diplomatic activities can be understood in the framework of public diplomacy where the activities are neither by professional diplomats nor by the central governments of the countries. It can be called city diplomacy in that the subjects of the diplomatic activities are constituents of cities including local governments.

- Unlike traditional diplomacy aimed at foreign governments or key officials, public diplomacy refers to diplomatic activities aimed at promoting history and culture. Through direct communication with foreign citizens, public diplomacy refers to promoting social consensus on policies and visions.

- These efforts and activities improve the national image of the countries and increase brand awareness, thereby increasing influence in the international community.

- Public diplomacy is necessary to pursue national interests on short-term issues. At the same time, it is also necessary to maximize national interests in the international community by making the people understand other countries intensely and engage with positive attitudes.

- These activities are important means of realization of national interests in the international community by mitigating the emotional animosity of conflicting

countries and by securing broad understanding and support even in countries with no direct interests.

2) Types of public diplomacy

- There are two types of public diplomacy, the first is long-term public diplomacy with culture, and it is mainly carried out by branding the countries or cultural exchanges. The government with public diplomacy tries to improve its image without seeking immediate benefits or support for its diplomatic goals.
- Countries use branding strategies to foster a better image of themselves in the world, and ideal branding creates general goodwill and promotes cooperation on various issues. It also helps to maintain long-term alliances and undermine the promotion of the competitors.
- The second type of public diplomacy is to launch a policy campaign to gain international support for the immediate policy- making process.
- In other words, a country can implement an open campaign that will create a public opinion or atmosphere for international society to support or oppose the leaders of certain countries.
- For example, a country can launch a political campaign to persuade countries to support a costly military alliance. The leaders may decide to cooperate with the alliance plan, but fears domestic criticism. Public diplomacy can take place to ease the public opposition, and to persuade the leader's decision to cooperate the alliances.
- In the real world, it is common to see political, economic, and cultural elements mixed with public diplomacy in the process of establishing and implementing international policies.

- The activities of the TPO member cities are included in the spectrum of public diplomacy of the city's political diplomacy. However, they also have the characteristics of economy diplomacy and cultural diplomacy.

2. Concept of city diplomacy

1) Public diplomacy and city diplomacy

- The main actors of public diplomacy are the central governments or federal governments representing their entire country. In the current era, the nation-oriented way of thinking is being undermined by accelerated globalization with the development of information and communication technology. The increase of transnational organizations and regional international organizations also seems to have contributed to the decentralization of diplomacy.

- The central governments of most countries are bound to pursue national interests in various forms and fields, adopt public diplomacy as a main diplomatic strategy and target a wide range of subjects including the general public, research institutes, civil organizations, universities, media, and businesses.

- Therefore, in order to successfully achieve diplomatic goals, it is inevitable that the central governments cooperate with various stakeholders in the country or delegate authority to them.

- In this context, individual citizens, civil organizations, businesses, local governments, government agencies, and other groups. in various fields play important roles in public diplomacy. Building relationship between the groups leads to improve communication.

- The promotion of exchange and understanding will help secure the socio-economic interests of the region, and the local people, and ultimately will contribute to gaining the national interests.

- A noteworthy aspect is for the local public entities where the cities with concentrated populations and resources play an important role in public diplomacy. They have become increasingly autonomous from the central government and are actively engaged in public diplomacy based on strong financial capabilities.

- Currently, major advanced cities around the world have reached the stage of independent international activities for the interests of citizens and businesses in their region rather than prioritizing the national interests claimed by the central government. City diplomacy is prioritized as an important part of public diplomacy.

- The activities of the Asia-Pacific member cities of TPO are understood in terms of city diplomacy.

2) Background of the emergence of city diplomacy

- City diplomacy is the result of the New Diplomacy that pursues modernity amid the changes in the international environment of globalization, which has occurred gradually since the late 18th century.

- Globalization is an international phenomenon that has continued to deepen since modern times. In this era of globalization the spatial boundaries between countries are fading due to technological innovation made through the Industrial Revolution, and the time limitations in production and transportation are also gradually being mitigated.

- The most important factor about globalization is that the products, services, and financial markets of individual countries have been integrated into one, forming a market in which the entire global communities are interconnected.

- Along with this market integration, the movement and interconnection of capital, labor, and technology have increased the international activities of multinational companies. Especially the emergence of digital platforms such as Facebook, Instagram, and YouTube, is breaking the boundaries between countries and integrating the world into one community.

- The most important feature of the globalization process is the increased interdependence and interconnection between countries and people, resulting in the collapse of boundaries between domestic and international issues, and thus the era of diplomacy by non-government groups.

- The pursuit of the New Diplomacy is an important factor in the emergence of city diplomacy as well as the change in the macro environment of globalization.

- The New Diplomacy refers to a shift in perception of diplomacy for the traditional diplomacy is unable to respond to the new environment after globalization. It pursues multi-layered, longitudinal decentralization of authority, and lateral division of responsibilities.

- New Diplomacy approaches issues with an integrated perspective, breaking the boundaries between military and non-military issues, domestic and international issues, and between high and low political issues.

- One more major factor that has spread city diplomacy is the emergence of the concept of comprehensive security, especially the recognition of the importance of non-traditional security.

- As the problems of non-traditional security cannot be solved only by the efforts of a single national or central government, the nation-centered theory in diplomacy has lost power, and the nation’s monopoly of diplomatic activities has collapsed.

3) Concept of city diplomacy

- City diplomacy is a diplomatic activity of the city government that takes a core role.

- In city diplomacy, government officials in various fields cooperate and form relationships with international organizations at various statuses, from transnational organizations and multinational corporations to ordinary citizens.

- City diplomacy has the general characteristics of diplomacy except for the fact that the core subject of diplomacy is the local government.

- City diplomacy also seeks to coordinate relations between major groups and resolve international issues and disputes through peaceful means. The local government's city diplomacy aims to accomplish the basic purpose of solving common problems, sharing experience on policies, and developing international competitiveness with various methods of consultation and cooperation.

- City diplomacy pursues to maintain security in the following six fields: individual security, environmental security, economy-food security, physical health security, political security, and community security. The following five concepts are implied for maintaining security: peace-building, environment, economy-food, healthcare, humanism, and culture. Except for peace-building, the five implications are the results of non-traditional security areas, from the concept of security that has spread out since the 1970s.

- All issues that threaten the survival, health, and happiness of the country and its people have come to be recognized as security, not only the issues directly related to wars as security in the past.

- In addition, the concept of human security, which considers humans, not the nation, as security targets, first appeared in the Human Development Report released by

the United Nations Development Program (UNDP) in 1994. Seven areas of economy, food, health, environment, individual, community, and political security were defined as human security in the report.

- With the concept of human security presented, the local governments gained a theoretical basis for establishing goals for city diplomacy to benefit the citizens. The local governments' city diplomatic activities in the field of non-traditional security are understood as efforts to ensure citizens' security in necessary areas.

- The horizontal expansion of the diplomatic agenda consequently requires the expertise of local governments in different fields. Professional involvement is required for diverse diplomatic issues and complex problems.

- Local governments were also required to strategically and systematically perform specialized diplomacy by field, participants, and purpose, followed by the perspectives of the New Diplomacy.

- Considering the concept and role of city diplomacy, the emergence of TPO is due to the historical necessity of city diplomacy.

- Since TPO's city diplomacy is based on its unique expertise on the promotion of the tourism industry in local cities, it has been able to attract participation from many cities in the Asia-Pacific region, and will continue its growth and development.

Chapter 2. City diplomacy and the TPO

1. TPO as a city network

- Various systems are being attempted at the national level to accommodate local governments' interest in international activities, mainly in the form of cooperative systems between individual cities such as sister cities and twin cities.

- Twin cities and sister cities are developed mainly for cultural or educational purposes. While these goals are important for the central government, cities are increasingly turning to practical and economically beneficial areas such as sharing technology and information.

- Cities are developing city diplomacy from a simple bilateral cooperative system such as a sister city to a cooperative system in the form of the city network that enables multilateral and multi-layered cooperation.

- There are numerous examples of city networks: the “Mega-City Project”, which links 18 metropolitan areas around the world to exchange ideas and technological innovations, “The M4 Conference”, where the mayor of Berlin, Moscow, Paris, and London gather to discuss the great challenges of the cities, and “the Eurocities”, a network of more than 130 European cities.

- City networks usually aim to protect the city's interests in decision-making bodies in each region and to share information and best practices on various local issues.

- At the global level, UCLG (United Cities and Local Governments), an international coalition of local governments, maybe the most representative example. UCLG's mission is to become an official spokesman for local governments within the international community.

- Cities in the Asia-Pacific region have also organized various types of city networks for city diplomacy.

- For example, major cities in the Asia-Pacific region organized ANMC21 (Asian Network of Major Cities 21) to expand mutual exchange and cooperation, and “The Korea-Japan Strait Coastal City, Province and Prefecture Governors Exchange Meeting” has been regularly held by the cities and the local governments in order to seek continuous exchange and cooperation.

- A number of Asia-Pacific city networks have a very specialized and specific purpose.

- The examples include the following: the Global Resilient Cities Network (GRCN), to protect communities from climate change and socioeconomic urban problems, CITYNET, an inter-city cooperative association for seeking solutions for environmental problems, the Network for Crisis Management (NCM),to train and educate risk management professional staffs, and the Alliance for Health (AFHC) to cooperate with member cities in pursuit of the establishment of healthcare and welfare.

- The TPO is an international city network that was first launched for the tourism sector in the Asia-Pacific region. It is a cross-border cooperative organization with a specific and clear purpose of promoting the tourism industry.

- Since the TPO’s foundation in Fukuoka, Japan in 2002, it has continued to grow in size. As of 2022, 137 cities in 16 countries are participating as TPO’s regular members, and have a reasonable decision-making system and a competent Secretariat.

2. TPO as a place for city diplomacy

1) Necessity of city diplomacy and TPO

- Tourism is one of the important functions of a city to generate profits and employment for the local people by using its tourism resources. Many cities around the world rely on tourism as a main source of the local economy, and city governments make efforts to foster the tourism industry.

- The necessity of city diplomacy in the tourism sector is mainly due to two factors. First, the tourism industry is an international service industry. Tourism companies generate major income through services with overseas partners. Nonetheless, tourism companies in non-major cities are often not capable of obtaining adequate business information and establishing business networks in overseas regions. The city governments must support the international business for the tourism companies of the city.

- Second, destination marketing is an important task of city governments. Most of the tourist destinations are not private assets but public property owned by national or city governments. Private companies are less willing to spend the expenses for promoting tourist destinations. Therefore, tourist destination marketing belongs to the tasks of governments in most cases, and it requires experience and know-how to promote tourist destinations and attract travelers.

- The above two factors are related to the mission of city diplomacy, and the TPO becomes the place for multilateral city diplomacy to achieve the goal of the tourism industry. By becoming a member of an international city network such as TPO, reduces cost, increase effectiveness, and increase the benefits for citizens and businesses of the cities.

2) TPO as a floor for city diplomacy[1]

- City diplomacy and the evolving foreign policy of the city have various dimensions that include functions of general diplomacy in facilitating communication, negotiating agreements, collecting information, and preventing conflicts.

- Many diplomatic activities are related to one or more dimensions of city diplomacy, which can reflect the understanding of the structure in various fields of city diplomacy.

- In order to understand TPO as a place for city diplomacy, the status and activities of TPO will be briefly explained in five dimensions: security, development, economy, culture, and representation.

a. Dimension of security

- Traditionally, the national or central government is responsible for the security issues, but nowadays, there are many cases of city governments intervention to resolve international disputes and strive for peace.

- An example of the diplomatic effort of the cities before the outbreak of international conflict by the United States' Cities for Peace to prevent a war between the United States and Iraq in 2003.

- The participating cities of the Cities for Peace urged city governments across the United States to pass a resolution appealing to President Bush to avoid confrontation with Iraq.

[1] This part referred to Rogier van der and Jan Melissen's "City Diplomacy: The Expanding Role of Cities in International Politics," Clingendael Diplomacy Papers No. 10, Netherlands Institute of International Relations Clingendael.

- The cities participate directly in international conflict resolution efforts to tremendous results. However, TPO's involvement in security is not about traditional national security, but related to the role of the aforementioned "human security."

- Cities are responsible to protect the citizens from all sorts of danger, and if the danger exists in citizens of other countries, it is the subject to city diplomacy.

- In the event of a disaster in a TPO member city, a faster way or less procedures of delivering cooperation would be possible by the tourism authorities to save and protect the lives of the people in the spirit of mutual assistance.

- When Japanese tourists from the member cities suffered a case of fire during their trip to Busan, Korea, the government of Busan, a city member of TPO, was able to quickly cooperate with the governments of Japanese member cities to resolve the difficulties. Another case of cooperation is when TPO member cities sent supports and aids for the member cities in China after an earthquake hit severely in Sichuan Province in China.

- As can be seen in these examples, the TPO is a place of city diplomacy that functions in terms of security.

b. Dimension of development

- Historically, cities have played a major role in development aid, especially since the end of World War II, when cities around the world have sisterhood ties with Western European cities and American cities. As they exchanged various aids, cities proved to be the most influential role in regional development aid.

- The development of the region begins at the local level, and local governments have better capability to meet the need of the region than any other institutions.

- A prominent example of a development support project is the Millennium Towns and Cities Campaign, which aims to achieve the Millennium Development Goals (MDGs). Hundreds of cities in developed and developing countries unite to eradicate extreme poverty and hunger, achieve universal primary education, and promote gender equality. Diplomatic methods to achieve these goals range include showing unity in the local communities, gathering local resources, fund-raising and cooperating with civil society organizations, and lobbying central governments.

- TPO member cities are very diverse in population and size of the economy. While there are cities with rich advanced economies, there are also small cities in developing countries that lack economic capacity.

- This internal gap may be a factor that can hinder the stability of the operation of the TPO. A member city with income too low to promote outbound travelers to other cities or a city that is unable to receive inbound travelers from other member cities due to lack of tourist facilities will limit the exchanges between the member cities and loose strength as a tourism organization.

- The members of the TPO are aware of this issue since the foundation of the organization, and the concerns were often discussed with the possibility of launching a tourism development support project for underdeveloped cities since the beginning of the Organization, but none of the actions were applied.

- It is essential to make efforts to provide development aid projects. Discussions on this matter should be continued in the near future.

c. Dimension of economy

- The pursuit of economic interests in city diplomacy is the driving force of activity. There are various ways city diplomats can guarantee economic benefits for their cities: attracting foreign companies or international organizations, hosting tourist groups or large-scale international events, or supporting to make partnership agreements with other cities to export their services and knowledge.

- Tourism is an important industry that accounts for about 10% of the global GDP. TPO member cities assume that the participation of the TPO generates an increase in tourism income and economic growth in the cities. TPO must strive to make efforts to accomplish goals for the member cities.

- The TPO organizes various types of tourism promotions: regularly held tourism exhibitions, tourism trade meetings, and FAM tour events for the decision-makers of the tourism industry, and projects for advertisement in media. The tourism marketing projects are economically beneficial to member cities that lack experience and budget.

- Tourism marketing is a necessary and important mission, but the results of the marketing activities may not be immediate. Developing a variety of new projects that can generate immediate tangible results is also needed to proctect the members from being discouraged in participating with the TPO.

- One suggestion is to develop a project of regular exchanges of tourist groups with member cities. By this project citizens and diplomatic officials of member cities gains economic benefits by TPO’s activities and thus participate more enthusiastically in the future.

- Apart from the organizational performance for tourism marketing, the operation of regional offices in metropolitan cities will serve as marketing centers of the TPO.

Large cities have the capability of becoming an important source of markets for tourism businesses and the regional offices provide the accessibility to the markets for member cities.

- A lot of travel agencies are concentrated in major cities such as Beijing, Shanghai, Seoul, and Tokyo. Establishing a common office for tourism marketing in those cities where the member cities can use the space to interact with major companies of the local travel industry with on-site support of the TPO would increase satisfaction for the members.

d. Dimension of culture

- Culture is an important factor in national diplomacy, and is also very important in city diplomacy.

- During the period of the Cold War, U.S. national policymakers understood that they could win over ideological enemies by embracing foreign citizens, and cultural diplomacy was considered to be an essential part of national security. International business and exchanges were frequent between American cities and cities in Europe, and between cities of the former Soviet Union and cities in Japan during that era where cultural diplomacy between cities certainly contributed to the goal of preventing tragic wars.

- Culture still plays an important role in city diplomacy today.

- The common examples of city diplomacy at the cultural level can be the following: the interaction of young people through sports, cultural visits for officials in different cities, and to preparing guidelines to promote cultural exchange.

- Cultural exchanges are based on promoting human rights, forming a knowledge society, and improving the quality of life. Cultural exchange are also central to strategies of cities for its role in job creation and urban restoration.

- Member cities of the TPO have a variety of different cultural backgrounds. The diverse religions are present in the TPO's member cities: Christianity, Islam, Buddhism, and Hinduism. It creates heterogeneity in the group and increases cultural awareness and tolerance.

- The member cities also have different political systems. Some cities are with the capitalist social systems and others with socialist socio-economic systems. Such diverse cultures can be important tourist attractions as well as an opposition to some cultural values if one lacks in respecting the diversity.

- The TPO has the responsibility to put continuous efforts in expanding cultural exchange between member cities. The main focus of the TPO is to increase the number and the size of the cultural exchange events.

e. Dimension of representation

- The dimension of representation in city diplomacy covers all activities aimed at representing cities in international organizations, which activities are very similar to the works of national diplomats in international organizations, except that city diplomats do not perform diplomatic negotiation at the national level.

- In terms of representation, the purpose of city diplomacy is to participate in decision-making processes in transnational organizations.

- For example, the United Cities and Local Governments (UCLG) frequently serves as partners for various committees of the UN General Assembly and UN agencies

such as UN Habitat. One of the cities in the EU, London tries to influence decision-making individually and G4, Amsterdam, Rotterdam, Hague, and Utrecht. collectively in the organizations.

- The representation of the TPO in terms of its relations with international organizations is not very concrete.

- Although TPO maintains a partnership with UNWTO and invites mutually to the major events, the relationship is not as influential as to affect UNWTO's decision-making process.

- Most of the international city networks and associations are faced with relatively weak connections with the international organizations. The diplomatic monopoly of nation-centered international organizations is slowly collapsing, but it is expected to take many years before the TPO can achieve a status similar to that of nations' international organizations. However, TPO is developing an influential relationship with international organizations to gain recognition.

- In order to be recognized for representation in the international community, involvement in cooperative activities with influential international bodies must be continued.

- The TPO needs to participate in global issues and discussions, cooperate in actual tourism promotion projects, and share the process to improve the representation of the TPO and its member cities.

- Most international organizations including the U.N., raise issues on their interests and form conferences, but the ability to alter the financial aspects of the real world is generally limited. TPO has the ability to execute practical projects to prove its value and beneficial functions.

III The trends of the global tourism industry

Chapter 1. The trends of the global tourism industry

Chapter 2. Post-COVID19 era and the global tourism

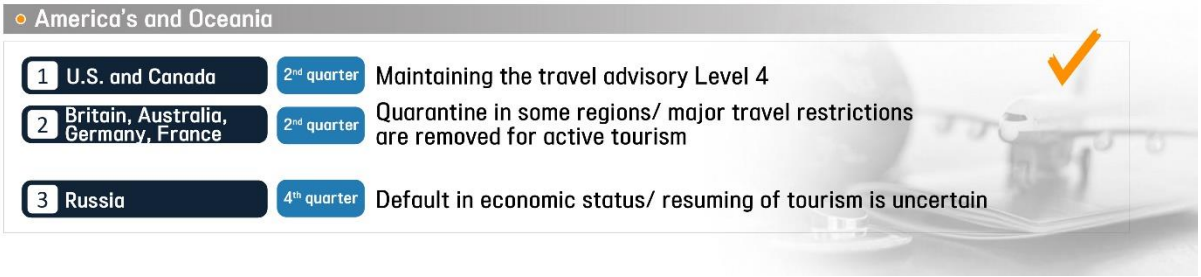
Chapter 1. The trends of the global tourism industry

1. Resumption of the international tourism

1) America and Oceania

The periods of resuming tourism in the international sectors (Status and forecast)

The forecast and period of resuming tourism in the international sectors



【U.S. and Canada】

- Both countries resumed tourism after overcoming of the peak number of Omicron cases in April, but still maintain the travel advisory Level 4, indicating a very high level.

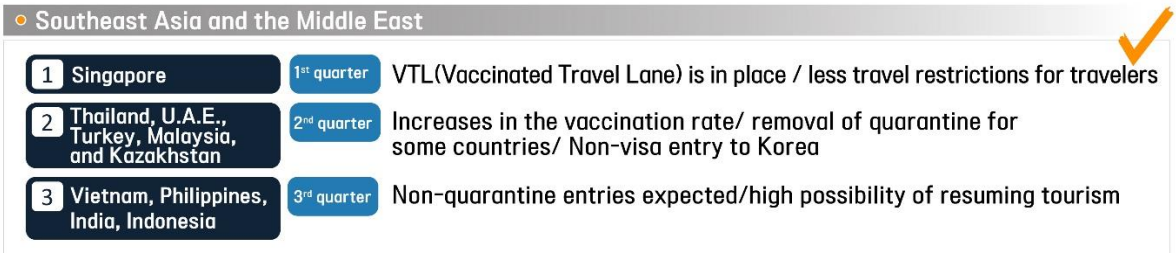
【Russia】

- Its war with Ukraine has led to a default in economic status, and the resuming of tourism is uncertain.

【Britain, Australia, Germany, and France】

- While quarantine is still applicable in some regions, the majority has recovered from the pandemic crisis and travel restrictions are removed for active tourism.

2) Southeast Asia and the Middle East



【Singapore】

- VTL(Vaccinated Travel Lane) is in place with less travel restrictions for opening the borders.

【Thailand, Malaysia and others】

- Thailand, U.A.E., Malaysia, and Kazakhstan have mandatory quarantine for entries from certain countries.

【Vietnam, Philippines and others】

- Non-quarantine entries are expected in phases with a high possibility of resuming tourism in the region.

2) Japan, China and Chinese Regions

Japan, China and Chinese Regions

1 Japan	2nd or 3th quarter	Less restrictions for business purposes and foreign students/ Expectations for inbound and outbound tourism
2 China	4th quarter	Li Keqiang, the Premier of China announced "Zero COVID Policy"/ Uncertainly continues for resuming tourism
3 Taiwan	3rd quarter	Announced the opening of the border in phases/ General tourism is not in the priority list
4 Hong Kong	4th quarter	"Zero COVID Policy" is strtictly enforced for the spread of Omicron/ Opening the border of Macau is expected in the 3rd quarter of 2022/ Expect to open the border for the entries from safe regions in the 4th quarter

【Japan】

- The entries for business purposes and foreign students have been allowed since March of 2022. It is expected to resume inbound tourism soon.

【China】

- Continued uncertainty for tourism.

【Taiwan】

- Continued uncertainty for tourism.

【Hong Kong】

- High preventive policy for COVID19 is still maintained and expected to open the border in the latter half part of 2022.

Chapter 2. Post-COVID 19 era and the global tourism

Major issues of the tourism industry in the post-Covid era

- Increase in the tourism purchases through online platforms
- Increase uses of virtual reality in tourism
- Avoidance of three-day tourism and preference of experiencing tourism activities
- Decrease in the outdoor activities with a sole purpose of tourism
- Extreme ranges of polarization in tourism purchases

- Increase in wellness(healing) tourism
- Emerging and re-discovery of local tourism destinations
- Changes in MICE and corporate tourism market
- The emerging issue of "Workcation"
- Increased implementation for digitalization in the tourism industry

- Increased market share of the tourism industry by the platforms
- Changes in the human resource market for tourism industry
- Digitalization of the tourism data and privacy issues
- Uncertainty of international tourism demand
- Increase in the participation of consumers for responsible tourism

- Increased demand for carbon neutralization from the tourism industry
- Increased demand for ESG for the tourism industry
- Increased role of governance from the authority for the development and risk management of tourism industry
- Importance of governance to required for the development and risk management of the tourism industry
- Safety is considered to be the core factor in the tourism industry

Ⅳ Description of the TPO

Chapter 1. Operation and management of the TPO

Chapter 2. Summary and suggestions

20 Years of TPO
&
the Vision for 2050

Chapter 1. Operation and management of the TPO

1. Background and Objective of establishment of the TPO

1) Background of establishment of the TPO

- In the 1990s, tourism in the Asia Pacific region continued to grow by more than 6 percent every year although it experienced a temporary downturn caused by the international financial crisis.

- Despite the continued growth of the tourism industry, the fruits of its growth have concentrated in the capital cities and in some large cities. Many other cities in the Asia Pacific region are alienated from the benefits of growth due to a lack of industrial foundation and low business competitiveness in tourism.

- At the 4th Asian-Pacific City Summit held in Busan, Korea in 2000, the city of Busan pointed out the importance of the tourism industry with emphasis on the necessity of tourism cooperation between cities, and proposed the establishment of an inter-city cooperation organization.

- After two years of discussions, the establishment of the TPO was decided at the 5th Asia-Pacific Summit held in Fukuoka in 2002. A further decision about locating the Secretariat of the TPO in Busan and nominating Busan as the first Presidential city.

2) Objective of the TPO

- The TPO was established for the purpose of forming network between cities and tourism organizations in the Asia Pacific region and cooperating to promote tourism in the region.

- To promote the tourism industry in the member cities, the following projects are to be conducted:

  - Projects for exchanging information and experience on tourism promotion
  - Projects for tourism marketing and development of new tourism products
  - Human resource development projects
  - Other projects necessary for achieving the objectives of the Organization.

2. Decision- making Process of the TPO

1) The General Assembly

- The General Assembly is the main decision-making body of the TPO, and is held every two years.

- The General Assembly consists of all members, including city members.

- The General Assembly will be convened by the President and the representative of the host city will take the chairmanship.

- The General Assembly decides on the following:
  - The Organization’s principal policies and project plans
  - Revision of and repeal of these statutes
  - Elections of the President and the Co-presidents
  - All other important matters regarding projects and operation of the Organization;

2) The Executive Committee

- The Executive Committee consists of the President city, Co-president city, one elected city member for each participating country, and non-city members commissioned by the Executive Committee.

- The national representatives of the Executive Committee select one city in each regional meeting of the countries.

- The chairmanship will be taken by the President city, and the vice-chair will be the city appointed by the chairperson

- The Executive Committee can be held at any time by the convening of the chair, but is customary to hold it twice a year, once in the first and second half of each year

- The Executive Committee makes decisions on the followings:
  - Compilation of the budget and settlement of accounts
  - Creation of the basic policies and project plans of the Organization;
  - Other matters associated with the projects operation of the Organization;

- The Executive Committee may have subcommittees for a specific purpose under its jurisdiction for efficient operation of the Organization

3) The Regional meeting

- There is no provisions for regional meetings in the TPO's statute, but regional meetings can be convened by members.

- Regional meetings are usually held on a national basis, but they are sometimes convened beyond national borders for discussing transnational issues.
- Regional meetings are autonomous and to be held for making decisions on special issues or for discussing project plans.

- In general, the representative of the executive member city or the host city takes the chairmanship of the meeting.

4) The Secretariat

- The Secretariat is a permanent organization established for the purpose of operating the TPO efficiently.

- The Secretariat is to execute decisions of the TPO and to administratively assist activities of the Organization.

- The Secretariat is responsible for the following:
  - Execution of decisions of the General Assembly and the Executive Committee
  - Supporting the members engaged in tourism-promotion projects
  - Holding meetings for the operation of the Organization
  - Other matters necessary for the operation of the Organization

- The Secretary-General is appointed by the President with a recommendation from the Executive Committee

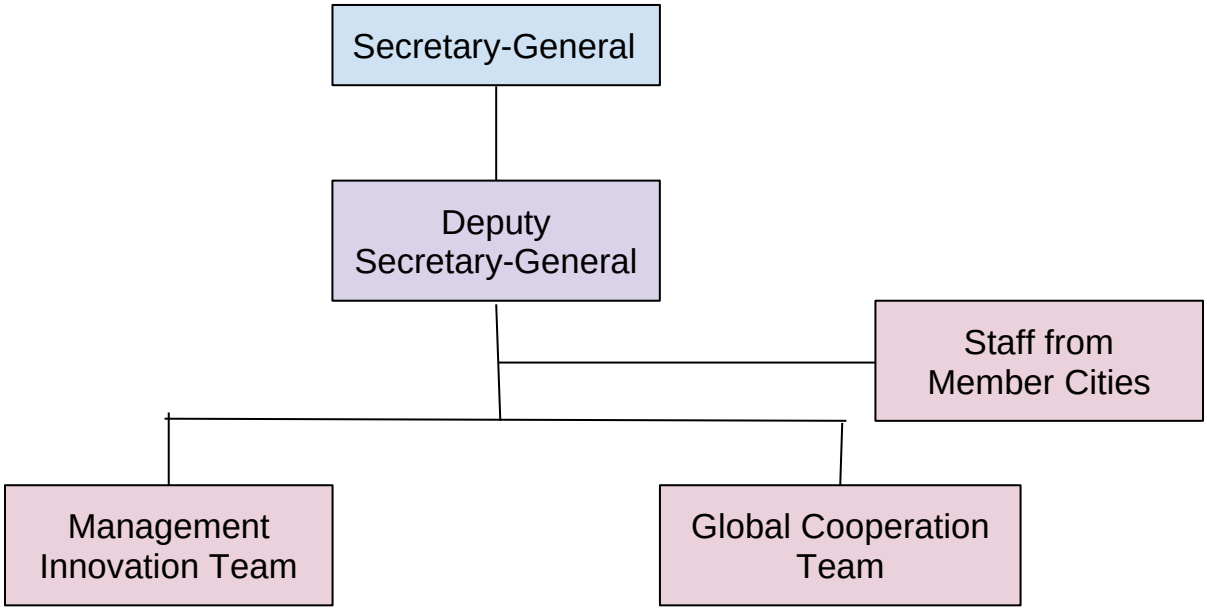
- The Secretariat has a Deputy Secretary-General who assists the Secretary-General with two teams of staff members in the Management Innovation Team and the Global Cooperation Team.

- The Management Innovation Team performs general administrative tasks including accounting.

- The Global Cooperation team is responsible for managing members and promoting joint projects and has staff who can communicate in English, Chinese, and Japanese.

- Member cities can dispatch their staff to the Secretariat to support the human resource.

<Organizational Chart of the Secretariat>



5) Decision-making process

- A member city can submit a report on matters concerning the operation of the TPO or a proposal related to the project to the Executive Committee via the Secretariat, either by itself or with the decision of the regional meeting.

- The Executive Committee reviews the submitted proposal or report in various aspects, submits it as an agenda of the General Assembly, and the final decision is made at the General Assembly.

- The Secretariat executes the decisions of the General Assembly

3. Projects of the TPO

1) Joint-marketing projects

- The TPO organizes a variety of marketing promotion events for member cities to attract tourists and promote city brands.

- The TPO conducts following activities for joint marketing:
  - Joint participation in major international tourism fairs in the world,
  - Holding tourism corporate meetings with international travel agencies,
  - Planning and conducting FAM tours and other marketing events for member cities
  - Activities to attract international tourists to member cities

- The joint cooperation projects among members reduce marketing costs and maximize effectiveness.

2) Human resource development projects for the tourism industry

- Youth camps are organized and operated in member cities for the young generation to prepare for the future contribution in development of the tourism industry in the member cities. The visits to the host cities and the participation in the camp programs lead the participants to experience the culture and tourism of the city.

- Since 2009, the title and the programs of the youth camp are designed to fit the needs of the host city every year.

- The duration of the camp is about two-weeks, where participants experience a wide range of local life, culture, food, and tourism in the host city.

- The camp is composed of educational programs focused on experiences that are distinct from ordinary travel.

- The participation of international visitors and the operation of the programs contribute to promoting local tourism.

3) Tourism information exchange projects

- The TPO conducts the tourism information exchange project to provide member cities with opportunities to promote tourism resources and travel products to the citizens of other member cities.

- Member cities can exchange promotional tourism information and provide opportunities to publish or upload in a mass-media space (i.e. city newsletters, publications, websites, etc.).

- An effective promotion is expected without any financial expenses by mutual cooperation between member cities.

Chapter 2. Summary and Suggestions

1. Summary of the Operation of the TPO

- The TPO is supported by the cities in the Asia-Pacific for an important role and the operation in the tourism industry since its foundation, and number of participating cities is increasing continuously.

- The TPO established a democratic decision-making process that leads from member cities to the Regional meetings and the Executive Committee, then the General Assembly.

- TPO continuously operates on joint tourism marketing projects, projects to develop human resource, and tourism information exchange projects.

2. Suggestions on the Management of the Organization.

- Though the TPO is operating in compliance with democratic procedures, the participation of member cities in the Organization's decision-making process is still considered low.

- To increase the participation of member cities, considerable efforts should be made to monitor, and gather opinions of member cities in a more liberal manner.

- To expand supports for the Organization's operation, establishment of subcommittees by subject or project to provide member cities with various opportunities to participate in the Organization's activities.

- The Organization’s stable and effective management requires competent staff and increased amount of budget for projects.

- For the recognition of the Organization's status and to secure supports from the international community, the TPO should establish a tourism development fund to assist member cities of developing countries or receive financial aid from the funds of other related organizations.

3. Suggestions on Activities of the Organization

- TPO operates in various tourism marketing activities, but the actual effect sensed by the member cities is insignificant.

- To increase the satisfaction of member cities, TPO needs to organize projects that result in short-term effects.

- To develop the expertise and job skills of the Secretariat, providing job training of the tourism industry is important.

- Mandated exchanges between members are suggested to increase cooperation and development of higher degree.

V Internal and external evaluation of the TPO

Chapter 1. Qualitative analysis and evaluation

Chapter 2. Quantitative analysis and evaluation

20 Years of TPO
&
the Vision for 2050

Chapter 1. Qualitative Analysis and Evaluation

1. The general status of TPO

1) Background for establishment and purpose of TPO

a. Background for establishment

- The Tourism Promotion Organization for Asia Pacific Cities (TPO) is an international organization established by the 5th Asia-Pacific Cities Summit held in Fukuoka, Japan, in 2002; it is a cooperative body with the purpose of exchanges between major cities in the Asia-Pacific region to develop the tourism industry.

- Since the beginning of the 21st century, the Asia-Pacific City Summit paid attention to the urbanization phenomenon of modern society and agreed that cities have become pivotal points in improving the quality of life of their members and are leading social development.

- The importance of mutual communication and exchange within the civil society while maintaining the environment and traditions of individual cities for the sustainable development of urban society has been recognized. Leader from the Asia Pacific Cities Summit highly valued the role of tourism in contributing to people-to-people exchanges and enhancement of communication, and established the Tourism Promotion Organization for Asia Pacific Cities (TPO) for the systematic development and strengthening of the tourism industry.

b. Purpose of establishment

- TPO serves as a consultative body with the purpose of exchanges between major cities in the Asia-Pacific region and the development of the tourism industry.

- TPO promotes mutual cooperation and exchanges by establishing a network between city governments and private tourism organizations for the development the tourism industry in the Asia-Pacific region.

2) TPO's major Projects and Current status

a. Major Projects

- Support of exchange between member cities.
- Promotion of tourism resources.
- Joint development of tourism products.
- Human resource development in the tourism industry and more.

b. Membership size

- As of March 2022, an international organization with 56 private organizations and 137 cities in 16 countries are registered as members.

c. History

2002

- August: TPO was officially launched at the 5th Asia Pacific Cities Summit
- November: the Secretariat of the Tourism Promotion Organization for Asia Pacific Cities (TPO) was established in Busan

2003

- March: Joo, Hwan-myeong was inaugurated as the first Secretary-General.
- September: The 1st TPO General Assembly was held in Busan.
  Inauguration of Busan as the 1st President city and Fukuoka as Vice president city

2004

- May: the 1st TPO Forum and TPO-UNESCAP Joint Symposium were held in Busan.

2005

- September: The 2nd TPO General Assembly was held in Fukuoka.
- September: Inauguration of Busan as the 2nd President city and Fukuoka as Vice president city

2006

- October: The 2nd TPO Forum was held in Hangzhou.

2007

- August: The 3rd TPO General Assembly was held in Guangzhou.
- September: Inauguration of Busan as the 3rd President city and Fukuoka as Vice president city

2008

- October: the 3rd TPO Forum was held in Busan.

2009

- September: The 4th TPO General Assembly was held in Kota Kinabalu.
- Inauguration of Guanzhou as the 4th President city

2010

- August: the 4th TPO Forum was held in Vladivostok.

2011

- September: The 5th TPO General Assembly was held in Daren.
- Introduced the Co-president system.
- Inauguration of Guanzhou as the 5th President city and Busan, Daejeon, Sanya as Co-president cities

2012

- September: the 5th TPO Forum was held in Penang.

2013

- September: The 6th TPO General Assembly was held in Daejeon.
- Inauguration of Guanzhou as the 6th President city and Busan as Co-president city

2014

- June: the 6th TPO Forum was held in Kuala Lumpur.

2015

- May: The 7th TPO General Assembly was held in Sanya.
- Inauguration of Guanzhou as the 7th President city and Busan, Tongyeong, Chengdu as Co-president cities

2016

- June: The 7th TPO Forum was held in Jeonju.
- September: Shin, Yeon Sung was inaugurated as Secretary-General.

2017

- March: The Secretariat was relocated to Suyeong-gu, Busan.
- October: The 8th TPO General Assembly was held in Tongyeong
- Inauguration of Busan as the 8th President city and Tongyeong, Jeonju as Co-president cities

2018

- June: The 8th TPO Forum was held in Ho Chi Minh.
- December: Kim, Soo-il was inaugurated as Secretary-General

2019

- March: The Secretariat was relocated in Busan Buk-gu.
- September: The 9th TPO General Assembly was held in Busan.
- Inauguration of Busan as the 9th President city and Jeonju, Ulsan, Taiping, Pariaman as Co-president cities

2021

- December: Woo, Kyung-ha was inaugurated as Secretary-General.

3) The Structure of the TPO

a. Organizational status

- Organization: General Assembly, Executive Committee, Secretariat

b. The status of human resource management

- The Secretariat of TPO has eight employees, including one Secretary-General, one Deputy Secretary-General, three team-managers, and three managers.

Classification	Total	Secretary-general	Deputy secretary-general	Team manager	Manager
Number of Staff	8	1	1	3	3

4) The identity and status of the TPO

a. TPO's Identity

- TPO is an intercity organization for tourism promotion in the Asia-Pacific region, listed in the **Yearbook of International Organizations** of the Union of International Association (UIA) as an international organization of the type D – a regionally defined membership organization.

b. TPO's Status

- TPO was established by the Asian Pacific City Summit.
- Asian Pacific City Summit was founded in Fukuoka, Japan in 1994.
- TPO is not a well-recognized Organization focusing only tourism.
- TPO lacks in funding ability as its budget depends on the annual membership fee and contributions from the President city and Co-presidents cities.
- TPO plays a leading role in city diplomacy, but it is not registered as an international organization at the national government level.

- International organizations with similar characteristics to those of TPO are operated by Continent.
  - North America: ASTA, Europe: EUTA, Africa: ATTA, Asia-Pacific: PATA,
  - South America: LATA, Caribbean: CTO

- Tourism policies at the government level are mainly determined by APEC, ASEAN, OECD, and UNWTO.

5) Current Issues

a. Opportunities for Advancement

- To commemorate the 20th Anniversary of the TPO in August 2022, the Secretariat is looking back on the past years and reviewing the Organization for improvement and future development.

b. Establishment of the new Vision

- TPO aims to contribute to exchanges and cooperation between cities in the Asia-Pacific region for the development of the tourism industry, creating a concrete foundation to take the steps forward.

2. SWOT Analysis

1) Strength

- TPO is the largest self-governing tourism organization in the Asia-Pacific region (137 cities in 16 countries).
- TPO has secured a position in the international tourism community through continuous activities since its establishment, and cooperated with UNWTO and other organizations.
- TPO has ability to execute various projects for the tourism industry in the Asia-Pacific region.

2) Weakness

- TPO has a relatively low recognition for its history and diverse activities of the Organization.
- Satisfaction from the members is decreasing due to the absence of effective beneficial projects.
- TPO lacks outstanding achievements to attract active participation of the member cities.
- TPO has difficulty in finances and human resources of the Secretariat to perform adequate operations and provide support for the members.
- The members claim insignificant involvement that lacks benefits of mutual exchange and lack of cooperative projects and activities.
- TPO's operation is centered on a small number of Executive member cities, which may lead to limit the wide range of participation and support from the members.
- TPO has not secured enough business members who are the main target beneficiaries of inter-city organizations.

3) Opportunity

- The growing importance of tourism across the Asia-Pacific region is accepted by both developing and developed countries.

  - Relatively high employment effect by the investment in the tourism industry, a growing non-factory industry, an eco-friendly industry.

- Sustainable growth is expected for the tourism market in the Asia-Pacific region after COVID-19.
- Continued economic growth is expected as the Asia-Pacific region, with its large population, is a vast tourism market.
- Due to the nature of international travel preferred by neighboring countries, the member city network itself is a potential market.
- Member cities are gifted with a beautiful natural environment and possess rich historical and cultural resources.
- Most of the member cities remain politically and economically stable with positive impact on the tourism industry.
- The member cities with economic power and technology can lead the advanced tourism industry corresponding to the 4th Industrial Revolution era.
- Korea, China, and Japan’s outbound tourists are expected to contribute to the development of the tourism industry in the Asia-Pacific region.

4) Threat

- Political conflicts between countries of the member cities may negatively affect tourism diplomacy.
- To secure stable finances from members is difficult due to a lack of legal status as an international organization.
- Unexpected crises in the tourism industry such as SARS, MERS, COVID-19,

financial crisis, and war can cause uncontrollable difficulties.

- Balancing inbound and outbound tourism among the member cities is difficult due to the economic and social gap of the cities.

3. Implications for the SWOT Analysis Results

1) S O (Strength/Opportunity) Strategy: Do It First

- Invigorate mutual inbound trips through the exchanges of tourism and business between members.
- Establish an advanced IT-based online marketing platform, and invigorate joint marketing activities.
- Develop diverse tourism programs, and support the global marketing for the members.
- Expand the network scope, and promote official cooperative projects with International Organizations such as UNWTO.
- Expand membership from countries in the Middle East.

2) W O (Weakness/ Opportunity) Strategy: Supplement First

- Strengthen online and face-to-face marketing activities via the homepage and SNS to increase awareness.
- Promote quantitative and qualitative improvements of TPO Travel Trade, the event that has already gained high satisfaction from the members.
- Increase the number of Secretariat's staff and the overall budget.
- Expand the Executive Committee's members, and establish a systematic process of the election.

- Open the job opportunities to the members and accept secondment from member cities.
- Expand opportunities for business members to participate in the activities.

3) S T (Strength/ Threat) Strategy: Problem Solving

- It is encouraged to establish the Crisis Management Committee under the umbrella of TPO, developing a crisis management manual to secure leadership in actively responding to crises.
- Strengthen exchanges with international organizations related to tourism, such as UNWTO, WTO, UNESCAP, UNDP, UNEP.
- Establish a cooperative system between outbound and inbound travel agencies based in different member cities (e.g. FAM tours, road shows).
- Support the member cities with low outbound demand by using exchange projects.
- Reinforce the neutral and non-political identity of the TPO to maintain its role as a cooperative body even in times of crises and conflicts between countries.

4) S W (Strength/ Weakness) Strategy: Long-Term Implementation

- Establish a collective funding for all TPO members.
- Promote accreditation as major international organization. (e.g. UN or APEC).
- Operate the TPO tourism school in cooperation with member city's universities to build the capacity of member city's tourism-related personnel.
- Establish the TPO regional marketing centers in cities with high demand for outbound travel to support international marketing of member cities.

  - e.g. Seoul, Beijing, Shanghai, Tokyo, and others

Chapter 2. Quantitative Analysis and Evaluation

1. Overall indexes evaluation

Evaluation category		Evaluation index	Points Possible	Earned points
Organizational system	Operational adequacy (15 points)	Adequacy of organizational operation in accordance with the statutes	5	3.0
		Outside expert involvement and participation rate	5	2.0
		Adequacy of the structure of the Organization	5	3.0
	Human Resources/ Organization Management (15 points)	Management (team manager level or higher) ratio	5	2.0
		Professional staff acquisition ratio	5	3.0
		Adequacy of employee's competency reinforcement system	5	1.0
	Finance and budget management (20 points)	Level of financial independence	10	2.0
		Adequacy of financial and budget planning and management	5	3.0
		Adequacy and transparency of budget management and execution	5	4.0
		Subtotal	**50**	**23.0**
Social value	Social responsibility (5 points)	Ethical management and contribution to the local community	5	3.0
		Subtotal	**5**	**2.0**
Organizational performance	Satisfaction with the Organization (35 points)	Results of the survey on the satisfaction level of the General Assembly	10	8.4
		Results of the survey on the satisfaction level of the Executive Committee	8	5.4
		Results of the survey on the satisfaction	7	4.8

		level of the Regional meeting(s)		
		Results of the survey on the satisfaction level of the Secretariat	10	8.8
		Subtotal	**35**	**27.4**
		1 Total	**90**	**52.4**
Project performance	**Satisfaction with Project performance (10 points)**	Results of the survey on the satisfaction level with projects' performance	10	8.4
		2 Subtotal	**10**	**8.4**
		1 + 2 Grand total	**100**	**60.8**

2. Indexes evaluation by organization

Classification	Evaluation index	Evaluation index in detail	Points Possible	Earned points
by Organization	**General Assembly (100 points)**	① Provision of information for holding the General Assembly	20	**17.5**
		② Performance of the General Assembly	20	**17.0**
		③ Providing opportunities to participate in the General Assembly	20	**17.0**
		④ Efforts in PR and marketing of General Assembly	20	**17.0**
		⑤ Satisfaction of the General Assembly participants	20	**16.8**
		Subtotal	100	**85.3**
	Executive	① Provision of information for holding the	20	**17.8**

	Committee (100 points)	Executive Committee		
		② Performance of the Executive Committee	20	**19.7**
		③ Competency reinforcement of the Executive Committee participants	20	**17.3**
		④ Efforts in PR and marketing for the holding of the Executive Committee	20	**17.1**
		⑤ Satisfaction of the Executive Committee participants	20	**17.1**
		Subtotal	100	**89.0**
	Regional Meeting (100 points)	① Provision of information for the holding of the Regional meeting(s)	20	**17.6**
		② Interest level of the Regional meeting(s)	20	**16.7**
		③ Competency reinforcement of the Reginal meeting s) participants	20	**17.0**
		④ Efforts in PR and marketing of the holding of Regional meeting(s)	20	**16.7**
		⑤ Satisfaction of Regional meeting(s) participants	20	**16.7**
		Subtotal	100	**84.7**
	Secretariat (100 points)	① Communication efforts of the Secretariat	20	**18.2**
		② Professionalism of the Secretariat's staff	20	**17.4**
		③ Efforts to manage and expand the process of attracting more member cities	20	**17.2**
		④ Efforts for strengthening the TPO projects' promotion	20	**17.0**
		⑤ satisfaction for the Secretariat employees' service	20	**17.9**
		Subtotal	100	**87.7**

3. The detailed evaluation

1) Overall indices

a. Organizational system

(1) (Operational adequacy) Adequacy of organizational operation in accordance with the Statutes.

① Evaluation overview

Character index	Evaluation method	Points possible	Earned points
quantitative	absolute valuation	5	**3.0**

② Evaluation details

Evaluation index	Adequacy of organizational operation in accordance with the statutes
Index definition	It evaluates the Organization's management in following its statutes.
Evaluation details	● Transparent management of the Organization according to statutes (20 points) - Has the Organization been operated transparently following the statutes?

③ Analysis and evaluation

- Analysis
  - The Organization is operated according to the TPO Statute, but detailed operational plans are not stated clearly.

- The General Assembly, the Executive Committee, Regional meetings, and TPO Forum are being held, but have difficulties in securing a stable operating budget. TPO depends on the annual membership fee, the President and Co-President cities' contribution.

● Evaluation

- The purpose of TPO, projects, membership, and termination of the membership from the Organization, President and Co-President, the General Assembly, the Executive Committee, the Regional Meeting, TPO Forum, the Secretariat, expenses, and authorization matters are presented, but necessary detailed policies for the operation are not provided.

- There is a strong dependence on the President city in the operation of the TPO. The Secretariat operates on a case-by-case basis rather than the implementation of the guidelines stated in the statutes.

- Therefore, the 'Adequacy of organizational operation in accordance with the Statutes' is rated with 3 points.

(2) (Operational adequacy) Expert involvement and participation rate

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	5	**2.0**

② Evaluation details

Evaluation index	Outside expert involvement and participation rate
Index definition	Have you adequately involved outside experts and made them participate in the Organization's operation?
Evaluation details	● Outside expert involvement and participation rate (5 points) - Have you adequately involved outside experts and made them participate in the Organization's operation?

③ Analysis and evaluation

● Analysis

- Since the establishment of the TPO, cases of outside experts being appropriately involved for the operation have been insufficient.
- The experts' opinions were collected on topic selection and management of events for the TPO General Assembly and the TPO Forum.
- On the occasion of the 10th Anniversary of TPO, opinions of outside experts were collected in the process of examining past performance and setting future directions, but with limited involvement.

● Evaluation

- A systematic involvement for the TPO operation and management with outside experts has not been established.
- There is no special committee involved with outside experts for operation of the Organization and the Secretariat. There is no feedback system by outside experts.

- It is concluded that although opinions from outside experts were heard on the topic selection and operation of the TPO General Assembly and the TPO Forum and at the time of the 10th Anniversary, opinions were collected through outside experts, no specific operating regulations were designated for the Committee including outside experts, and no outside expert involvement plan has been established.
- Therefore, it has been rated 2 points on ‘Are outside experts placed appropriately, and are they participating in the operation of the Organization?’.

(3) (Operational adequacy) Adequacy of the structure of the Organization

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	5	3.0

② Evaluation details

Evaluation index	Adequacy of the structure of the Organization
Index definition	Is the Organization structured in line with the purpose and aim of its establishment?
Evaluation details	● Adequacy of the Organizational structure (5 points) - Is the Organization structured in line with the purpose and aim of its establishment?

③ Analysis and evaluation

- Analysis
  - For the question of “Is the Organization structured in line with the purpose and aim of its establishment?” There is not any specific department or employee assigned to work on the city diplomacy and tourism promotion among the TPO members.

- Evaluation
  - The position exclusively for tourism marketing is not occupied, and the team for tourism marketing is insufficient.
  - In line with the purpose of the TPO, the ratio of staff members work as team

managers is 47% for recent 2 years.

- "Is the Organization is structured in line with the purpose and aim of its establishment?" is rated 3

(4) (Human Resources/Organization Management) The ratio of managers/team managers or higher level.

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	5	2

② Evaluation details

Evaluation index	Management (team manager level or higher) ratio
Index definition	To what extent the managerial positions of the team manager level and above? ※ Management refers to an employee who is a head of a department in the Organization or a person who, despite being not a head of a department, has the right to review, vote, and with significantly less assigned tasks.
Evaluation details	● The ratio of managers of team manager level and above (5 points) - Is the number of team manager level and higher adequate?

③ Analysis and evaluation

- Analysis

  - Currently, TPO has Secretary-General, Deputy Secretary-General, 2 team managers and 5 officers (in 2021: 3 team managers and 4 officers including one accountant).
  - Employees were hired under the authority of the Secretary-General rather than the personnel regulations.
  - In the past, there has been a case where an experienced person lacking professional skill was hired as a team manager, and the manager-level employee had to train the team manager.
  - During 2019-2022, the team manager promotion review was not conducted separately, and promotion is required according to the personnel regulations.
  - Since the number of employees is small, the team manager cannot help but perform his/her duties in the field.

- Evaluation

  - Currently, eight employees, excluding the Secretary-General, are working (1 Deputy Secretary-General, 3 team managers, 4 officers - 1 accountant). The ratio of team managers is about 42.9%, higher than that of general organizations.
  - A team manager also performs responsible tasks, and compared to a manager in a general organization but he/she does not have the authority to make decisions.
  - An increase in the number of managers and middle-level employees with an understanding of the TPO is required. ‘The ratio of team manager level and above’ is rated 2 points.

(5) (Human Resources/Organization Management) Professional staff acquisition ratio

① Evaluation overview

Character index	Evaluation method	Possible points	Earned points
quantitative	absolute valuation	5	3.0

② Evaluation details

Evaluation index	Professional staff acquisition ratio
Index definition	Is the Organization adequately secured with professional staff? ※ Professional employees refer to employees with specialties that fit the nature of the Organization.
Evaluation details	● Percentage of professional staff (5 points) - Is TPO formed with staff with appropriate professional skills?

③ Analysis and evaluation

- Analysis
  - Currently. 2 team managers and five officers (in 2021: 3 team managers; 4 officers, including 1 accountant) are working.
- Evaluation
  - Excluding the Secretary-General, five employees are in the fields of HR/organizational management, tourism marketing, and city diplomacy.
  - Therefore, the ‘level of securing professional staff’ is rated 3 points.

(6) (Human Resources/Organization Management) Adequacy of employee Competency reinforcement

① Evaluation overview

Character index	Evaluation method	Points possible	Earned points
quantitative	absolute valuation	5	1.0

② Evaluation details

Evaluation index	Adequacy of employee's competency reinforcement system
Index definition	Are there any appropriate employee competency programs or systems in the Organization?
Evaluation details	● Adequacy of employee competency reinforcement system or program (5 points) - Are there any programs or systems in place that enhance and strengthen employees' competencies?

③ Analysis and evaluation

- Analysis
  - Currently, there are no employee's competency reinforcement programs or systems in place in the Organization.

- Evaluation
  - Currently, there are no programs or systems in place related to 'Are there any appropriate employee empowerment programs or systems in the Organization?'.
  - This index is rated 1 point because only the staff in charge of the TPO General Assembly and TPO Forum can receive the operational know-how and experience of seniors in the process of preparing and operating local events and overseas business trips.

(7) (Finance and budget management) Security of financial independence

① Evaluation overview

Character index	Evaluation method	Points	Earned points
quantitative	absolute valuation	10	2.0

② Evaluation details

Evaluation index	Security of financial independence
Index definition	The evaluation is on the efforts to secure financial independence such as revenue generation or in other methods.
Evaluation details	● Efforts and results of securing financial independence (10 points) - Has TPO made any effort to develop a profitable business and increase income (excluding contributions)?

③ Analysis and evaluation

- Analysis
  - The payment rate of the annual membership fee for the past five years is extremely low (For example, in 2021).

    *Annual membership fee: only 65 cities paid out of 133 cities/ only one business member, Busan Tourism Organization paid out of 54 private members.

    *Membership fee: two cities paid only (Sasang-gu of Busan, South Korea; Batu, Indonesia),
  - Members being local governments, restrictions are applied in receiving special donations or funds, except for contributions from the President and Co-President cities, and annual membership fees from the members.

- Evaluation

  - The payment received from the members for annual membership fee in the past five years is extremely low, and it is dependent on the contributions from the President and Co-President cities.
  - Although TPO is an international organization, it is difficult to secure a stable budget due to its structure of an organization centered on local governments and business members, not the central governments. TPO faces difficulties in securing a stable budget and financial independence through separate revenue generation as well.
  - Therefore, “Efforts for financial independence such as revenue generation and other methods” is rated 2 points, as being completely dependent on the President city and some annual membership fees.

(8) (Finance and budget management) Adequacy of financial/budget planning and management

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
qualitative, quantitative	absolute valuation	5	2.0

② Evaluation details

Evaluation index	Adequacy of financial/budget planning and management
Index definition	The evaluation of financial plans and budgets.
Evaluation details	● Adequacy of financial budget planning and management (5 points) - Is the financial management designed in consideration of the financial condition of the institution? - Is the budget plan for the current year established in consideration of the medium and long-term financial plan? - Has the TPO made any budget-saving efforts based on the profit-making plan and past revenue/expenses?

③ Analysis and evaluation

- Analysis
  - The budget plan for each year is not established in consideration of the mid-to-long-term financial plan.
  - Although the direction of the financial management is set considering the financial condition of the institution, the budget is variably organized depending on the venue city, Co-President city, admission fees, and annual membership fees.
  - Although the budget for the year is usually managed and executed efficiently, there is a limit to the budget reduction efforts with the nature of the Organization where the budget is stable, not fluctuating with an excessively large amount of expenses or profits.
- Evaluation
  - The TPO has difficulty in planning its budget for the mid-to-long-term budget since the TPO's budget is highly dependent on the admission fee and annual membership fees of the President city, Co-President cities, and member cities only.

- Considering the amount of fees received in the last five years, it is difficult to establish a mid-to-long-term plan for the operation budget.
- Although the budget plan is established and operated in consideration of finances, the adequacy of budget planning and management is rated 2 because it is operated entirely on membership fee from a few cities.

(9) (Finance and budget management) Adequacy of budget management and execution

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
qualitative, quantitative	absolute valuation	5	4.0

② Evaluation details

Evaluation index	Adequacy of budget management and execution
Index definition	Evaluation of the adequacy and transparency of the budget management and execution.
Evaluation details	● Adequacy of budget management and execution (5 points) -Relatedness of the budget and the operation plans -Compliances with the policy of the Organization for the budget -Adequacy of budgeting and budget usage - Adequacy of budget diversion and use of reserve fund

③ Analysis and evaluation

- Analysis

  - Budget operation and execution are carried out according to the budget plan.
  - Since the total budget is not large, the rate of excessive or inefficient budget execution is low.

- Evaluation

  - Since the management and execution process of the budget are shared and confirmed in advance through the Executive Committee, unreasonable budget execution rarely occurs.
  - The degree of transparency is rated 4 because the Secretariat's operating expenses are executed autonomously within the approved total amount.

b. Social value

(1) (Social responsibility) Ethical management and contribution to the local community

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
qualitative	absolute valuation	5	3.0

② Evaluation details

Evaluation index	Ethical management and contribution to the local community
Index definition	The evaluation of appropriate institutional mechanisms for ethical management, eradication of various unjust, unlawful acts and corruption, the creation of a gender-equality in the organizational culture, and human rights management.
Evaluation details	● Efforts for anti-corruption and integrity (2 points) - Transparency in disclosure of internal and external audit results ● Creation of a gender-equality in the organizational culture (2 points) - Efforts to prevent sexual harassment and violence within the Organization ● Human rights management efforts and effectiveness (1 point) - Degree of establishment, implementation, and disclosure of human rights management system

③ Analysis and evaluation

- Analysis
  - Corruption prevention and integrity: There is a limit to detecting unlawful use of corporate cards through an internal audit for being a small- sized Organization,
  - Creating a gender-equality in the organizational culture: There is no training.
  - Human rights management efforts and results: Efforts are made to respect human rights, but occasionally there are cases where they are not fully complied with.

- Evaluation
  - Since the number of employees of the TPO Secretariat is small (eight people), there are limits to detecting any anti-corruption and integrity practices through the internal audit system. It has been concluded that there are no unfair practices.
  - Since efforts to create a gender-equality in the organizational culture and human rights management are below average, this index is rated 3.

c. Organizational performance

(1) (Satisfaction with the Organization) Results of the survey on the satisfaction level of the General Assembly

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	10	8.2

② Evaluation details

Evaluation index	Satisfaction level of the General Assembly
Index definition	The General Assembly participants evaluated their satisfaction level and the degree of improvement and progress compared to the previous year. The effort for correction and improvement compared to the previous year was also evaluated..
Evaluation details	● Results of General Assembly participants' satisfaction level (5 points) ● Efforts to improve the satisfaction of the participants for the General Assembly (5 points)

③ Analysis and evaluation

● Analysis

- Results of the General Assembly participants' satisfaction level (5 points): The

satisfaction evaluation score for the General Assembly participants is 4.21 out of 5, which corresponds to 4.2 points.

- Efforts to improve the satisfaction of the participants for the General Assembly (5 points): Since the establishment of the TPO to the year 2022, the evaluation of the event has been surveyed at the end of the TPO General Assembly and the content of the evaluation has been shared with member cities. The effort to promote the recognition of the TPO as the organization is judged to be insufficient, with the rating of 40%, and this result corresponds to 4.0 points.

● Evaluation

- Results of the General Assembly participants' satisfaction level is rated 4.2 points.
- Effort to improve the satisfaction of the General Assembly participants is 4.0 points.
- Therefore, 'Efforts to improve the satisfaction of the General Assembly' is rated 8.2 points.

(2) (Satisfaction with the Organization) Results of the survey on the satisfaction of the participants for the Executive Committee

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	8	5.4

② Evaluation details

Evaluation index	Results of the survey on the satisfaction of the participants for the Executive Committee
Index definition	The evaluation of the satisfaction from the participants for the Executive Committee and the degree of improvement and progress compared to the previous year. The evaluation of effort for correction and improvement.
Evaluation details	● Results of the Executive Committee participants' satisfaction level (4 points) ● Efforts to improve the satisfaction of the participants for Executive Committee (4 points)

③ Analysis and evaluation

- Analysis
  - Results of the survey on the Executive Committee participants' satisfaction level (4 points): The satisfaction evaluation score for the Executive Committee participants is 4.28 out of 5, which is equivalent to 3.4 points when converted to 4 points scale.
  - Efforts to improve the level of satisfaction of the Executive Committee participants (4 points): Efforts are made continuously to improve the suggestion discussed at the event after the Executive Committee. However, the annual membership fee payment rate as a member city after joining the Organization is about 50%. The evaluation for the satisfaction on the effort to make improvement is equivalent to the (2 points)

- Evaluation
  - The results of the survey on the Executive Committee participants' satisfaction level have been rated 3.4 points.
  - Efforts to improve the level of satisfaction of the Executive Committee participants have been rated 2.0 points.
  - Therefore, 'Efforts to improve the level of satisfaction of the Executive Committee' have been rated 5.4 points.

(3) (Satisfaction with the Organization) Results of the survey on the satisfaction level of the Regional meeting(s) participants

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	7	4.8

② Evaluation details

Evaluation index	The satisfaction level of the Regional meeting(s)'s Participants
Index definition	The evaluation of the satisfaction of the participants for the Regional meetings and the effort for correction and improvement compared to the previous year.
Evaluation details	● Results of the survey on the Regional Meeting(s) participants' satisfaction level (4 points) ● Efforts to improve the level of satisfaction of the Regional meeting(s) participants (3 points)

③ Analysis and evaluation

- Analysis

  - Results of the survey on the Regional meeting(s) participants' satisfaction (4 points): The satisfaction evaluation score for the Regional meeting(s) participants is 4.18 out of 5, which is equivalent to 3.3 points when converted to 4 points scale.

  - Efforts to improve the level of satisfaction of the Regional meeting(s) participants (3 points): the Regional meeting(s) are hosted mainly by the member cities, and the active participation rate of member cities in Regional meetings is about 50%, which is equivalent to 1.5 points.

- Evaluation

  - The results of the survey on the level of satisfaction of the Regional meeting(s) participants is rated 3.3 points.

  - Efforts to improve the level of satisfaction of the Regional meeting(s) participants is rated 1.5 points.

  - Therefore, 'Efforts to improve the level of satisfaction of the Regional meeting(s)' is rated 4.8 points.

(4) (Satisfaction with the Organization) Results of the survey on the satisfaction level of the Secretariat

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	10	8.8

② Evaluation details

Evaluation index	Results of the survey on the satisfaction level of the Secretariat
Index definition	The evaluation of satisfaction on the Secretariat, and the degree of improvement compared to the previous year. A survey was conducted on TPO members, and evaluated the effort for correction and improvement.
Evaluation details	● Results of the survey on the level of satisfaction of the Secretariat (5 points) ● Efforts to improve the level of satisfaction of the Secretariat's TPO members (5 points)

③ Analysis and evaluation

- Analysis
  - Results of the survey on the level of satisfaction of the Secretariat (5 point): Overall satisfaction of member cities with the Secretariat is 4.47 out of 5, which is 4.5 points when converted to 5 points scale.
  - Efforts to improve the level of satisfaction of the Secretariat (5 point): Although the employees are making continuous efforts to enhance the satisfaction level of member cities, the number of employees with expertise is 80% (4.0 points).

- Evaluation
  - The result of the survey on the Secretariat satisfaction level is rated 4.5 points.
  - Efforts to improve the level of satisfaction of the Secretariat is rated 4.0 points.
  - Therefore, 'efforts to improve the level of satisfaction of the Secretariat' is rated 8.5 points.

d. Project performance

(1) Results of the survey on the satisfaction level with projects' performance

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	10	8.4

② Evaluation details

Evaluation index	Results of the survey on satisfaction level with projects
Index definition	The evaluation of the satisfaction with the TPO promotion project performance, and the provision of mutual cooperation for member cities.
Evaluation details	● The degree of benefit from TPO membership for mutual cooperation with other member cities (5 points) ● The degree of provision for beneficial experiences and opportunities to member cities (5 points)

③ Analysis and evaluation

- Analysis

  - The degree to which TPO membership is helpful for mutual cooperation with other members (5 points): By participating in the General Assembly, the level of satisfaction with mutual cooperation with other members is 4.24 out of 5, which corresponds to 4.2 points.

  - The degree to which membership in the TPO provides beneficial experiences and opportunities to member cities (5 points): Then the level of satisfaction with this is 4.15 out of 5, which corresponds to 4.2 points.

- Evaluation

  - The degree to which TPO membership is helpful for mutual cooperation with other members is rated 4.2 points.
  - The degree to which membership in the TPO provides beneficial experiences and opportunities to member cities is rated 4.2 points.
  - Therefore, 'the satisfaction level with the TPO promotion project performance' is rated 8.4 points.

2) Indexes by Organization

a. General Assembly

(1) Provision of information for the holding of the General Assembly

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	17.5

② Evaluation details

Evaluation index	Provision of information for the holding of the General Assembly
Index definition	Evaluated the provision of information and the promotion in advance for General Assembly. Likert 5-point scale was used.
Evaluation details	● Amicable provision of information and guidance for the holding of the General Assembly (20 points) - The General Assembly participants evaluated the procedure of the advertising and promotion for the holding of the General Assembly.

③ Analysis and evaluation

- Analysis

  - The results of the evaluation of how adequate the prior provision of information and guidance about holding of the General Assembly (20 points): On a scale of 5 points, the evaluation result showed 4.38 points, which is equivalent to 17.5 points when converted to 20 points scale.

- Evaluation

  - Informing and guidance prior to the General Assembly is rated 17.5 points.

(2) Performance of the General Assembly

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	5	17.0

② Evaluation details

Evaluation index	Performance of the General Assembly
Index definition	The evaluation of the participation rate of member cities and private organizations for the General Assembly.
Evaluation details	● The participation rate of member cities in the General Assembly (10 points) - The ratio of the participating member cities to all member cities - 100% (10 points), 80-99% (8-9 points), 60-79% (6-7 points), 50-59% (5 points), 49% or less (1 point) ● The participation rate of private organization members in the General Assembly (10 points) - The ratio of the participating private organization members to all private organizations - 100% (10 points), 80-99% (8-9 points), 60-79% (6-7 points), 50-59% (5 points), 49% or less (1 point)

③ Analysis and evaluation

● Analysis

- The participation rate of member cities in the General Assembly is 84.8% on average, which is equivalent to 8.5 points.
- The participation rate of private organizations in the General Assembly is 84.8%

(or 8.5 points),), which is the equivalent to the participation rate of member cities.

- Evaluation
  - The participation rate of members in the General Assembly is evaluated to 17.0 points.

	Holding the General Assembly	number of member cities	number of participating cities	city participation rate	number of private organizations	Total participants
2003	The 1st (Busan) 09.03~09.06.2003	8 countries 32 cities	8 countries 32 cities	100	13 private organizations	157
2005	The 2nd (Fukuoka) 09.07~09.10.2005	10 countries 32 cities	10 countries 32 cities	100	13 private organizations	200
2007	The 3rd (Guangzhou) 08.27~08.30.2007	10 countries 44 cities	10 countries 44 cities	100	17 private organizations	300
2009	The 4th (Kota Kinabalu) 09.28.2009	10 countries 44 cities	10 countries 30 cities	68.2	17 private organizations	200
2011	The 5th (Dalian) 09.05.~09.07.2011	10 countries 44 cities	8 countries 36 cities	81.8	14 private organizations	150
2013	The 6th (Daejeon) 09.04.~09.07.2013	10 countries 44 cities	8 countries 36 cities	81.8	13 private organizations	310
2015	The 7th (Sanya) 05.27.~05.31.2015	10 countries 44 cities	10 countries 35 cities	79.5	16 private organizations	250
2017	The 8th (Tongyeong) 10.18.~10.21.2015	10 countries 57 cities	9 countries 50 cities	87.7	16 private organizations	349
2019	The 9th (Busan) 09.25.~09.28.2019	15 countries 124 cities	15 countries 80 cities	64.5	21 private organizations	700
	average			**84.8%**		

(3) Providing opportunities for the General Assembly participants

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute evaluation	20	**17.0**

② Evaluation details

Evaluation index	Competency reinforcement for the participants of the General Assembly
Index definition	Evaluation of the programs in the General Assembly and additional events.
Evaluation details	● The composition of the General Assembly and additional events (5 points): Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

● Analysis

- The degree to which the General Assembly and additional events are well-organized is 4.26 points out of 5, which is equivalent to 17.0 points when converted to 20 points scale.

● Evaluation

- The degree to which the General Assembly and additional events are well organized rated 17.0 points.

(4) Efforts in PR and marketing of the holding of the General Assembly

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.0**

② Evaluation details

Evaluation index	Efforts in PR and marketing of the holding of the General Assembly
Index definition	Evaluation of PR and marketing for the holding of the General Assembly by the Secretariat.
Evaluation details	● Efforts to promote the General Assembly (5 points) - Very much (5 points) - Not at all (1 point)

(3) Analysis and evaluation

● Analysis

- The adequacy of the Secretariat's PR and marketing for the promotion of TPO is evaluated on a scale of 5 points. It showed 4.33 points, which is equivalent to 17.3 points when converted to 20 points scale.

● Evaluation

- The degree of the Secretariat's public relations and marketing efforts to announce the holding of the General Assembly rated 17.0 points.

(5) Results of the survey on the General Assembly participants' satisfaction

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**16.8**

② Evaluation details

Evaluation index	Results of the survey on the General Assembly participants' satisfaction
Index definition	The participants' satisfaction with the General Assembly compared to their expectations for the General Assembly.
Evaluation details	● The General Assembly participants' satisfaction (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

● Analysis

- The evaluation of the satisfaction of the General Assembly participants is 4.21 out of 5, which is equivalent to 16.8 points when converted to 20 points scale.

● Evaluation

- The overall satisfaction level of the General Assembly participants is rated 16.8 points.

b. Executive Committee

(1) Provision of information for the holding of the Executive Committee

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.8**

② Evaluation details

Evaluation index	Provision of information for the holding of the Executive Committee
Index definition	Evaluation of the execution to provide information, guidance, and promotion of the holding of the Executive Committee.
Evaluation details	● Adequacy of information, guidance, and promotion for the holding of the Executive Committee (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - The results of the evaluation of the provision of information and guidance for the holding of the Executive Committee (20 points): On a scale of 5 points, the evaluation result showed 4.44 points, which is equivalent to 17.8 points when converted to 20 points scale.

- Evaluation
  - The level of information and guidance prior to the Executive Committee is rated 17.8 points.

(2) Performance of the Executive Committee

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**19.7**

② Evaluation details

Evaluation index	Performance of the Executive Committee
Index definition	Evaluation of the operation of the Executive Committee based on its planned procedure.
Evaluation details	● The Executive Committee's performance (20 points) - 100% (20 points), 80-99% (16-19 points), 60-79% (12-14 points), 50-59% (10 points), 49% or less (9 points)

③ Analysis and evaluation

● Analysis

- At the founding year of the Organization, the Executive Committee was held once, since then it has been held twice a year. However, in 2017, only one meeting was in Tongyeong and none in 2020 due to COVID-19. In 2021, only one meeting was conducted online.

● Evaluation

- The Executive Committee meets twice a year at the level of 97% and is rated 19.7 points.

year	Ordinal number (place), period	Participants	Participation rate
2002	The 1st (Busan, Korea), 12.12.2002	9 people	
2003	The 2nd (Busan, Korea), 05.28 ~05.30.2003	7 people	
	The 3rd (Busan, Korea), 09.03~09.06.2003	8 people	
2004	The 4th (Busan, Korea), 05.18~05.21.2004	8 people	
2005	The 5th (Busan, Korea), 10.19~10.22.2004	7 people	
	The 6th (Honolulu, Hawaii), 05.18~05.20.2005	9 people	
	The 7th (Fukuoka, Japan), 09.07~09.10.2005	10 people	
2006	The 8th (Ho Chi Minh, Vietnam), 04.06.2006	8 people	
	The 9th (Hangzhou, China), 11.01.2006	8 people	
2007	The 10th (Kota Kinabalu, Malaysia), 04.05.2007	6 people	
	The 11th (Guangzhou, China)	**	
2008	The 12th (Melbourne, Australia), 04.30.2008	9 people	
2009	The 13th (Busan, Korea), 10.07.2008	9 people	
	The 14th (Vladivostok, Russia), 04.27~04.29.2009	6 people	
	The 15th (Kota Kinabalu, Malaysia), 09.30.2009	**	
2010	The 16th (Guangzhou, China), 03.24.2010	7 people	
	The 17th (Vladivostok, Russia), 08.26.2010	8 people	
2011	The 18th (Sanya, China), 04.12~04.13.2011	8 people	
	The 19th (Dalian, China), 09.05.2011	10 people	
2012	The 20th (Guangzhou, China), 03.29.2012	10 people	
	The 21st (Penang, Malaysia), 09.19.2012	9 people	
2013	The 22nd (Macau), 04.08.2013	6 people	
2014	The 23rd (Daejeon, Korea), 09.06.2013	8 people	
	The 24th (Yantai, China), 03.26~03.28.2014	6 people	
	The 25th (Kaohsiung, Taiwan), 11.11.2014	6 people	
2015	The 26th (Sanya, China), 05.28.2015	8 people	
	The 27th (Ipoh, Malaysia), 11.26.2015	7 people	

year	Ordinal number (place), period	Participants	Participation rate
2016	The 28th (Jeonju, Korea), 06.15.2016	**	
	The 29th (Tokyo, Japan)	**	
2017	The 30th (Tongyeong, Korea), 10.19.2017	9 people	
2018	The 31st (Ho Chi Minh, Vietnam), 06.22.2018	8 people	
2019	The 32nd (Dujiangyan, China), 11.01.2018	7 people	
	The 33rd (Jakarta, Indonesia), 09.26.2019	7 people	
	The 34th (Busan, Korea), 09.2019	**	
2021	The 35th (Online), 02.2021	**	

(3) Competence Reinforcement of the Executive Committee participants

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.3**

② Evaluation details

Evaluation index	Competence Reinforcement of the Executive Committee participants
Index definition	Evaluation of the degree of interest and participation of the Executive Committee cities
Evaluation details	● Competence reinforcement of participants (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis

  - Evaluation of how much the Executive Committee members has increased their capacity building through the meetings showed 4.33 points, which is equivalent to 17.3 points when converted to 20 points scale.

- Evaluation

- The contribution of TPO to the capacity building of the Executive Committee members is rated 17.3 points.

(4) Efforts in PR and marketing for the holding of the Executive Committee

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.1**

② Evaluation details

Evaluation index	Efforts in PR and marketing for the holding of the Executive Committee
Index definition	It refers to how the results of the Executive Committee meeting(s) have been communicated to member cities.
Evaluation details	● Sufficient process of sharing the Executive Committee meeting(s) results (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - Based on the results of the evaluation of how sufficiently the results of the Executive Committee meeting(s) are shared, the Executive Committee's PR and marketing efforts scored 4.28 points out of 5, which is equivalent to 17.1 points when converted to 20 points scale.

- Evaluation
  - The communication of the Executive Committee in sharing its results to the member cities is rated 17.1 points.

(5) Results of the survey on the Executive Committee participants' satisfaction

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.1**

② Evaluation details

Evaluation index	Results of the survey on the Executive Committee participants' satisfaction
Index definition	Evaluation of the Executive Committee participants' satisfaction level with the Executive Committee meeting(s).
Evaluation details	● The Executive Committee participants' satisfaction (5 points) - Very satisfied (5 points) - Not at all satisfied (1 point)

③ Analysis and evaluation

- Analysis
  - The results of the survey on the Executive Committee participants' satisfaction (5 points): The Executive Committee participants' satisfaction evaluation score is 4.28 out of 5, which is equivalent to 17.1 points when converted to 20 points scale.

- Evaluation
  - The satisfaction level of the Executive Committee participants is rated 17.1 points.

c. Regional Meeting(s)

(1) Information on holding the local meeting(s)

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.6**

② Evaluation details

Evaluation index	Provision of information for the holding of the Regional Meeting(s)
Index definition	Evaluation of provision of the information and promotion for the holding of the Regional meeting(s).
Evaluation details	● Sufficiency in promotion for the holding of the Regional meeting(s) (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - The evaluation of the sufficiency in providing information and guidance about the holding of the Regional meetings in advance. (20 points): On a scale of 5 points, the evaluation result showed 4.41 points, which is equivalent to 17.6 points when converted to 20 points scale.

- Evaluation
  - The provision of information and guidance on the holding of the Regional meeting(s) is rated 17.6 points.

(2) Interest level for the Regional meeting(s)

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**16.7**

② Evaluation details

Evaluation index	Performance of the Regional meeting(s)
Index definition	Evaluation of the interest in participating in the Regional meeting(s).
Evaluation details	● The interest level for participating in the Regional meeting(s) (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - Evaluation of the interest level for participating in the Regional meeting: It scored 4.18 out of 5 points, which is equivalent to 16.7 points when converted to 20 points scale.

- Evaluation
  - The provision of information and guidance on the holding of the Regional meeting(s) is rated 16.7 points.

(3) Capacity building for the participants of the Regional meeting(s)

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.0**

② Evaluation details

Evaluation index	Capacity building for the participants of the Regional meeting(s)
Index definition	The evaluation of the Regional meeting(s)'s provision of beneficial experiences and opportunities to the participating cities.
Evaluation details	● Benefits and opportunities provided by the Regional meeting(s) (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - The benefits and opportunities for the participating cities in the regional meeting scored 4.24 out of 5 points, which is equivalent to 17.0 points when converted to 20 points scale.

- Evaluation
  - The contribution of the TPO to the capacity building for the participants in the Regional meeting is rated 17.0 points.

(4) Efforts in PR and marketing for the holding of the Regional meeting(s)

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**16.7**

② Evaluation details

Evaluation index	Efforts in PR and marketing for the holding of the Regional meeting(s)
Index definition	Evaluation of the PR and marketing efforts for the Regional meeting(s) by the beneficial effects from the mutual cooperation with other cities.
Evaluation details	● Contribution of the Regional meeting(s) to mutual cooperation with other cities (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

● Analysis

- The evaluation of the PR and marketing efforts for the Regional meeting(s) by mutual communication with other cities: it scored 4.18 out of 5 points, which corresponds to 16.7 points when converted into 20 points scale.

● Evaluation

- The degree of PR and marketing efforts for the holding of the Regional meeting(s) contributing to the mutual exchanges is rated 16.7 points.

(5) Results of the survey on the Regional meeting(s) participants' satisfaction

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**16.7**

② Evaluation details

Evaluation index	Results of the survey on the Regional meeting(s) participants' satisfaction
Index definition	Evaluation of the satisfaction of the participants in the Regional meeting(s)
Evaluation details	● The comparison between the satisfaction and the expectation of the participants in the Regional meeting(s) (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - Results of the Regional meeting(s) participants' satisfaction survey (5 points): The Regional meeting(s) participants' satisfaction evaluation score is 4.18 out of 5, which is equivalent to 16.7 points when converted to 20 points scale.

- Evaluation
  - The Regional meeting(s) participants' satisfaction is rated 16.7 points.

d. Secretariat

(1) Communication efforts of the Secretariat

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**18.2**

② Evaluation details

Evaluation index	Communication efforts of the Secretariat
Index definition	Evaluation of the accessibility of communication, such as information exchange between the Secretariat and member cities.
Evaluation details	● The Secretariat's communication skills (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - Evaluation of how sufficiently the Secretariat usually communicates with members is scored 4.56 out of 5, which is 18.2 points when converted to 20 points scale.

- Evaluation
  - The communication skills of the Secretariat is rated 18.2 points.

(2) Professionalism of the Secretariat staff

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.4**

② Evaluation details

Evaluation index	Professionalism of the Secretariat staff
Index definition	The evaluation is based on the level of professionalism of the Secretariat's staff.
Evaluation details	● The professionalism of the Secretariat staff (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

● Analysis

- The evaluation of professionalism of the Secretariat's staff is scored 4.35 out of 5 points, which is 17.4 points when converted to 20 points scale.

● Evaluation

- The professionalism of the Secretariat's staff is rated 17.4 points.

(3) Efforts to attract member cities and expand membership

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute evaluation	20	**17.2**

② Evaluation details

Evaluation index	Efforts to attract new members and expand membership
Index definition	Evaluation of the Secretariat's efforts to attract new members and manage member cities
Evaluation details	● The effort by the Secretariat to attract new members (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

● Analysis

- The Secretariat's efforts to expand memberships score 4.29 out of 5, which is equivalent to 17.2 points when converted to 20 points scale.

● Evaluation

- The efforts to attract new members is rated 17.2 points.

(4) Efforts in promoting the TPO projects

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.0**

② Evaluation details

Evaluation index	Efforts in promoting the TPO projects
Index definition	Evaluation of the Secretariat's effort for promoting the TPO projects in various methods.
Evaluation details	● Diverse methods of PR and marketing activities and promotion of the projects (5 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

- Analysis
  - The evaluation of recognition of the member cities with the Secretariat's public relations efforts to announce the TPO got a score of 4.26 out of 5, which is equivalent to 17.0 when converted to 20 points scale.

- Evaluation
  - The Secretariat's public relations efforts to announce the TPO is rated 17.0 points.

(5) Evaluation of the satisfaction with the Secretariat employees' service

① Evaluation overview

Character index	Evaluation method	Points Possible	Earned points
quantitative	absolute valuation	20	**17.9**

② Evaluation details

Evaluation index	Evaluation of the satisfaction with the Secretariat employees' service
Index definition	Evaluation of the service mindset and attitude of the Secretariat's employees.
Evaluation details	● The level of satisfaction with the service attitude of the Secretariat's employees (20 points) - Very much (5 points) - Not at all (1 point)

③ Analysis and evaluation

● Analysis

- The level of satisfaction with the service attitude of the Secretariat employees toward the members is 4.47 out of 5 points, which is equivalent to 17.9 points when converted to 20 points scale.

● Evaluation

- The service mindset and attitude of the Secretariat's staff toward member cities is rated 17.9 points.

4. Summary of evaluation results

1) Summary of the overall indices evaluation

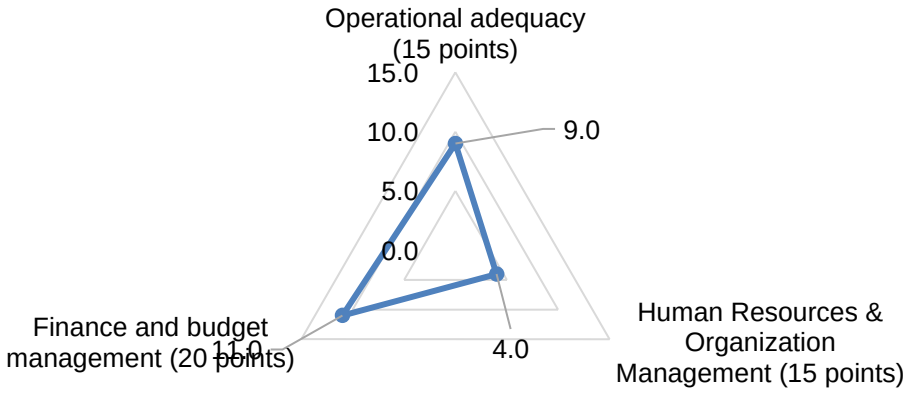
a. Organizational system

① Evaluation results

- The organizational system shows with a total of 50 points with 15 points for operational adequacy, 15 points for human resources/organization management, and 20 points for finance and budget management.
- As a result of the evaluation, the human resources/organization management level is rated the lowest with 6 points, while the operational adequacy got 8 points and finance and budget management got 9 points.

② Points of improvement

- Innovative improvement efforts are required in relation to the ratio of managerial positions (team manager level or higher), the ratio of professional staff acquisition, and the adequacy of the employee capacity building system.



b. Social value

① Evaluation results

- Social value is evaluated with 5 points for social responsibility.
- “Ethical management and contribution to the local community" received a score 3 points.

② Points of improvement

- Institutional and practical efforts in preventing corruption and improving integrity, creating a gender-equality in the organizational culture, and managing human rights are required to meet the status of an international organization.

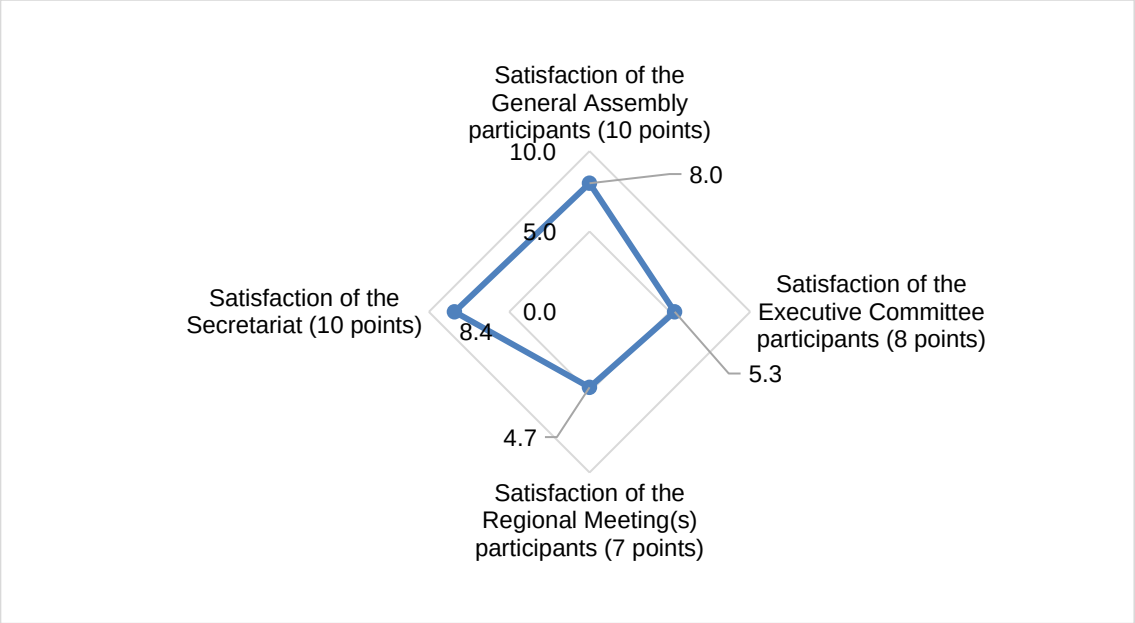
c. Organizational performance

① Evaluation results

- The organizational system shows with 35 points for satisfaction with the Organization. It has 10 points for the satisfaction of the General Assembly participants, 8 points for the satisfaction of the Executive Committee participants, 7 points for the satisfaction of the Regional meeting(s) participants, and 10 points for the Secretariat.
- Following the outcome of the evaluation, the result of the survey on the satisfaction of the General Assembly participants showed a score of 8.4 points, the result of the survey on the satisfaction of the Executive Committee participants - 5.4 points, the result of the survey on the satisfaction of the Regional meeting(s) participants - 4.8 points, and the result of the survey on the satisfaction of the Secretariat- 8.8 points.

③ Points of improvement

- Efforts must be made to improve the benefits of members participating in the Executive Committee and Regional meeting(s).



d. Satisfaction with the project performance

① Evaluation results

- ‘Satisfaction with mutual cooperation with other member cities’ and ‘TPO’s provision of beneficial experiences and opportunities to member cities’ are quite positive.

② Points of improvement

- To enhance the status of the TPO organization, it needs to get accreditation of a central government organization. It is required to share information and to communicate among member cities to derive financial support for TPO projects.

2) Summary of the detailed indices evaluation

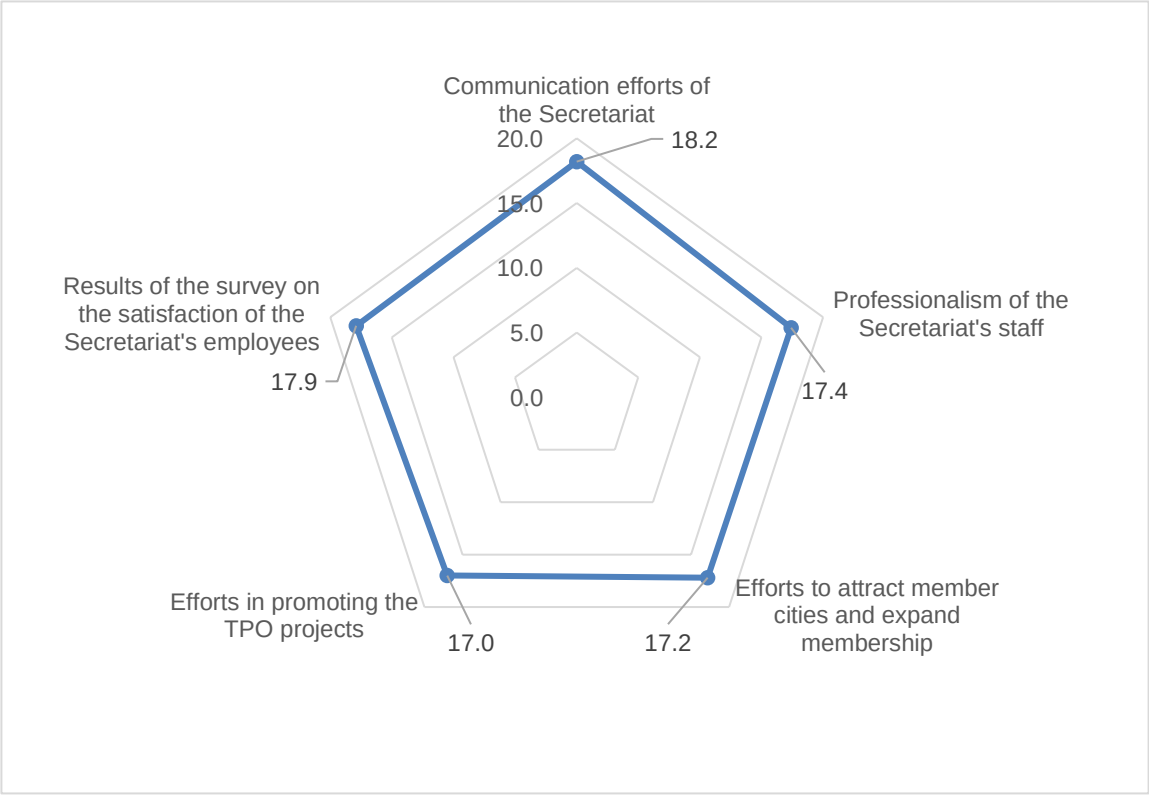
a. General Assembly

① Evaluation results

- Provision of information and guidance for holding the General Assembly, the holding achievements of the General Assembly, providing opportunities for the General Assembly participants, efforts in PR and marketing for holding the General Assembly, and the General Assembly participants' satisfaction are rated with a total of 85.3 points.

② Points of improvement

- Strengthen the status of TPO by providing the participants of the General Assembly with opportunities to experience various cooperations.



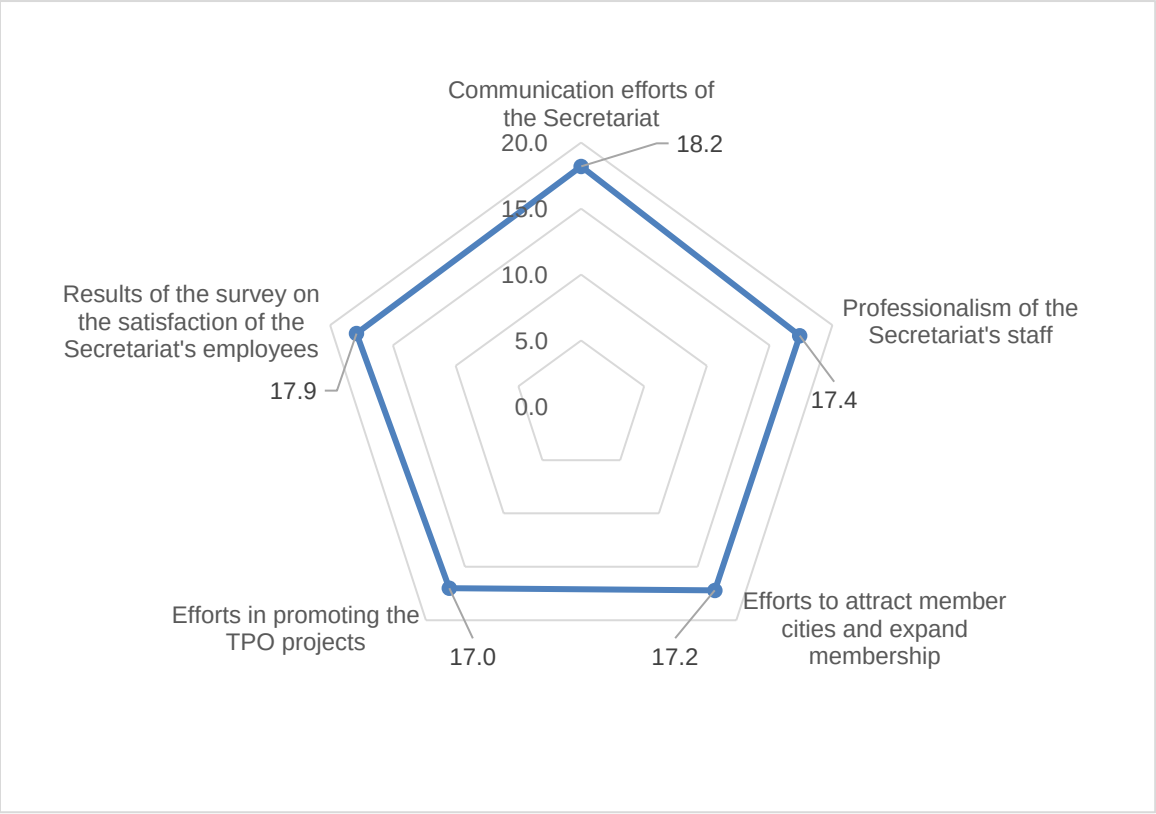
b. Executive Committee

① Evaluation results

- Information and guidance for holding the Executive Committee meeting, the holding achievements of the Executive Committee, capacity building for the Executive Committee members, efforts in PR and marketing for holding Executive Committee, the satisfaction of the Executive Committee members are rated with a total of 89.0 points.

② Points of improvement

- Appointment of a new Executive Committee member and selection of a new host city to increase interest for the Executive Committee meeting.



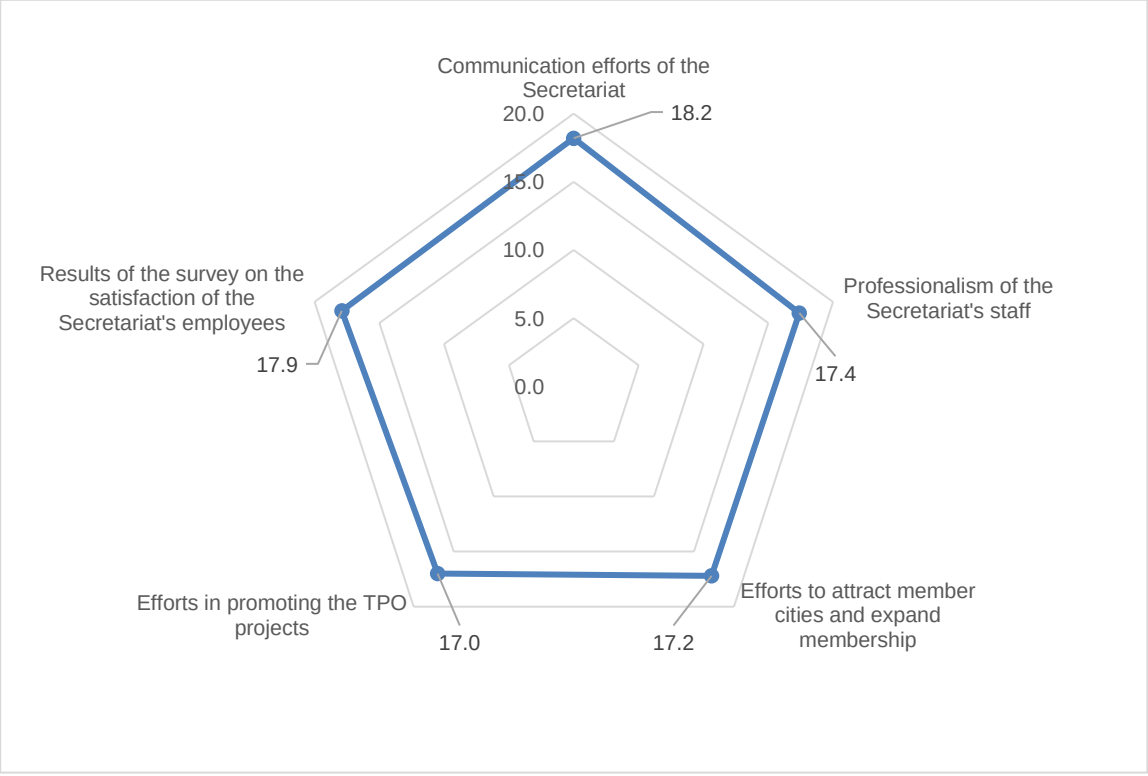
c. Regional Meeting(s)

① Evaluation results

- Provision of information and guidance for holding the Regional meeting(s), the holding achievements of the Regional meeting(s), capacity building for the participants in the Regional meeting(s), efforts in PR and marketing for holding the Regional meeting(s), the Regional meeting(s) participants' satisfaction are rated with a total of 84.7 points.

② Points of improvement

- In order for the Regional meeting(s) to expand, along with institutional improvement efforts, it requires not only sufficient cooperation among member cities but also an expansion of people-to-people exchanges such as branch establishment so that the TPO can play a role as an international organization recognized by the national government(s).



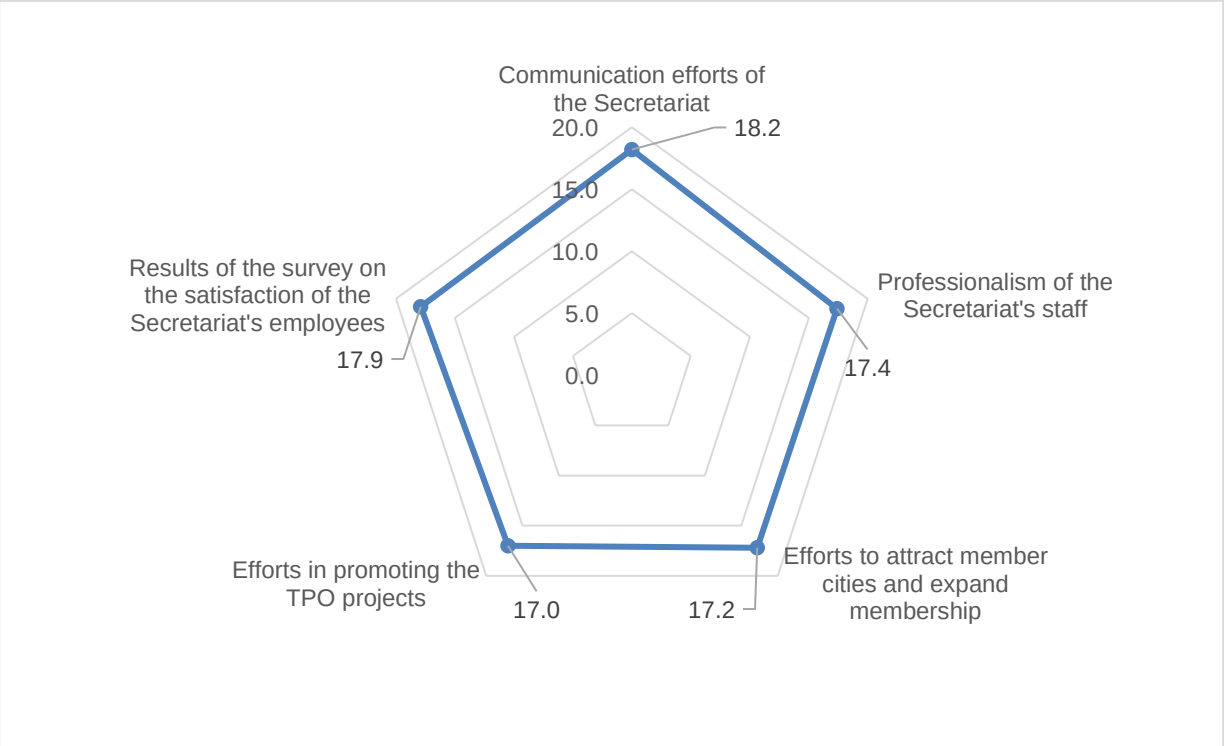
d. Secretariat

① Evaluation results

- Communication efforts of the Secretariat, efforts to secure professional personnel in the Secretariat, efforts to attract new members and manage the members, efforts in the vitalization of the TPO projects' promotion, the satisfaction in the service of the Secretariat's employees are rated with a total of 87.7 points.

② Points of improvement

- Although the communication level of the Secretariat has been highly evaluated, it requires to secure professional workforce and to manage members by type, region, and level of interest.



e. Comprehensive opinions

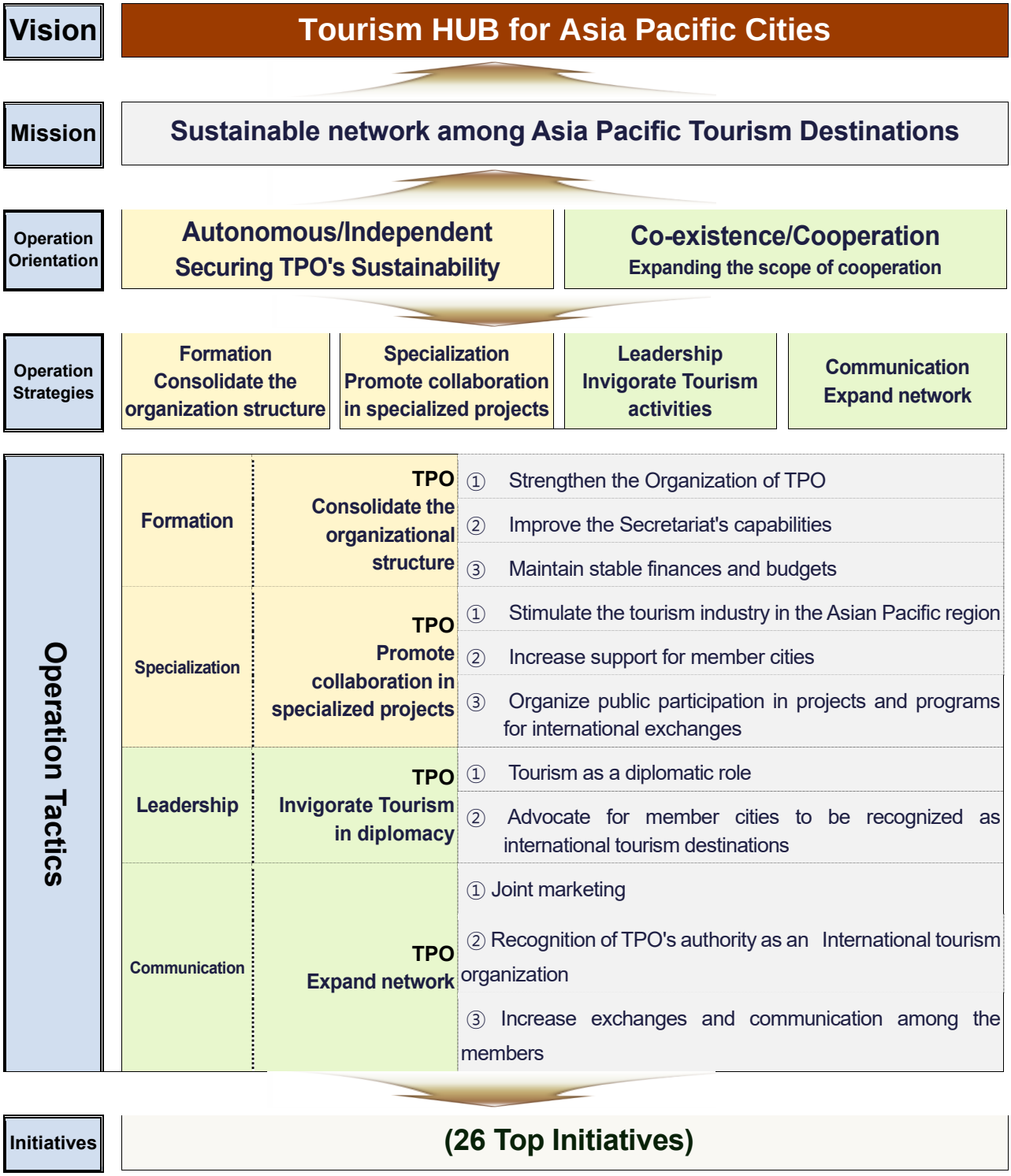
- It needs to secure a stable budget by creating a common fund for the member cities.
- Promotion of accreditation to be recognized by a central international organization of UN or APEC.
- It is suggested to operate programs for the employee capacity building and to increase the number of professional personnel in the Secretariat.
- It is suggested to establish travel exchange programs between member cities and to create a mutual cooperation platform.
- Expansion of real-time information exchange and guidance using IT infrastructure.
- Expansion of exchange programs for the youth through mutual cooperation among member cities.
- It needs to expand members of the Executive Committee.
- Operation of the ‘TPO Tourism Exchange Center’ (tentative name) in a vital tourism market for the promotion of the Regional Meeting(s).
- Operation of a cross-visit program with homestay to promote exchanges between member cities.

VI Vision and Strategies for the TPO

Chapter 1. The Vision for 2050 and Strategies

20 Years of TPO & the Vision for 2050

Chapter 1. The Vision for 2050 and Strategies



<Figure1> Vision Derivation and the Mid-and-long-term Procedure Model

I. Establishment of the Vision

1. Background

1) The characteristics of the tourism industry

- The tourism industry contributes to both globalization and people-to-people exchanges. It enhances understanding between countries and can improve the quality of life for citizens.
- Tourism is a complex industry related to culture, art, economy, science, education, and other fields. It may promote international diplomacy through tourism exchanges.

2) Purpose of the TPO

- The TPO is an international tourism organization that was established to enhance the systematic development and promotion of the tourism industry in the Asia Pacific region.
- It aims to manage the sustainable ecosystem of the tourism industry in the Asia Pacific region and promote city diplomacy through tourism.

3) Identity of the Organization

- A tourism organization that creates synergistic effects and mutual benefits in the tourism industry through cooperation and exchanges between tourism destinations in the Asia Pacific region.
- An international tourism organization that leads the way in implementing universal tourism among the tourism destinations in the Asia Pacific region and fosters balanced tourism development in the region.

II. Mission Statement

1. Background

1) Sustainability

- The Asia Pacific region can be viewed as one big region and a large ecosystem in the international tourism industry. The core of the ecosystem is sustainability, and the formation and maintenance of the ecosystem are important.
- The TPO is a tourism organization that creates and continuously manages the Asia Pacific tourism industry ecosystem in the network. It is also responsible for encouraging cooperation between member cities, managing the network, and acting as a hub for tourism diplomacy.

2) The Network

- The TPO is comprised of 137 city governments and 56 non-government organizations.
- The main priorities among TPO members are the development of tourism capacity, the establishment of international exchanges and strategic partnerships, and the improvement of destination marketing of the member cities.
- The TPO is concerned with expanding the scope of the physical area by establishing and continuing future-oriented networking where the members take prominent roles.
- Stable finances and a strong network are needed to maintain the Organization and its members.

III. Establishing the Operation Strategies

1. Background

1) Independence: Securing TPO's sustainability

- It is important for the TPO to secure the leadership, independence, and neutrality to lead the management of the tourism ecosystem in the Asia Pacific region.
- It needs to improve its own capability to manage 137 government members and 55 non-government and private organizations.
- It is essential to create an overall sustainable structure for the TPO.

Purpose	Orientation	Operation details
Autonomous and Independent	Formation (Identity)	Strengthening its capabilities as a HUB, a recognized tourism organization in the Asia Pacific region
	Specialization (Function)	A HUB Tourism Organization that provides multi-faceted assistance for member cities through joint specialization and profitable projects

2) Coexistence/Cooperation: Expansion of the Scope of Cooperation

- The primary concern of the members is to have international exchanges between cities, centered on tourism.
- Diversified mutual development and synergy effects and benefits of member cities are expected through international exchange.
- The main role of the TPO is to create a foundation for cooperation among the members and to provide opportunities for exchanges.

Purpose	Orientation	Operation details
Coexistence and cooperation	Leadership (Authority)	Securing the leadership and sustainability of TPO, which can be expected to increase tourism cooperation and international exchange
	Communication (Exchanges)	Supporting the member cities in the creation of a sustainable tourism ecosystem in the Asia Pacific region and strengthening the cooperation

VII Details of Operation

Chapter 1. (Autonomous-Independent) Formation

Chapter 2. (Autonomous & Independent) Specialization

Chapter 3. (Co-existence/Cooperation) Leading Tasks

Chapter 4. (Co-existence/ Cooperation) Communication Operational Tasks

20 Years of TPO & the Vision for 2050

Chapter 1. (Autonomous-Independent) Formation

1. Strategy 1) Operation Task

Orientation	Strategy	Tactics【Operation Task】
Ⅰ. **Autonomous · Independent** Sustainable TPO	**1. Formation** Consolidation of TPO ↓ **Confirming the Identity of the TPO**	**1.1 Consolidation of the TPO** 1.1.1 Re-organization of the structure 1.1.2 Organization of the regional Committee 1.1.3 Establishment of the TPO Summit 1.1.4 Developments of the TPO brand/ Brand Image 1.1.4 Operation of the joint marketing center
		1.2 Capabilities of the Secretariat 1.2.1 Expansion of the professional staff 1.2.2 Reforming the Secretariat and its functions 1.2.3 Permanent facility for the TPO Headquarters
		1.3 Stable finances and budget 1.3.1 Mandatory contributions, voluntary donations, and tourism promotion funds

< Strategy 1. Background for the Suggested Initiatives >

☑ To restructure the TPO to take its intended role for the tourism industry.

☑ To establish regional committees to strengthen regional networks and unity

☑ To support and manage the member cities systematically by the regional committee

☑ To develop a visible brand image to improve the status of TPO

☑ To prove the leadership of the TPO by improving the capabilities of the Secretariat.

☑ To secure a permanent office space for stable operation of the TPO in the long term.

☑ To expand support for member cities by securing the TPO's finances and budget.

Strategy 1. Consolidation of the TPO

Tactic 1-1. Strengthening the Structure of the TPO

Operational task 1-1-1. Reorganizing the Structure of the TPO

Ⅰ Background

- A need to secure the organizational sustainability by reorganizing the TPO structure on the member cities.
- To complement adequate functions of the Organization in order to support for the members in accordance with the rapid change of the global situation.
  - Establishment of an affiliated committee to research various development plans.
  - Example: Establishment of an R&D experts committee to develop special projects and programs for the member cities:
- The TPO has to improve its capabilities to cope with crises such as SARS→MERS→Covid-19.

Ⅱ Operation details

- Establishment of the R&D Experts Committee to develop special projects and programs for the member cities.
- Establishment of the Crisis Management Committee to cope with the crisis in the tourism industry.
  - To create a standardized Crisis management manual
  - To improve the member cities' capacity to manage the crisis.

- Establishment of the Digital Committee to enhance smart tourism capabilities.
- Suggested to establish Committees for applicable themes.
  - A Regional Committee may be in charge of the Theme Committee applicable for the region.
  - Muslim or Buddhist Tourism Committee, Island Tourism Committee, Gourmet Cuisine Tourism Committee, etc.

Ⅲ Operation Strategy

- To form the Committees around common issues in the Asia Pacific region.
- To form the Committees by regions, relevant themes, or market segmentation.
- To form the Committees based on the region's characteristics

※ **(Related projects)** To form Regional Committees and operate the joint marketing center.

Strategy 1. Consolidation of the TPO

Tactic 1-1. Strengthening the Structure

Operational task 1-1-2. Organization of the Regional Committee (National Committee)

Ⅰ Background

- Current Status: No National Committee to represent the country or the geographic areas.
- It is required to broaden the channel of communication in monitoring the different or specific needs that exist for each country and their tourism environments.
  - e.g.: Korea focuses more on outbound tourism and Vietnam focuses more on inbound tourism.
- Improvement in the entire TPO membership network is expected by forming National Committees.
- An active role in the tourism industry is expected by the National Committee.

Ⅱ Operation details

- The management system by National committees will improve communication and leadership between the TPO and National committees
- It is suggested to reflect on the Statute or Regulations of the TPO to form the Committees.
  - Subcommittees by theme under the National Committee.
  - e.g.: Southeast Asia (Muslim Tourism Commission), Northeast Asia (Smart Tourism Commission)

Ⅲ Operation Strategy

- National Committees are to be formed by countries or by market segmentation.
- The Chair city is selected among the National committees and is in charge of managing the region. The National Committee is to solve the common issues and problems in the region and to attract new member cities.
- Regional Committee sessions are separately held at the TPO General Assembly.

※ **(Related projects)** Re-structure of the Organization and operation of the joint marketing center.

Strategy 1. **Consolidation of the TPO**

Tactic 1-1. **Strengthening the organization of the TPO**

Operational Task 1-1-3. **Regular TPO Summit**

Ⅰ Background

- Current Status: No regular City Summit within the TPO.
  - Operation of City Summit Case: Fukuoka and Brisbane are running the Asia Pacific City Summit of mayors. As mayors are interested in the organization, their supports for the organization are easier.
- TPO is currently holding the “Mayor’s Round Table” during the General Assembly, but it is not a regular meeting.

Ⅱ Operation details

- Include the City Summit as a regular official function of the TPO.
- Include the City Summit with the General Assembly and Forum as an annual event.
  - Suggest the TPO General Assembly and Forum to be held annually instead of the current status of biennially.

Ⅲ Operation Strategy

- Operate the City Summit as the Council of mayors that supports the TPO activities.
- To increase the mayor's interest in the TPO and recognize its special functions, the City Summit is highlighted during the TPO General Assembly and Forum.
- It aims to stimulate diplomacy between cities by strengthening networks between mayors to increase mutual interactions.

※ **(Related projects)** TPO General Assembly and Forum, National Committee meeting

Strategy 1. Consolidation of the TPO

Tactic 1-1. Strengthening the organization of the TPO

Operational Task 1-1-4. Creation of the TPO Brand and Brand Image

Ⅰ Background

- Current Status: The brand Image (BI) that symbolizes the TPO is not available except for the official logo (symbol).
- Lack of accurate BI image reduces trust in the TPO.
- Effective promotions and successful marketing are expected using differentiated BI that well expresses its identity.
- Profit-generating business is expected such as sales of the character products using BI designs.
  - Members can generate profits through the sale of character goods or tourist souvenirs.
  - An increase in tourism souvenir sales and logistics is also expected.

Ⅱ Operation details

- Develop various BI designs, including slogans and mascots, which express the purpose, identity, and representative image of the TPO.
- BI designs should be understood and embraced by member cities with different cultures.
- Methods of using TPO's new BI design can be suggested by member cities. (e.g., letterhead, official documents, and forms).

- Initiate various profitable businesses of TPO using BI.
  - Member cities can use BI to make tourist souvenir products.
  - Develop character designs and emoticons for SNS so that citizens of member cities can be acquainted with TPO.

Ⅲ Operation Strategy

- The Secretariat collects opinions from the member cities and develops BI by outsourcing to professional designers.

※ **(Related Projects)** Active Online promotion, Joint promotion, and marketing

Strategy 1. Consolidation of the TPO
Tactic 1-1. Strengthening the organization of the TPO
Operational Task 1-1-5. Establishment of the TPO Joint Marketing Center

Ⅰ Background

- The primary concern of the member cities is effective inbound tourism marketing.
  - The cities are burdened with tourism marketing costs.
  - Many member cities express about the significant burden on public relations and marketing costs.
- The member cities are responsible for different marketing strategies for their tourism situations.
- The goal is to create methods for member cities to conduct strategic marketing activities through partnership programs and collaboration.

Ⅱ Operation details

- To run a pilot operation, the TPO Secretariat establishes a joint marketing center in Seoul or Busan, with the staff on secondment from member cities on the short-term base.
- For mid-to-long-term plans, consider a joint marketing center in a city with a large population of tourists, such as Tokyo, Beijing, Shanghai, Guangzhou, or Jakarta.
- Support tourism marketing for the member cities with the center and co-

organize tourism information presentations and road shows.

- The TPO Secretariat is responsible for organizing and managing the marketing centers.

Ⅲ Operation Strategy

- Focus on reducing marketing costs of member cities through collaboration.
- Encourage successful partnership and recognition of the prestige status of the TPO.

※ **(Related projects)** Re-organizing TPO structure, Joint marketing for the TPO

Strategy 1. Consolidation of the TPO

Tactic 1-2. Strengthening the organization of the TPO

Operational Task 1-2-1. Expansion of professional staffs

Ⅰ Background

- The TPO's professionalism and credibility are directly related to employing the professional staffs.
- Securing professionals to meet the standards of the TPO is an essential process.
- Continuity of competent professionals to perform successfully in the various TPO projects.
- Multi-cultural and multi-linguistic professionals are needed to communicate in the global environment.
- Experts with administrative, marketing, and customer relationship management (CRM) skills are needed to fulfill the important role of the TPO Secretariat, to attract more members.

Ⅱ Operation details

- Hire staff with excellent English-speaking skills and high tourism-related expertise.
  - Member cities can consider the opportunity of sending English-speaking officials to the Secretariat.
- Hire experienced managers with tourism marketing or other international business backgrounds.

- Hire employees who can demonstrate service management skills.
- Preparation of official recruitment guides with clear job descriptions for future references.

Ⅲ Operation Strategy

- Employment opportunities are open for the officials of the member cities to work on secondment in the Secretariat.
- Systematic training sessions are set for the new employees in the Secretariat.
- A search and recruit process is set to hire the appropriate staff.

※ **(Related projects)** Joint marketing, Secretariat as Headquarters

Strategy 1. Consolidation of the TPO
Tactic 1-2. Capabilities of the Secretariat
Operational Task 1-2-2. Reforming the Secretariat to be the Headquarters

Ⅰ Background

- The term “Secretariat” may lead to the misunderstanding of the office as being a sub-department of the administrative office.
- “Headquarters” is a more appropriate term to be understood as a main functional organization.
  - The term "Headquarters" emphasizes its role of being a diplomatic organization.
- "Headquarters" is a more appropriate term that demonstrates that the TPO is an international organization that leads diplomacy, international exchange, and marketing functions centered on tourism.
  - TPO Headquarters system is necessary to operate the TPO joint marketing center in conjunction with the member cities in the future.

※ The Secretariat of the United Nations and the Secretariat of international organizations are commonly referred to as the Headquarters.

Ⅱ Operation details

- The TPO Secretariat is renamed to the Head Quarters to demonstrate a more competent image of the TPO
- Identify the differences between the Secretariat and Headquarters functions.
- Modify and support the member cities' tourism marketing in more systematic ways set by the authority of the TPO Headquarters.

Ⅲ Operation Strategy

- Change the name of the Secretariat after collecting opinions from the members.
- Enact or amend the Statute or Regulations.

※ **(Budget and the period)** ₩100 million (Korean Won), Medium-term project: Implemented biennially from 2023

Strategy 1. Consolidation of the TPO
Tactic 1-3. Stable Finances and budgets
Operational Task 1-3-1. Permanent facility for TPO Headquarters

Ⅰ Background

- Current Status: The TPO Secretariat is located in a leased office space.
  - TPO's revenue structure is not stable, and monthly rent payment is a major fixed expense.
- In the long term, obtaining permanent space is beneficial for the Secretariat.
  - Reducing expenses will benefit the stable operation of the TPO.
- There is a need for budget plans to provide a permanent and stable space for the Secretariat.

Ⅱ Operation details

- Short-term Plan: Find a way to use a space without paying for rent.
  - Empty spaces of companies and institutions operated by Busan city can be available.
  - Example: Idle space of BEXCO Exhibition Hall 2
- Medium-term Plan: Find a space with low rent.
  - Busan city-owned facility with low rent can be used.
- Long-term Plan: Independently manage finances by improving the profit structure and doing profit-making business.

Ⅲ Operation Strategy

- The Secretariat should be equipped with facilities and spaces to hold meetings and events.
- The place aims to be selected as a ‘MICE Unique Venue’ by Busan City that can receive various support and benefits.

※ **(Budges and Period)** ₩100 million (Korean Won), Medium-term project: Implemented biennially from 2023

Strategy 1. Consolidation of the TPO

Tactic 1-3. Stable Finances and budgets

Operational Task 1-3-2. Mandatory contribution, voluntary donations, tourism promotion funds

Ⅰ Background

- Current Status: The revenue structure of the TPO is not stable, and is faced with difficulties in general management due to its high dependency on membership fees.
  - High fixed expenses due to monthly office rent and labor costs.
- Finding sources of stable revenue other than membership fees is necessary.
- More effective functions of the TPO are expected with a stable revenue structure.
  - Expected to provide various benefits to member cities and expand international exchanges.

Ⅱ Operation details

- To increase the revenue, a primary goal is to attract and expand the membership of TPO.

※ Communicate with the member cities to express the need for a raise in the membership fee.

- Initiate public relations for more sponsorship and donation from multinational companies.
- Attract more private companies as corporate members for fundraising events and donations.

- Operate businesses and profit-making projects with public and industry members.
- In the long run, all the TPO member cities will participate to create a joint tourism fund.

Ⅲ Operation Strategy

- (Short-term) Apply for tourism and MICE-related projects with financial support from Busan city.
- (Mid-term) Attracting industry members and receiving more marketing sponsorship.
- (Long-term) Increasing membership fees and creating TPO's tourism funds

※ **(Related Projects)** Obtaining a permanent facility for the TPO Headquarters, Re-organizing the structure of the TPO, Attracting membership Projects

Chapter 2. (Autonomous & Independent) Specialization

1. Strategy 2. Operational Task

Orientation	Strategy	Tactics【Operation Task】
Ⅰ. **Autonomous · Independent** competency specialization TPO	**2. Specialization** Joint Specialized Projects ↓ **Differentiated Positioning of the Organization**	**2.1 Promotion of the Tourism Industry in the Asia Pacific Region** 2.1.1 Education for professional tourism human resources and operation for the certification programs 2.1.2 R&D projects for the member cities 2.1.3 Promotion of tourism products for the member cities
		2.2 Increase support for the member cities 2.2.1 Customized consulting program for the projects of the members 2.2.2 An integrated tourism marketing platform for members
		2.3 Expansion of projects for public participation 2.3.1 Operation of TPO Tourism Supporters 2.3.2 Associate with universities in the member cities 2.3.3 Appointment of TPO ambassadors for foreigners in member cities 2.3.4 Local Homestay Exchange Program

< Strategy 1. Background for the Suggested Initiatives >

☑ To initiate joint projects tailored to member cities.

☑ To create and promote unique specialized projects in line with the purpose of the TPO.

☑ To develop active para-diplomacy and exchange activities between member cities focused on tourism.

☑ To promote active participation and exchanges among citizens of member cities.

☑ To provide various support for member cities as a tourism network HUB of Asia Pacific region

Strategy 2. **Joint specialized projects**

Tactic 2-1. **Promotion of the Tourism industry in the Asia Pacific region**

Operational Task 2-1-1. **Education for professional tourism human resources and operation for the certification programs**

Ⅰ Background

- It needs to operate an advanced training course for tourism professionals.
- Participation and exchanges by member cities will lead to the expansion of the TPO.
- It needs to extend opportunities to the citizens and the officials in charge of the TPO.
  - It is expected to contribute to the capacity building of the related persons.

Ⅱ Operation details

- Certify tourism experts by offering the specialized training courses.
- Implement a differentiated certification project reflecting current trends in the tourism industry.
  - Example: ESG Tourism Certificate, Certificate of Risk Management
- The training courses are offered online.
- Profits can be generated through the education.
- Develop educational projects in association with government-funded educational courses in member cities.
- Create a long-term training course for the human resources of the member cities.

Ⅲ Operation Strategy

- Establish the Joint Education Committee with the member cities.
  - Create a specialized curriculum and certification system.
  - Develop curriculum, textbooks, examinations, etc.
- Offer online programs to recruit students and manage participation.
- Consider a business model for generating stable revenues through education and training programs.

※ **(Related Projects)** Exchange projects with the universities in the member cities, TPO R&D research projects.

Strategy 2. **Joint specialized projects**

Tactic 2-1. **Promotion of the Tourism industry in the region**

Operational Task 2-1-2. **R&D projects for the member cities**

Ⅰ Background

- Research & Development for innovation of the tourism industry in Asia Pacific region is needed.
- The R&D Committee will encourage the member cities to develop new tourism contents.
- The R&D Committee can promote R&D by region in connection with Regional Committees.
- R&D achievements can be open to all the members for the balanced development.
- Scientific analysis and data can be created to monitor and secure the competitiveness of the tourism industry in the member cities.

Ⅱ Operation details

- Form the R&D Committee by the Secretariat and make member cities to participate.
- Subcommittees for R&D may be established and operated under the Regional committee.
- The Regional committee can operate the R&D Committee to find solutions for the local issues.

Ⅲ Operation Strategy

- It is desirable to legislate separate policies for the new R&D Committee set by the Secretariat after collecting applicable opinions from the member cities.
- The selected R&D projects will be shared through presentations at the General Assembly or forum and motivate members to participate in R&D.

※ **(Related Projects)** Customized consulting and assistance projects for the member cities

Strategy 2. Joint specialized projects

Tactic 2-1. Promotion of tourism in the Asia Pacific region

Operational Task 2-1-3. Support for promotion of tourism products related to member cities

I Background

- It is expected to enhance the relationships between neighboring member cities by using their tourism contents.
- To enhance the relationships between member cities leads to facilitate the activities of the Regional committee.
- It contributes to the enhancement of the network of the TPO.

II Operation details

- The TPO motivates member cities to jointly promote and exchange tourism products.
  - It can achieve the purposes of the TPO which are intended to promote and develop the tourism industry in the Asia Pacific region.
- It can establish a tourism belt to link tourism products between neighboring member cities.
- In the short run, the Regional Committees manage regionally-linked tourism products.
  - (Examples) Vietnam ↔ Thailand, Philippines ↔ Indonesia, Korea ↔ Japan
- In the long run, exchanging tourism products between Regional Committees should be attempted.
  - (Examples) Thailand ↔ Korea, Philippines ↔ China, Malaysia ↔ Japan

- Actively promote the tourism industry of member cities by selecting the destinations among the member cities for their school trips, corporate incentive tours, and post tours for international events.

Ⅲ Operation Strategy

- The TPO Joint Marketing Center supports the promotion and marketing of member city-related tourism products.
- The R&D Subcommittee of the Regional Committee develops related tourism products, and the TPO Secretariat plays a role in supporting promotion and marketing.
- In the long run, develop a model for establishing the Asia Pacific tourism belt based on the cases of successful tourism products.

※ **(Related Projects)** Establishment of joint marketing center, Regional Committee's new projects

Strategy 2. Joint Specialized Projects

Tactic 2-2. Increase support for Member Cities

Operational Task 2-2-1. Discovering customized consulting projects for member cities

Ⅰ Background

- It needs to develop the project to provide the customized consulting service.
- The TPO can strengthen its functions and improve its status by providing customized analysis and consulting for the member cities.
- The organizational commitment and unity among member cities will improve the sense of belong together.
- TPO can gain its prestigious status as a tourism organization by endeavoring to develop the tourism industry of the member cities.

Ⅱ Operation details

- Priority will be given to the member cities that request customized consulting.
  - The R&D Committee can provide consulting and advisory services to member cities in the region, or the TPO Secretariat can manage the service.
- The Regional committee can identify and cope with common problems of the members in the region.
- The important issues will be discussed as an agenda at the Regional meeting or at the TPO General Assembly.

Ⅲ Operation Strategy

- Successful cases and know-how to solve the problems will be shared by all the members at the TPO General Assembly or Forum so that it can motivate members to participate in the activities of the TPO.

※ **(Related Projects)** Regional Committee's new projects, R&D projects

Strategy 2. Joint Specialized Projects

Tactic 2-2. Increase Support for Member Cities

Operational Task 2-2-2. Establishment of an Integrated Marketing Platform for tourism products of member cities

Ⅰ Background

- To promote the tourism industry of TPO member cities in the Asia Pacific region, the establishment of a marketing platform is needed.
  - It should be the platform where users can search information of the tourism products of the member cities.
  - The TPO is in charge of supporting and managing platform creation, not product sales.
- Some members have difficulty in marketing their tourism resources on their own according to the economic situations. The TPO intends to build a marketing platform where every member city can promote the tourism products with low cost.

Ⅱ Operation details

- Create a centralized platform searchable for tourism information of the member cities.
  - Consider creating the platform both online and offline
  - Operate an offline platform by the Joint Marketing Center in the short term.
  - Create an online platform in the mid-to-long term.

- TPO is in charge of creating and managing the platform, not product sales.
- Profits generated through the platform operation can be raised as TPO funds.

Ⅲ Operation Strategy

- Create a one-stop platform that allows users to search, reserve, and purchase at once.
- Platform maintenance, repair, and management costs must be considered.
  - Request support and cooperation by attracting IT companies as members

※ **(Related Projects)** Establishment of a joint marketing center, Improving online promotions of the TPO

Strategy 2. Joint Specialized Projects

Tactic 2-3. Expansion of projects with public participation

Operational Task 2-3-1. Operation of TPO Tourism Supporters

I Background

- The TPO has relatively low recognition, despite its important role and functions for tourism in the Asia Pacific region.
- International recognition and the scope of communication of the TPO are very weak and it is managed mainly by a few related officials of the member cities.
  - Opportunities for citizens' participation in public projects will enhance the positive image of the TPO and expand the membership.
- There is a need to promote the TPO for citizens to recognize and participate in the development of the tourism industry in the member cities.

II Operation details

- Provide opportunities for citizens to participate in the TPO General Assembly and Forum or to participate casually in social media activities.
- Recruit and manage supporters systematically for specialized projects in member cities.
- In the long run, all supporters will be allowed to participate in the incentive programs.

Ⅲ Operation Strategy

- Each member city recruits its supporters and manages the database.
- Regional Committees manage the supporters' database from each member city as a collaborated team for Regional Committee events.
- The TPO Secretariat provides various news and information to encourage the supporters to be individual members of the TPO.

※ **(Related Projects)** Exchange programs between universities, Foreign TPO Ambassadors, Home-stay projects among the citizens

Strategy 2. Joint Specialized Projects

Tactic 2-3. Expansion of public participation in exchange programs

Operational Task 2-3-2. Exchange programs with Universities of the member cities

Ⅰ Background

- College students are the most willing group to participate as supporters and volunteers.
- The specialized universities with tourism majors in the member cities can be potential TPO members.
- Universities in the member cities can actively participate in the TPO education programs and certification program.
- University students from the member cities are potential future members.

Ⅱ Operation details

- Identify and examine tourism-specialized universities in member cities to actively encourage them to become TPO members.
  - TPO events can be held in university facilities.
- Collect information about the international students to create a list of databases through cooperation with universities and actively interact with the international student community.
  - Provide opportunities for professors to participate in the TPO's training and education programs.

- Provide international students with beneficial experiences and reserve them as ambassadors.
- Provide awards and scholarships for outstanding international students or supporters that make significant contributions.
- Organize and host the TPO Youth Forum by inviting university students from member cities.

Ⅲ Operation Strategy

- Identify universities that can collaborate with the TPO or the member cities.
- Suggest and examine the measures for mutual exchanges and cooperation between member cities and local universities.
- Member cities are responsible for recruiting local student supporters and organizing a database. The TPO Secretariat can create a database of all supporters collectively and is responsible for promotion and marketing.

※ **(Related Projects)** Organize local supporters, Recruit foreign residents as TPO ambassadors, Residents' Homestay project

Strategy 2. **Joint Specialized Projects**

Tactic 2-3. **Expansion of public participation in exchange programs**

Operational Task 2-3-3. **Appointment of the Foreign residents as TPO ambassadors**

Ⅰ Background

- Long-term residents of foreigners in member cities can be appointed as TPO ambassadors.
- Word-of-mouth effects of promotion and marketing through foreign ambassadors are expected.
  - Increase in awareness and positive recognition among citizens
  - Expect to have a cost-saving effect of word-of-mouth marketing.
- Appointing foreigners with a high degree of understanding of the member cities is an optimal method of international promotion of the TPO.

Ⅱ Operation details

- Organize a potential TPO ambassador list composed of foreign professors, foreign correspondents, foreign language teachers, and foreign students (graduate students).
- Create a database of (prospective) foreigners who can participate immediately in the TPO activities.
  - In the mid-to-long run, continue to recruit foreign ambassadors by publically posting the activities and the results of their participation.

- Provide news and information on the events of TPO for the (prospective) ambassadors.
- The foreign ambassador must clearly understand the role and participate in the activities.

Ⅲ Operation Strategy

- Invite foreigners to join the TPO activities.
- Priority is given to foreigners with a high degree of understanding of member cities.
- Empower them with clear roles and specific jobs in social media promotion.

※ **(Related Projects)** Organize local supporters, Increase online promotion of TPO

Strategy 2. Joint Specialized Projects

Tactic 2-3. Expansion of public participation in exchange programs

Operational Task 2-3-4. Local residents' homestay exchange program

I Background

- The TPO promotes numerous exchange projects for public participation to form a social consensus on the TPO and expand the basis for participation.
- An increase in the exchanges between member cities is expected through local homestay programs.
- Economically affordable and stable accommodation for visitors and participants is ensured during international events in the member cities.
- A potential program called "Live for a Month Away from Home" can be created through homestay exchanges among the member cities.

II Operation details

- Provide opportunities for citizens to experience diverse cultures.
- Create and continuously update the database of appropriate households for homestay.
- Organize a Homestay Committee to inspect the quality of accommodation services in advance.
  - Select the homestay by visiting to inspect the accommodations.
- Prepare measures to reduce the cost of homestay on visitors.
- The Secretariat prepares promotional plans, showing photos of the interior and

exterior of the homestay locations.

Ⅲ Operation Strategy

- Homestay arrangements can be made for visitors during international events and should be available via the TPO website at all times.

※ (Related Projects) Increase online promotion, Organize local supporters, Promotion of tourism products related to member cities

Chapter 3. (Co-existence/Cooperation) Leading Tasks

1. Strategies 3) Tasks

Orientation	Strategies	Tactics Operational Tasks
Ⅱ. **Co-existence /Cooperation** A Leading Tourism Organization for city diplomacy	**1.Leadership** Tourism diplomacy/ Leadership ↓ **Promotion of city diplomacy by tourism**	**3.1 Leading city diplomacy by tourism** 3.1.1 Integrated foreign affairs of Global issues and tourism. **3.2 Certify International tourism destination for the member cities.** 3.2.1 Application of Green Tourism Destination Certificates

<Strategy 1. Background for the operational tasks>

☑ The ultimate goal of the TPO is to establish itself as an International Organization leading the tourism industry and serving as a networking hub for the tourist destinations in the Asia Pacific region.

☑ Networking between cities can be interpreted as a diplomatic activity, and the TPO is an international tourism Organization that promotes diplomatic activities between cities with a focus on tourism.

☑ In the long term, it is not limited to tourism, but contributes to the sustainable international society by integrating tourism with the global issues affecting the tourism industry.

Strategy 3. Promotion of Tourism Diplomacy

Tactic 3-1. Leading the city diplomacy with tourism

Operational Task 3-1-1. Integrated foreign affairs of global issues and tourism.

Ⅰ Background

- Tourism contributes to GDP growth, particularly in cities and countries in the Asia Pacific region.
- Tourism is a convergence industry that is closely linked to culture, art, education, science, and sports. It is a base for exchanges among cities and countries.
- TPO needs to examine global issues and integrate them with tourism.

※ Example: Climate change, Eco-friendly policies, and ESG management are directly related to the tourism industry. TPO takes the lead in establishing eco-friendly tourism and contributes to the spread of Green climate policies.

Ⅱ Operation details

- Present agendas regarding global issues at the General Assembly of the TPO, Forum and Regional Committees, to analyze and discuss solutions.
- Promote collaboration and networking with international organizations by submitting the results of discussion or the proposed policies on the global issues to international organizations such as the UN or APEC.

※ Pursue and propose possible joint projects with UN, APEC, GSTC, GD, and others related organizations.

Ⅲ Operation Strategy

- The TPO discovers agendas related to global issues and trends affecting the tourism industry.
- The selected agenda is discussed in depth at the TPO General Assembly, Forum, and Regional Committee meetings.
- Present the discussed issues to relevant international organizations and society.

- Propose the details of joint projects that the TPOs can undertake with international organizations.

※ **(Related Projects)** Announcement of a ‘Green Tourism Day’, Application of Eco-friendly destination certification system

Strategy 3. **Promotion of Tourism Diplomacy**

Tactic 3-2. **Certify International tourism destination for the member cities.**

Operational Task 3-2-1. **The Green Tourism Destination certificate etc.**

Ⅰ Background

- It is expected to promote the city diplomacy through ESG tourism.
- The process of understanding and practicing ESG tourism management by the member cities can be interpreted as a city diplomacy.
  - Expected to contribute to minimizing carbon emission and improving the environment.
- The essential requirements for tourism exchanges during the Pandemic are environmental factors such as health, sanitation, and safety.
- It is a good opportunity for the TPO to establish itself as a Fast mover through the certification system for eco-friendly tourism destinations. The member cities can also enhance their competitiveness and enjoy the advantages of being eco-friendly tourism destinations.

Ⅱ Operation details

- Spread the best practices for carbon neutrality and minimizing carbon footprint.
- Get ready for ESG tourism and sustainable tourism.
- Produce and distribute the ESG tourism manual for the members.
- Organize joint events with eco-friendly destinations.

- Designate ‘TPO Green Tourism Day’ on which the member cities can simultaneously participate in the special event.

Ⅲ Operation Strategy

- Designate Green Tourism Day and organize joint events with GSTC(Global Sustainable Tourism Council) and GD(Green Destination)

※ **(Related Projects)** International affairs of the integration of global issues and tourism, Propose joint projects with international organizations.

Chapter 4. (Co-existence/ Cooperation) Communication Operational Tasks

1. Strategies 4) Operation tasks

Orientation	Strategies	Tactics【Tasks】
Ⅱ. Co-existence /Cooperation TPO Identity communication Create communication channel	4. Communication Expansion of the TPO network	**4.1 Integrated Promotion and marketing** 4.1.1 Joint participation in MICE of the member cities 4.1.2 Enhance online promotion and marketing **4.2 Develop a foundation to be recognized as an International organization** 4.2.1 To adopt a joint resolution with UN, APEC, or other international organizations 4.2.2 To establish alliances with international tourism organizations
	Recognition as an International Organization	**4.3 Strengthen the cooperation and mutual exchanges with the members** 4.3.1 Expansion of memberships of universities, organizations, and associations etc. 4.3.2 Expansion of business membership

<Strategy 1. Background for the operational tasks>

☑ TPO's Network expansion by increasing the members.

☑ The growth in size for a solid basis of recognition as an international tourism organization.

☑ Broad recognition by expanding the network with international organizations.

☑ International communication channel is created by TPO's networking and building alliances.

☑ TPO's identity can be emphasized by increasing online promotion and marketing.

Strategy 4. Expansion of the TPO network

Tactic 4-1. Integrated promotion and marketing

Operational Task 4-1-1. Joint Participation in MICE of the member cities

Ⅰ Background

- To establish a marketing platform for member cities through participation in the International Tourism Expo and other MICE events.
  - Participation in trade shows and exhibitions is the most effective and economical marketing tool.
- The TPO encourages participation in the exhibitions of the member cities and promotes the development of the MICE tourism industry.
- It is expected to increase in industrial exchanges and trade between member cities through participation in the MICE events.
- Participating in the MICE event leads to individual exchanges and various collaborative activities among MICE participants.

Ⅱ Operation details

- The TPO selects trade shows and exhibitions that member cities can participate in.
- Member cities participate as a group to reduce the cost.
- In the long-term, it is recommended to organize the TPO Tourism Expo.
  - Joint PR and marketing opportunities for member cities are provided.

Ⅲ Operation Strategy

- Draw up list of Fairs and Exhibitions that many members may attend.
- To held the TPO Tourism Expo and the Road Show.

※ **(Related Projects)** Promotion of tourism products related to member cities, joint marketing

Strategy 4. Expansion of the TPO network

Tactic 4-1. Integrated promotion and marketing

Operational Task 4-1-2. Increase in online promotion and marketing

Ⅰ Background

- Although member cities have abundant tourism resources, their marketing capabilities and skills may not be adequate.
- The TPO also lacks basic online marketing activities using homepages and other SNSs. It needs to expand online activities for promoting.
- Digital marketing using SNSs is a global tourism trend.
  - Tourists collect tourism information using Facebook, Instagram, and other online platforms.
  - Online marketing is considered one of the most effective and economical marketing methods.

Ⅱ Operation details

- In the short term, operate the blog reporters group for the TPO Secretariat and member cities' official blogs.
- In the medium to long term, it is necessary to use social media influencers for marketing.
- In the medium to long term, 'TPO Hidden Tourist Spot Photo Contest' through an SNS will attract the public interest.

Ⅲ Operation Strategy

- Improve the official website and the blog.
- Develop social media events and encourage citizens' participation.

※ **(Related Projects)** Promotion of tourism products related to member cities, joint marketing

Strategy 4. Expansion of TPO network

Tactic 4-2. Develop a foundation to be recognized as an International organization

Operational Task 4-2-1. Work with UN, APEC, and other international organizations

I Background

- Increase recognition of the TPO as an international Organization through a joint resolution with relevant international organizations.

WTO(The World Trade Organization), UNESCO(United Nations Educational, Scientific and Cultural Organization), UNDP(United Nations Development Programme), UNESCAP(United Nations Economic and Social Commission for Asia and the Pacific), ASEAN(Association of South East Asian Nations), APEC(Asia Pacific Economic Cooperation)

- The TPO may improve its recognition by establishing business alliances and partnerships with relevant international organizations and associations.

II Operation details

- It is recommended to organize joint projects and activities ASEAN and APEC.
  - ASEAN and APEC operate tourism-related Subcommittees.
  - The TPO adopts the agenda pursued by the international community, such as building a smart tourism city.

Ⅲ Operation Strategy

- Since it is a complex procedure to reach a joint resolution with the UN, APEC, and other international organizations, it is important to create a consensus in the international community on the recognition of the TPO as an international organization. Yielding positive results from joint projects with international associations in the short term and with international organizations in the long term can optimize the outcomes.

  ※ **(Related Projects)** Forming alliances with international organizations and international associations

Strategy 4. Expansion of Network

Tactic 4-2. Develop a foundation to be recognized as an international tourism organization

Operational Task 4-2-2. Forming Alliances with Global Tourism Organizations

Ⅰ Background

- The TPO seeks to strengthen its reputation and public recognition of TPO by establishing a strategic alliance with World Tourism Organization and other well-known associations.
  - The reputation and public recognition is directly related to the expansion of TPO's physical scope and increase of the membership.

UNWTO(United Nations World Tourism Organization), WTTC(World Travel Tourism Council), CLIA(Cruise Lines International Association), UCLG(United Cities & Local Governments)

Ⅱ Operation details

- Establish a strategic alliance with World Tourism Organizations and other associations.
- Expand the external foundation for TPO by improving the recognition and reputation among alliance members.
- Expand the scope of TPO membership through joint activities with the World Tourism Organization.
  - As a long-term plan, expand the membership in the Middle East → North America → South America → Europe → Africa

Ⅲ Operation Strategy

- Participate in seminars and workshops of the World Tourism Organization (TPO Networking).
- Organize joint projects with the World Tourism Organization.
- Develop joint R&D projects with UNWTO and WTTC.
- Execute joint marketing of tourism products with PATA.

※ **(Budget and Period)** One hundred million Korean Won, Mid-term Plan project: Biennially from 2023

Strategy 4. Expansion of TPO network

Tactic 4-3. Strengthen mutual exchanges and cooperation among the members

Operational Task 4-3-1. Attract tourism related universities, organizations, and associations for the membership

Ⅰ Background

- It is recommended to attract a variety of relevant stakeholders so that the scope of the TPO network may expand.
  - Relevant stakeholders refer to NTOs, RTOs, LTOs, DMOs, etc.
  - In the short term, the network will be within the Asia Pacific region, and in the long term, may expand to the Middle East, North America, and Europe.
- Through the expanded network, the TPO can develop new projects that meet the characteristics of various stakeholder organizations and expand the TPO's position both in the local and the international communities.

Ⅱ Operation details

- Attract various local tourism groups and convention bureaus as well as the city governments.
  - Support for the tourism projects by tourist groups and convention bureaus.
  - Local associations and convention bureau can recommend new prospective members.
- Invite tourism-related professors from the local universities to participate in the activities of the TPO.

- (Important role of the government members) The signing of official MOUs with local universities, organizations, and institutions in member cities and holding the TPO roundtables.

Ⅲ Operation Strategy

- Government members can recommend the prospective organizations and institutions to apply for the membership.
- Invite (possible) groups and organizations to the TPO General Assembly and Forum.
- The TPO visits the member cities and hold round tables for potential groups and organizations.

※ **(Related Projects)** Expansion of Local corporate membership, TPO exchange projects for public participation

Strategy 4. Expansion of TPO network

Tactic 4-3. Strengthen mutual exchanges and cooperation among the members

Operational Task 4-3-2. To attract business for the membership

Ⅰ Background

- To secure a stable finance for the TPO, it is necessary to expand the business membership.
- As tourism is a complex industry, it is necessary to attract businesses for the membership.
  - IT companies, film/media companies, F&B companies, airlines, international cruise ships, etc.
- Various types of sponsorships are expected including cash and products.
  - Various sponsorships and support in the events are available.

Ⅱ Operation details

- The TPO Secretariat needs to establish a guideline for sponsorships and benefits resulting from the contribution.
  - Example: Sponsorship is divided into several categories of Gold, Silver, and Bronze according to the contribution.
- Encourage business sponsorship by providing appropriate hospitality and privileges to the business members at the TPO General Assembly and Forum.

Ⅲ Operation Strategy

- Government members recommend the potential business for the membership.
- Encourage membership by inviting potential businesses to the TPO General Assembly and Forum.
- The TPO visits the member cities to hold the round table meetings for the potential groups, organizations, and companies.

※ **(Related Projects)** Expansion of Local corporate membership, TPO exchange projects for public participation.

Ⅷ Overall evaluation

20 Years of TPO & the Vision for 2050

1. Overall review based on the qualitative analysis results

a. The necessity to establish a new vision of TPO

- In order for the TPO to contribute to the development of the tourism industry in the Asia Pacific region and to achieve continued growth, it is necessary to establish a new medium and long term vision and goals.

- Although the TPO has been playing a crucial role as a city diplomatic center in the tourism sector, there are some limitations. The TPO faces financial instability because its finance depends on the contribution from the presidential cities and annual membership fee. Therefore, it is necessary to secure the stable status by enhancing the relationships with international organizations such as UNWTO, WTO, UNESCAP, UNDP, UNEP and etc. In addition, it needs to make diverse efforts to receive support from the national government of the members.

b. The necessity to establish platforms within the Organization for cooperation among member cities

- Active leadership can be demonstrated by establishing a Crisis Management Committee under the TPO and developing a crisis management manual to respond promptly for the crises.

- It is demanded to establish TPO regional marketing centers in cities with high demand for outbound travel to support global marketing of member cities (for example, Soul, Beijing, Shanghai, Tokyo and others.).

- It needs to establish the TPO Tourism Campus jointly with universities in the TPO member cities so that it may be used for capacity building of member city tourism-related personnel.

- TPO should take the neutral and non-political position in its identity to respond to crises in the tourism industry to provide ways to continue the tourism industry.

- Accreditation as a recognized international organization as UN or APEC should take immediately to lead the development of tourism programs, marketing support, and joint fundraising among member cities for TPO development.

c. To enhance the Joint Marketing Projects

- It needs to establish a cooperative system to implement the exchanging projects among member cities (establishment of an online marketing platform, FAM tours, road shows, etc.).

- It is suggested to facilitate more exchanging projects among member cities so that mutual inbound and outbound travel can be promoted.

- The program for public-participatory tourism exchanges by expanding gradually individual visits between member cities can lead to the increase of tourism arrivals in member cities.

- More opportunity is suggested for the business members to participate in the open public projects.

- It is necessary to enhance the functions of marketing through O2O marketing, website reorganization, and SNS activities etc.

- The TPO Travel Trade events, which already gained high satisfaction among the member cities, should be improved in order for more members to participate in.

d. Capacity building of the TPO and the Secretariat

- It is suggested to expand the Executive Committee members through an appropriate process of selection.

- It should be considered to expand the geographical scope of the Organization to invite the cities from countries in the Middle East for the membership.

- It is required to increase professional employees of the Secretariat to cope with more activities of the Organization.

- Employment opportunities are suggested to open for applicants from the member cities when hiring employees.

2. Overall review based on the quantitative analysis

a. The necessity to improve the status of the TPO

- The TPO needs to form cooperative relationships with the UN, APEC and other international organizations in order to overcome the following issue: the TPO is recognized as a regionally defined membership organization, so it has a limit to its capacity to persuade the central governments of the countries in the decision-making process for the global tourism industry.

b. The necessity to secure a stable budget for the TPO

- It is necessary for the TPO to secure a stable budget to overcome the following issue: the current budget is entirely dependent on the contributions of President and Co-president cities. The TPO has not overcome the budget problem even with its long history of twenty years. It requires financial support to develop more projects in contributing to the growth of the tourism industry in the member cities.

c. The necessity to enhance a marketing activity for the joint projects between the member cities.

- Efforts are required to create a joint infrastructure such as building a travel platform in order to share current tourism information and expand tourism exchanges between the member cities.

- The necessity to increase awareness of the TPO by establishing ‘the University Student Tourism Exchange’ as an annual event and expanding the mutual youth exchange programs between member cities.

- Operation of the cross-visit homestay events between member cities to expand private exchanges and to facilitate the communication and cooperation.

d. The necessity to lay the foundation for the practical management of the TPO Regional meetings

- To establish the 'TPO Tourism Exchange Center' (tentative name) in a vital tourist area to contribute to the development of TPO Regional meeting(s) and to play a central role in regional tourism.

e. The necessity for reestablishment of the Secretariat

- The necessity to increase the Secretariat personnel to systematically and stably carry out the medium and long term projects that contribute to the development of the tourism industry in the Asia Pacific region and the vitalization of tourism business among member cities.

- The necessity to operate the capacity building program for the employees of the Secretariat.

IX Appendix

20 Years of TPO & the Vision for 2050

Tourism Promotion Organization for Asia Pacific Cities

The results of survey on the opinions of TPO member cities

Ⅰ. Analysis of characteristics of respondents

1. Research and data collection methodology

1) Summary of the research

- Period: 5.20.2022 (Fri) ~ 6.23 (Thu)
- Target: Officials from TPO member cities

2) Data collection

- Research methods: Online and in-person surveys that have been conducted on all member cities
- Sample size: The total of 34 filled-in questionnaires
- Methods of analysis: Frequency Analysis, Technical Analysis

3) Research content

- Information on the management and organizational diagnosis of TPO
- City name, the main purpose of participating in TPO, the period of work in TPO, opinion on TPO development

< Table Ⅰ-1> Survey items

Survey period	Main contents	
Survey contents	Evaluation of the TPO General Assembly	6 questions
	Evaluation of the TPO Executive Committee	5 questions
	Evaluation of the TPO local conference(s)	6 questions
	Evaluation of the TPO Secretariat	5 questions

	City name	Open-ended
	The main purpose of participating in TPO	Multiple response
	The period of work in TPO	Nominal scale
	Opinion on TPO development	Open-ended
Valid sample	The total of 34 filled-in questionnaires	

3) The status of replies to the organizational diagnosis of TPO's survey

<Table Ⅰ-2> The status of member cities' replies to the organizational diagnosis of TPO

Country (number of cities that submitted responses/number of member cities)	**City name**	**Note**
South Korea (11/42)	Geoje, Gyeonggi-do, Gunsan, Gimhae, Daejeon, Busan (Jung-gu), Busan (Haeundae-gu), Andong, Ulsan (Dong-gu), Incheon, Tongyeong	Gangwon-do, Goyang, Gwangju Metropolitan City, Daegu, Daegu (Jung-gu), Daegu (Dong-gu), Mungyeong, Boryeong, Busan, Busan (Saha-gu), Sejong, Ulsan, Ulsan (Nam-gu), Ulsan (Ulju-gun), Incheon (Ganghwa-gun), Iksan, Jeollabuk-do, Jeonju, Gangneung, Gyeongju, Jeju-do, Changwon, Pohang, Donghae, Hadong-gun, Sasang-gu, Namhae-gun, Buyeo-gun, Sokcho, Yeongju, Chuncheon
China (12/26)	Guangzhou, Dalian, Dujiangyan, Shaoguan, Suzhou, Chengdu, Sanya, Yantai, Zhangjiajie, Zhengzhou, Qiannan, Foshan	Wenzhou, Huzhou, Lijiang, Shenyang, Tenjin, Qingdao, Liupanshui, Lianyungang, Shanghai, Ürümqi, Weihai, Hangzhou, Zhaoqing, Qingyuan

Taiwan (1/3)	Kaohsiung	Tainan, Taichung
Japan (0/9)		Fukuoka, Kitakyushu, Shimonoseki, Kanazawa, Kagoshima, Takeo, Kumamoto, Miyazaki, Osaka
Indonesia (0/20)		Jakarta, Surabaya, Yogyakarta, Kota Ambon, Kota Baubau, North Sumatra, Tambrauw, Batu, Bitung, Pariaman, Bogor, Batam, Nias, Taliabu, Langgur, Serdang Bedagai, Jailoro, Samosir, Maumere, Padang
Malaysia (3/11)	Ipoh, Kuantan, Kuala Kangsar	Kampar, Taiping, Kota Bharu, Kota Kinabalu, Alor Setar, Kuala Lumpur, Melaka (resignation letter), Penang (resignation letter)
Vietnam (3/8)	Long An, Bắc Ninh, Haiphong, Ho Chi Minh City	Dalat, Vũng Tàu, Da Nang, Hanoi
Laos (0/1)		Vientiane
Nepal (1/5)	Dhulikhel	Bhimdatta, Dharan, Tansen, Hariyon
Russia (0/2)		Vladivostok, Irkutsk
Mongolia (0/2)		Uvs, Dornogovi
The Philippines (0/1)		Manila
Uzbekistan (0/1)		Samarkand
Vanuatu (0/1)		Port Vila
Timor-Leste (0/4)		Maliana, Ermera, Liquica, Manatuto
Thailand (0/1)		Bangkok

2. Analysis of general characteristics

1) Classification of member cities into those in South Korea and overseas

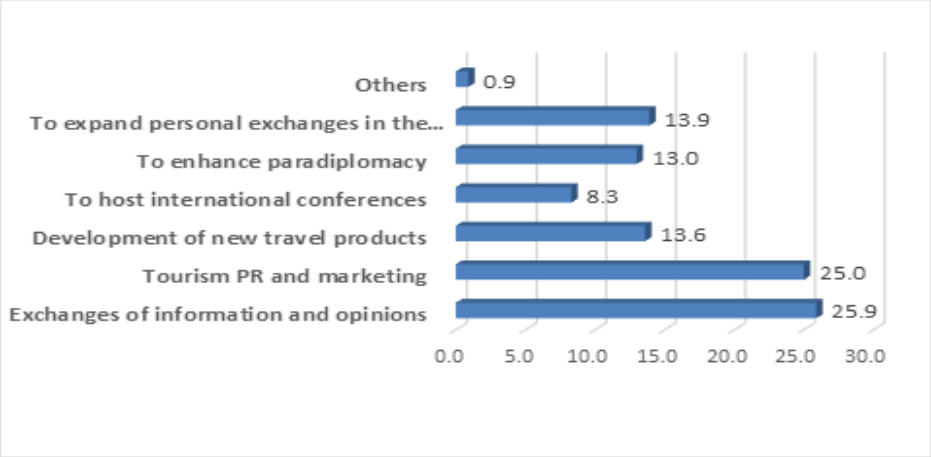
- Regarding the ‘Survey on management and organization diagnosis of TPO’, 21 people (63.1%) are from overseas member cities, and 13 people (36.9%) are from Korean member cities.

<Table Ⅰ-3> Classification of member cities in South Korea and overseas

Division	Frequency (N)	Ratio (%)
Overseas	21	60.9
South Korea	13	39.1
Total	23	100.0

2) The main purpose of participating in TPO

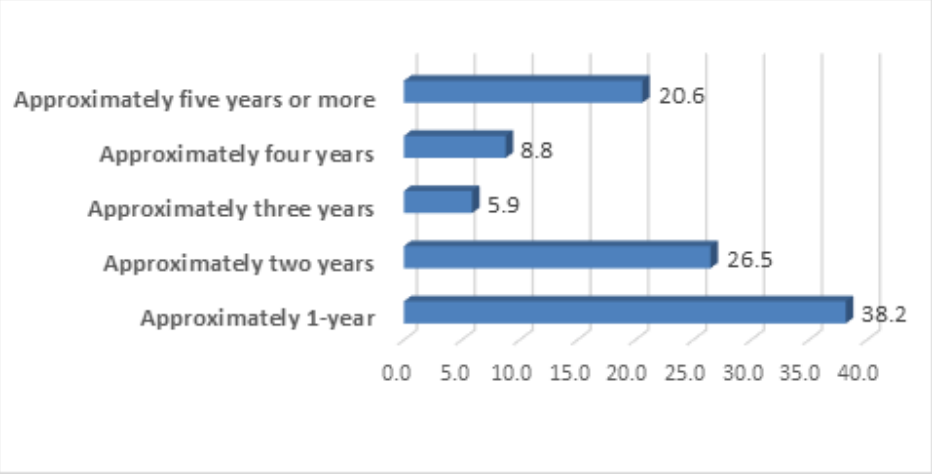
- The member cities' main purpose of participating in the TPO (multiple responses) is 'Information and opinion exchange ' for 28 people (25.9%), 'PR and marketing' for 27 people (25.0%), ‘Expansion of tourist exchanges ' for 15 people (13.9%), ‘Tourism product development' for 14 people (13.0%), ‘Strengthening urban diplomacy' for 14 people (13.0%), ‘Holding international conference(s)' for 9 people (8.3%), and 'Other' for 1 person (0.9%).
- Information entered as Other is ‘Expansion of tourism investment opportunities’



Division	Frequency (N)	Ratio (%)
Information and opinion exchange	28	25.9
PR and marketing	27	25.0
Tourism product development	14	13.6
Holding international conference(s)	9	8.3
Strengthening urban diplomacy	14	13.0
Expansion of tourist exchanges	15	13.9
Other	1	0.9
Total	108	100.0

3) The period of work in TPO

- The period of work in TPO turned out to be about 1 year for 13 people (38.2%), 2 years for 9 people (26.5%), 5 years or more for 7 people (20.6%), 4 years for 3 people (8.8%), 3 years for 2 people (5.9%).



<Table Ⅰ-4> The period of work in TPO

Division	Frequency (N)	Ratio (%)
Around 1 years	13	38.2
Around 2 years	9	26.5
Around 3 years	2	5.9
Around 4 years	3	8.8
Around 5 years or more	7	20.6
Total	34	100

Ⅱ. The Organization and the Secretariat evaluation

1. The TPO General Assembly Evaluation

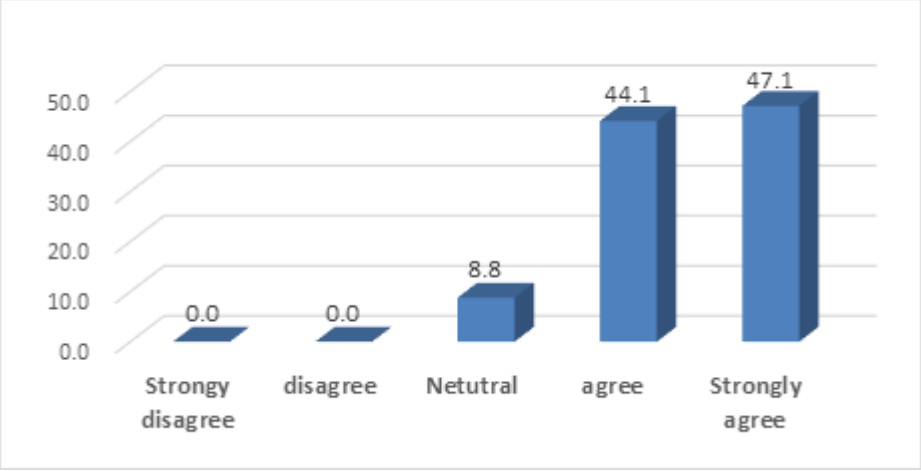
1) Information and guidance on holding the TPO General Assembly

- In the evaluation of 'Smooth provision of information and guidance on holding the TPO General Assembly,' 3 respondents (8.8%) answered 'neutral', 15 respondents (44.1%) – 'agree', and 16 respondents (47.1%) – 'strongly agree'.

<Table Ⅱ-1> Information and guidance on holding the TPO General Assembly

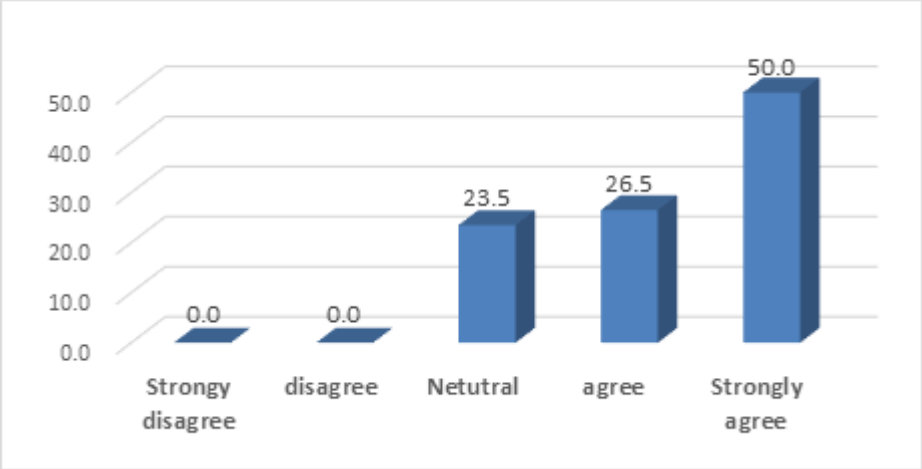
Division	Mean
Information and guidance on holding the General Assembly were provided smoothly.	4.38

※ The highest score is 5 points (N=34).



2) Level to which the TPO General Assembly has been interesting for the member cities

- In the evaluation of 'The TPO General Assembly tend to be participated by member cities with great interest,' 8 respondents (23.5%) answered 'neutral', 9 respondents (26.5%) - 'agree', and 17 respondents (50.0%) – ‘strongly agree'.



< Table Ⅱ-2>

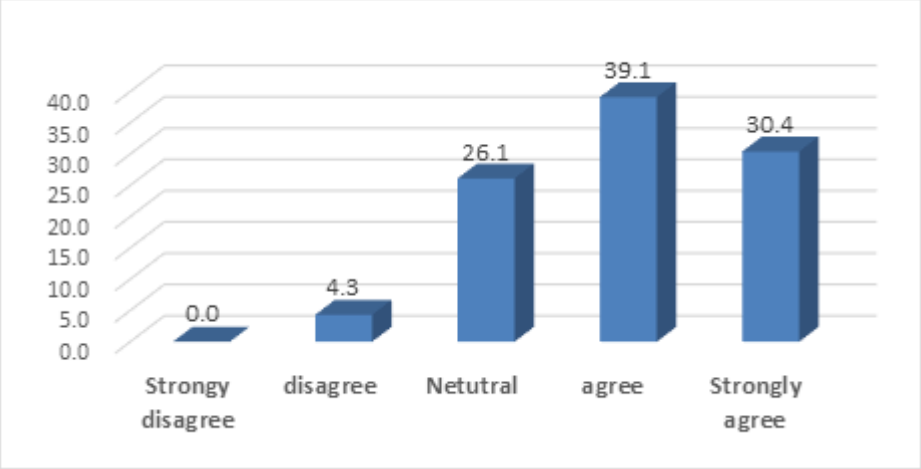
Level to which the TPO General Assembly has been interesting for the member cities

Division	Mean
The TPO General Assembly tend to be participated by member cities with great interest.	4.38

※ The highest score is 5 points (N=34).

3) Benefits of the TPO General Assembly

- In the evaluation of ‘The TPO General Assembly provided valuable experiences and opportunities for member cities’, ‘disagree’ accounted for 4.3%, ‘neutral’ for 26.1%, ‘agree’ for 39.1%, and ‘strongly agree’ for 30.4%.



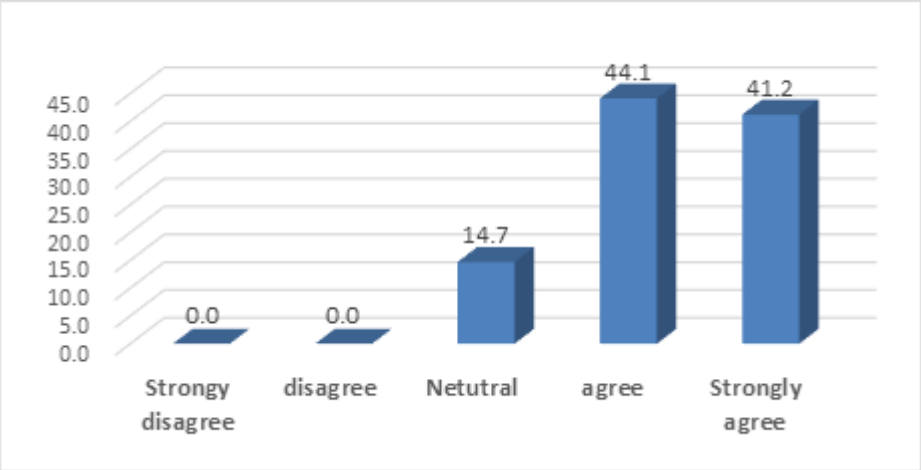
< Table Ⅱ-3> Benefits of the TPO General Assembly

Division	Mean
The TPO General Assembly provided valuable experiences and opportunities for member cities.	4.15

※ The highest score is 5 points (N=34).

4) Organization of the TPO General Assembly and additional events

- ‘In the evaluation of ‘How well the TPO General Assembly and additional events were organized’, 5 respondents (14.7%) answered 'neutral', 15 respondents (44.1%) – 'agree', and 14 respondents (41.2%) – ‘strongly agree'.



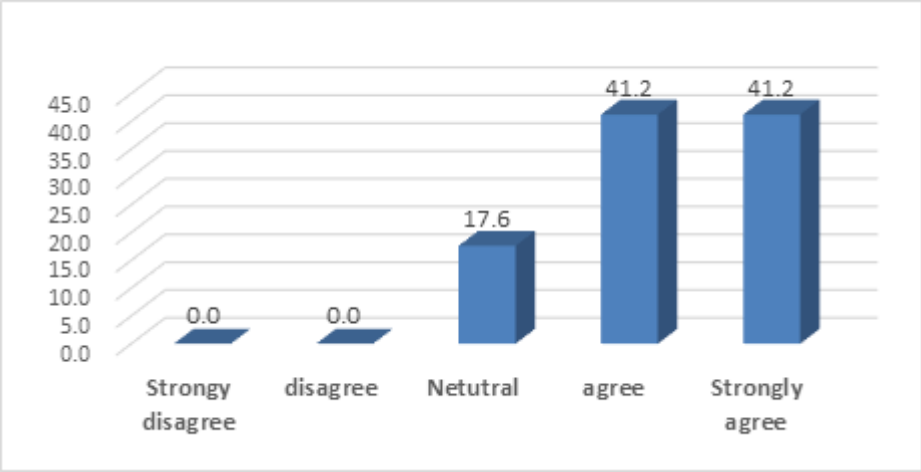
< Table Ⅱ-4> TPO Organization of the TPO General Assembly and additional events

Division	Mean
The TPO General Assembly and additional events were organized well.	4.26

※ The highest score is 5 points (N=34).

5) Contribution of the TPO General Assembly to mutual cooperation between member cities

- In the evaluation of 'The TPO General Assembly is helpful for mutual cooperation with other member cities,' 6 respondents (17.6%) answered 'neutral', 14 respondents – 'agree' (41.2%), 14 respondents (41.2%) – 'strongly agree'.



< Table Ⅱ-5>

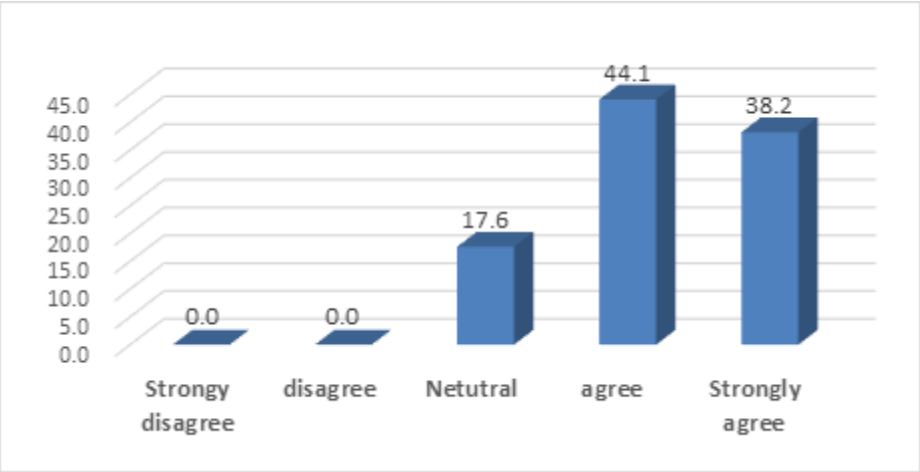
Contribution of the TPO General Assembly to mutual cooperation between member cities

Division	Mean
The TPO General Assembly is helpful for mutual cooperation with other member cities.	4.24

※ The highest score is 5 points (N=34).

6) The level of satisfaction with the TPO General Assembly

- ‘Regarding ‘Our city is generally satisfied with the TPO General Assembly’, 6 respondents (17.6%) answered 'neutral', 15 respondents (44.1%) – 'agree', and 13 respondents (38.2%) – 'strongly agree'.



< Table Ⅱ-6> The level of satisfaction with the TPO General Assembly

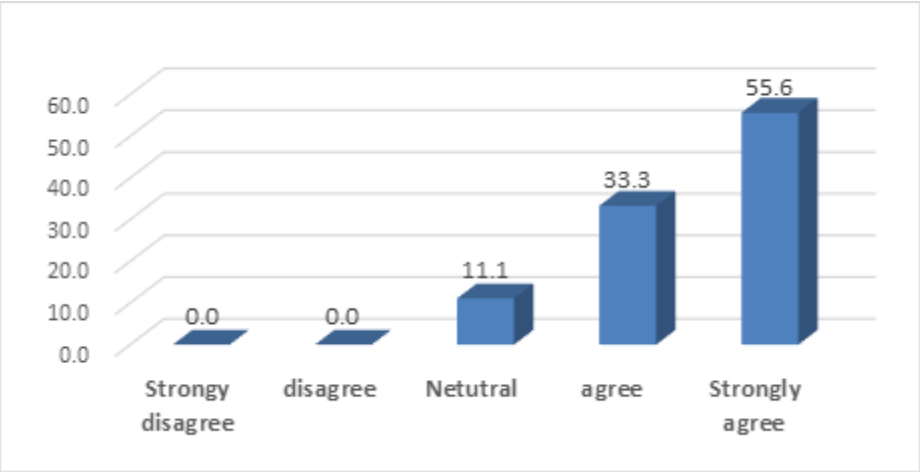
Division	Mean
Our city is generally satisfied with the TPO General Assembly.	4.21

※ The highest score is 5 points (N=34).

2. Evaluation of the TPO Executive Committee

1) Provision of information and agenda prior to holding the TPO Executive Committee

- In the evaluation of 'Agenda and information on holding the TPO Executive Committee meeting(s) were provided for review with sufficient time', 2 respondents (11.1%) answered 'neutral', 6 respondents (33.3%) – 'agree', and 10 respondents (55.6%) – ‘strongly agree’.



< Table Ⅱ-7>

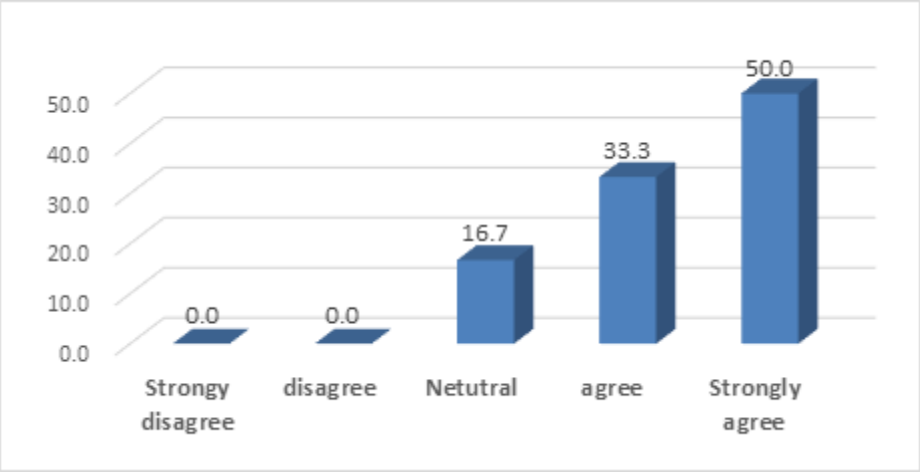
Adequacy of provision of information and agenda prior to holding the TPO Executive Committee

Division	Mean
The TPO Executive Committee meeting(s)' information and agenda were provided for review with sufficient time.	4.44

※ The highest score is 5 points (N=18).

2) Level to which the TPO Executive Committee has been interesting for the member cities

- In the evaluation of 'The TPO Executive Committee tends to be participated by member cities with great interest', 3 respondents (16.7%) answered 'neutral', 6 people (33.3%) – 'agree', and 9 people (50.0%) – 'strongly agree'.



< Table Ⅱ-8>

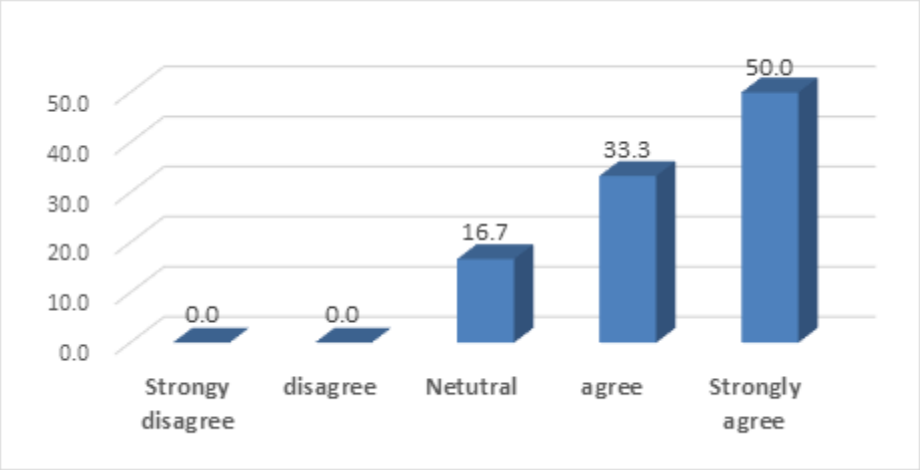
Level to which the TPO Executive Committee has been interesting for the member cities

Division	Mean
The TPO Executive Committee tends to be participated by member cities with great interest.	4.33

※ The highest score is 5 points (N=18).

3) The TPO Executive Committee's activity

- In the evaluation of 'Our city has been active in the TPO Executive Committee,' 3 respondents (16.7%) answered 'neutral', 6 respondents (33.3%) – 'agree', and 9 respondents (50.0%) – ‘strongly agree'.



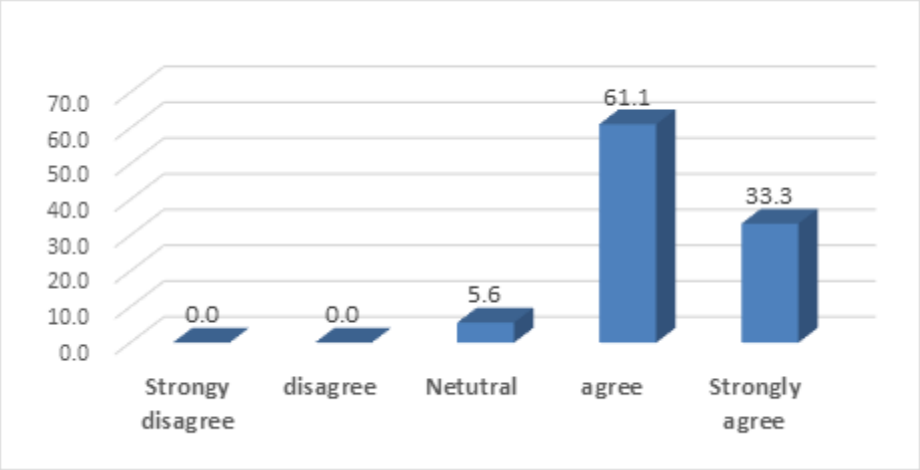
< Table Ⅱ-9> The TPO Executive Committee's activity

Division	Mean
Our city has been active in the TPO Executive Committee.	4.33

※ The highest score is 5 points (N=18).

4) Sharing results of TPO Executive Committee meeting(s)

- In the evaluation of 'The results of the Executive Committee meeting(s) are being well communicated to member cities', 1 respondent (5.6%) answered 'neutral', 11 respondents (61.1%) – 'agree', and 6 people (33.3%) – ‘strongly agree'.



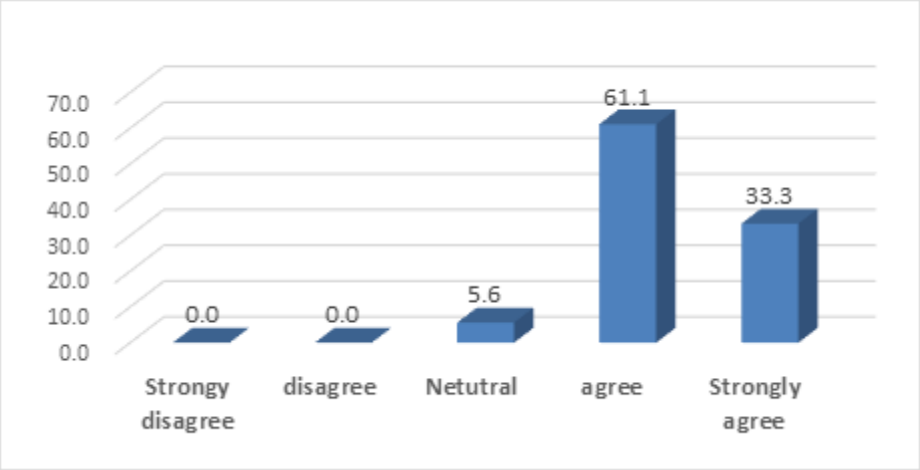
< Table Ⅱ-10> Sharing results of TPO Executive Committee meeting(s)

Division	Mean
The results of the Executive Committee meeting(s) are being well communicated to member cities.	4.28

※ The highest score is 5 points (N=18).

5) The level of satisfaction with the TPO Executive Committee

- In the evaluation of ‘Our city is generally satisfied with the TPO Executive Committee, 1 respondent (17.6%) answered 'neutral', 11 respondents (61.1%) – 'agree', and 6 respondents (33.3%) – 'strongly agree'.



< Table Ⅱ-11> The level of satisfaction with the TPO Executive Committee

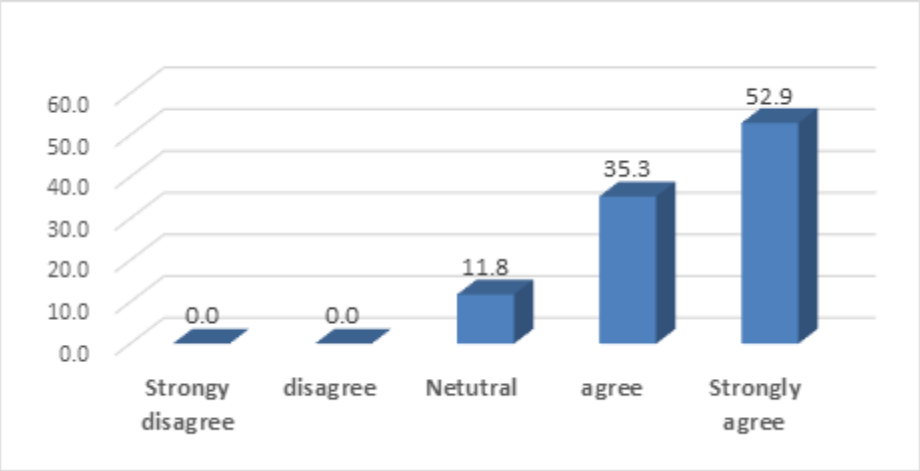
Division	Mean
Our city is generally satisfied with the TPO Executive Committee.	4.28

※ The highest score is 5 points (N=18).

3. Evaluation of the TPO local conference(s)

1) Information and guidance on holding the TPO local conference(s)

- In the evaluation of 'Smooth provision of information and guidance on holding the TPO local conference(s),' 4 respondents (11.8%) answered 'neutral', 12 respondents (35.3%) – 'agree', and 18 respondents (52.9%) – 'strongly agree'.



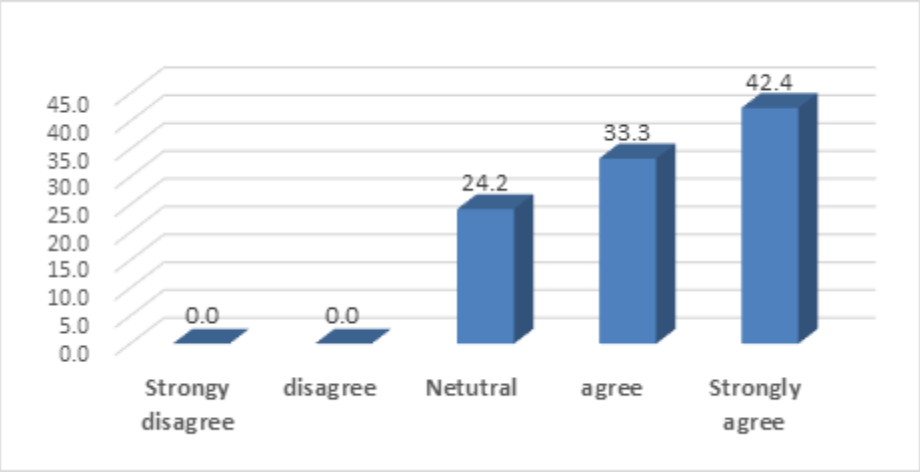
<Table Ⅱ-12> Information and guidance on holding the TPO local conference(s)

Division	Mean
Information and guidance on holding the TPO local conference(s) were provided smoothly.	4.41

※ The highest score is 5 points (N=34).

2) Level to which the TPO local conference(s) have been interesting for the member cities

- In the evaluation of 'The TPO local conference(s) tend to be participated by member cities with great interest', 8 respondents (24.2%) answered 'neutral', 11 respondents (33.3%) – 'agree', and 14 respondents (42.4%) – 'strongly agree'.



<Table Ⅱ-13>

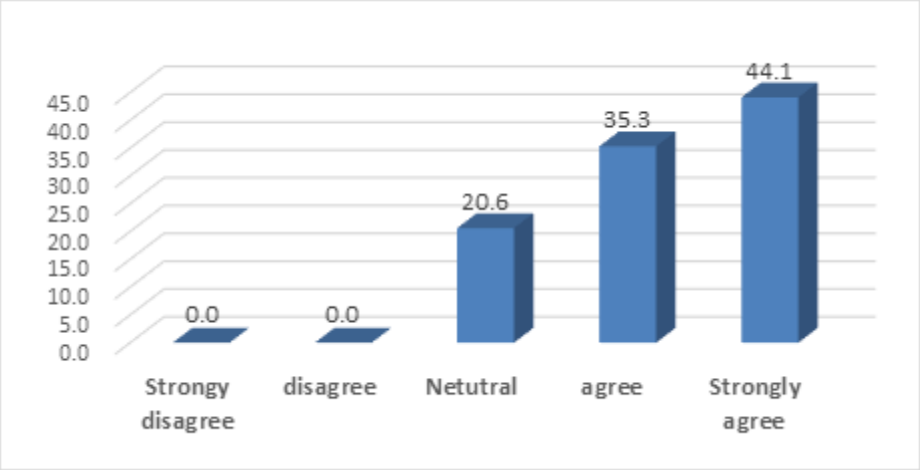
Level to which the TPO local conference(s) have been interesting for the member cities

Division	Mean
The TPO local conference(s) tend to be participated by member cities with great interest.	4.18

※ The highest score is 5 points (N=33).

3) Benefits of TPO local conference(s)

- In the evaluation of 'The TPO local conference(s) provided valuable experiences and opportunities for member cities', 7 respondents (20.6%) answered 'neutral', 12 respondents (35.3%) – 'agree', and 15 respondents (44.1%) – 'strongly agree'.



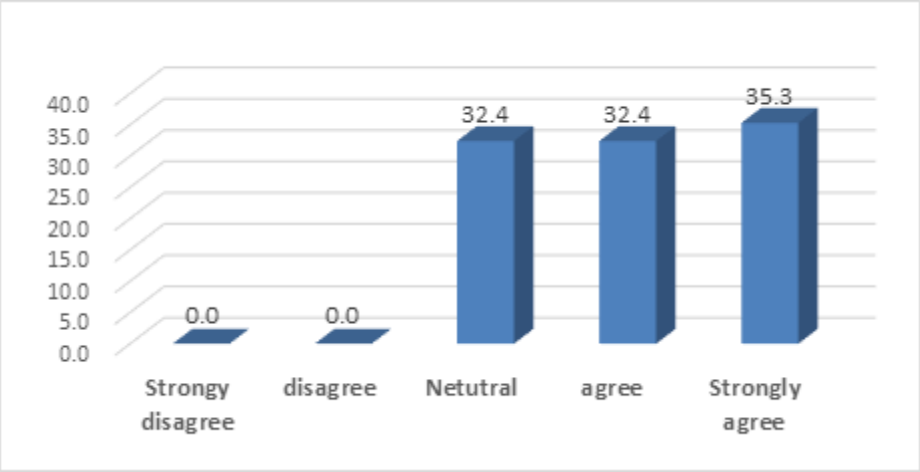
<Table Ⅱ-14> Benefits of TPO local conference(s)

Division	Mean
The TPO local conference(s) provided valuable experiences and opportunities for member cities.	4.24

※ The highest score is 5 points (N=34).

4) The TPO local conference(s)' contribution to the promotion of the local tourism industry

- In the evaluation of 'The TPO local conference(s) help(s) promote the tourism industry in our region,' 11 respondents (32.4%) answered 'neutral', 11 respondents (32.4%) – 'agree', and 12 respondents (35.3%) – ‘strongly agree’.



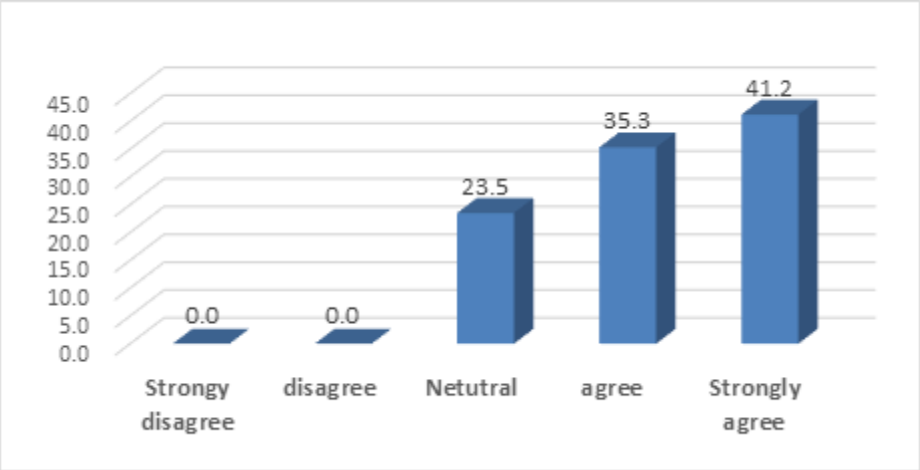
<Table Ⅱ-15> The TPO local conference(s)' contribution to the local tourism industry

Division	Mean
The TPO local conference(s) help(s) promote the tourism industry in our region.	4.03

※ The highest score is 5 points (N=34).

5) Contribution of the TPO local conference(s) to mutual cooperation with other cities

- In the evaluation of 'The TPO local conference(s) is(are) helpful for mutual cooperation with other cities in the region', 8 respondents (23.5%) answered 'normal', 12 respondents (35.3%) – 'agree', and 14 respondents (41.2%) – ‘strongly agree.



<Table Ⅱ-16>

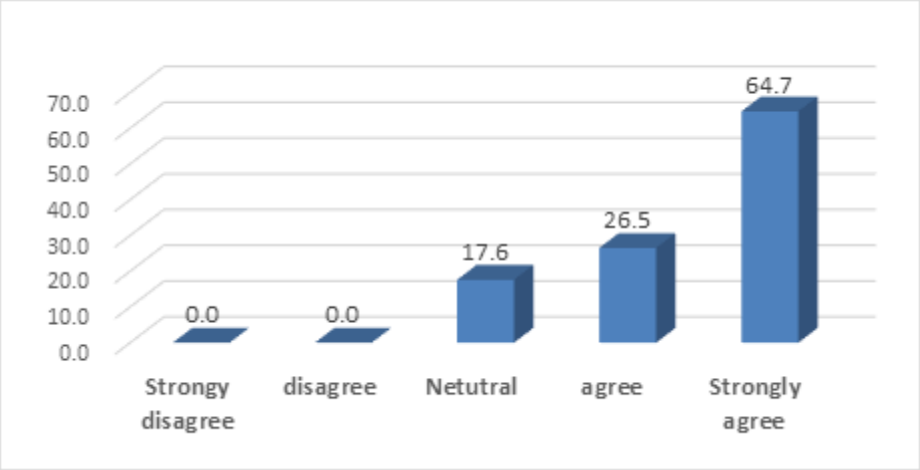
Contribution of the TPO local conference(s) to mutual cooperation with other cities

Division	Mean
The TPO local conference(s) is(are) helpful for mutual cooperation with other cities in the region.	4.18

※ The highest score is 5 points (N=34).

6) The level of satisfaction with the TPO local conference(s)

- In the evaluation of 'Our city is generally satisfied with the TPO local conference(s)', 6 respondents (17.6%) answered 'neutral', 9 respondents – 'agree' (26.5%), 22 respondents (64.7%) – 'strongly agree'.



<Table Ⅱ-17> The level of satisfaction with the TPO local conference(s)

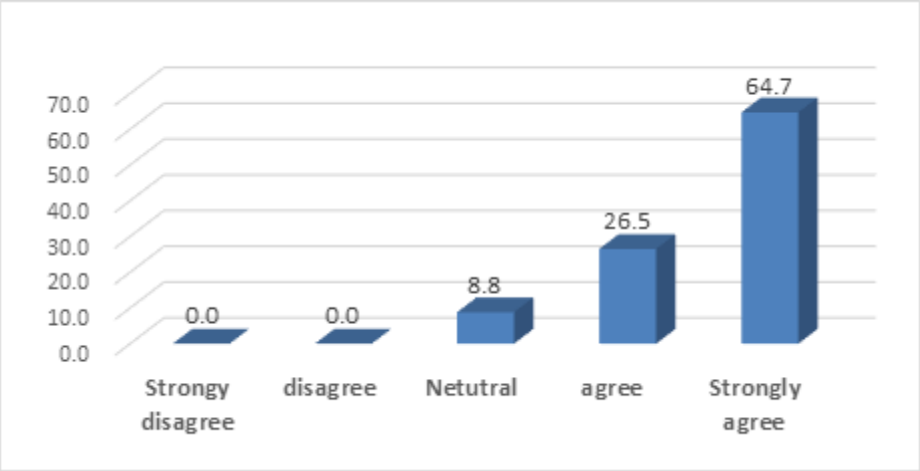
Division	Mean
Our city is generally satisfied with the TPO local conference(s).	4.18

※ The highest score is 5 points (N=34).

4. Evaluation of the TPO Secretariat

1) Communication efforts of the Secretariat

- In the evaluation of 'Communication between the TPO Secretariat and member cities is smooth', 3 respondents (8.8%) answered 'neutral', 9 respondents (26.5%) – 'agree', and 22 respondents (64.7%) – ‘strongly agree’.



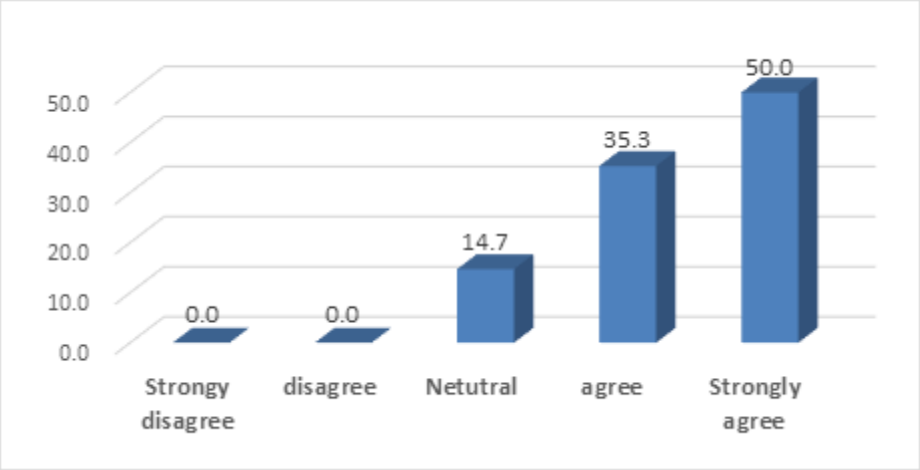
<Table Ⅱ-18> Communication between the TPO Secretariat and member cities

Division	Mean
Communication between the TPO Secretariat and member cities is smooth.	4.56

※ The highest score is 5 points (N=34).

2) Professionalism of the TPO Secretariat's staff

- In the evaluation of 'The TPO Secretariat consists of highly professional staff', 5 respondents (14.7%) answered 'neutral', 12 respondents (35.3%) – 'agree', and 17 respondents (50.0%) – 'strongly agree'.



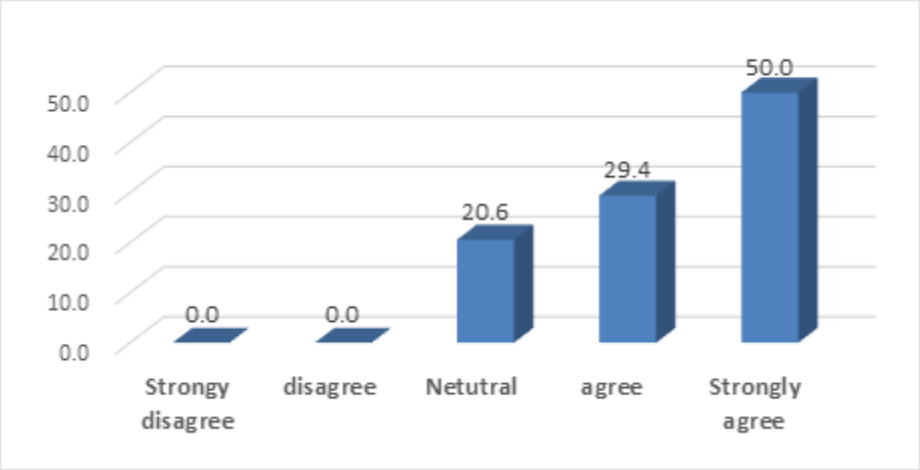
<Table Ⅱ-19> Professionalism of the TPO Secretariat's staff

Division	Mean
The TPO Secretariat staff are professional.	4.35

※ The highest score is 5 points (N=34).

3) The TPO Secretariat's efforts to attract member cities

- Regarding ‘The TPO Secretariat is making efforts to expand the attraction of member cities’, 7 respondents (20.6%) answered ‘neutral’, 10 respondents (29.4%) – ‘agree’, and 17 respondents (50.0%) – ‘strongly agree’.



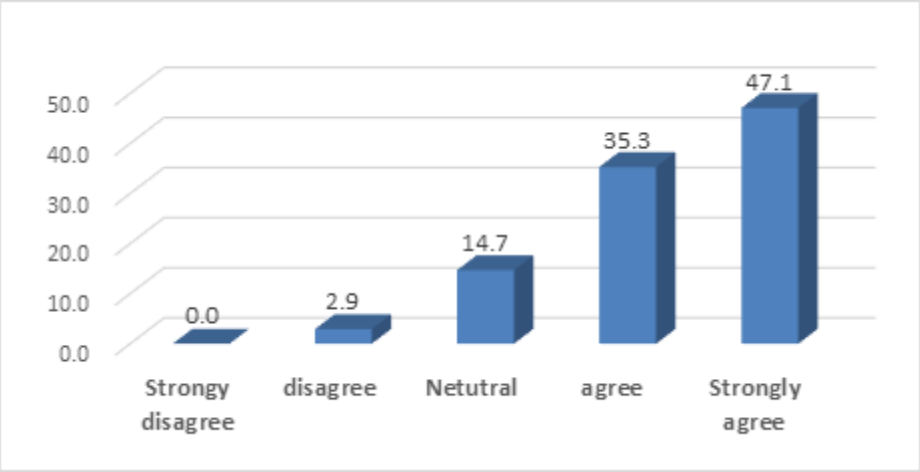
<Table Ⅱ-20> The TPO Secretariat's efforts to attract member cities

Division	Mean
The TPO Secretariat is making efforts to expand the attraction of member cities.	4.29

※ The highest score is 5 points (N=34).

4) Adequacy of the promotion by the TPO Secretariat

- In the evaluation of 'The Secretariat's public relations efforts to announce TPO are appropriate', 1 respondent (2.9%) answered 'disagree', 5 respondents (14.7%) – 'normal', 12 respondents (35.3%) – 'agree', and 16 respondents (47.1%) – 'strongly agree'.



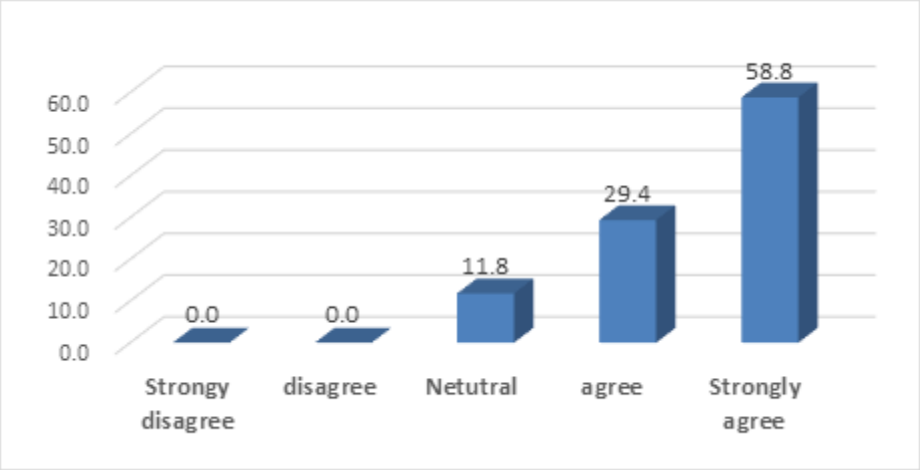
<Table Ⅱ-21> Adequacy of the promotion by the TPO Secretariat

Division	Mean
The Secretariat's public relations efforts to announce TPO are appropriate.	4.26

※ The highest score is 5 points (N=34).

5) The level of satisfaction with the Secretariat

- In the evaluation of 'The level of satisfaction with the service attitude of the Secretariat's staff,' 4 respondents (11.8%) answered 'neutral', 10 respondents (29.4%) – 'agree', and 20 respondents (58.8%) – 'strongly agree'.



<Table Ⅱ-22> The level of satisfaction with the Secretariat

Division	Mean
I am satisfied with the service attitude of the Secretariat's staff.	4.47

※ The highest score is 5 points (N=34).

5. Evaluation result ranking

1) Overall ranking

- As can be seen from the results of descriptive statistics on the organization of TPO and organization and operation of the Secretariat, 'The Secretariat contributes to communication between member cities' has been rated the highest at 4.39, and 'The local conference(s) help(s) promote the tourism industry in our region' has been rated the lowest with a score of 3.91.

<Table Ⅱ-23> Overall ranking

Division	Mean	Frequency
Communication between the Secretariat and member cities is smooth.	4.56	34
Satisfaction with the service attitude of the Secretariat's staff	4.47	34
The Executive Committee meeting(s)' information and agenda were provided for review with sufficient time.	4.44	18
Good provision of information and guidance on holding the TPO local conference(s)	4.41	34
Smooth provision of information and guidance on holding the General Assembly	4.38	34
Secretariat staff are professional.	4.35	34
The TPO Executive Committee tends to be participated by member cities with interest.	4.33	18
Cities are active in the TPO Executive Committee.	4.33	18
The Secretariat is making efforts to expand the attraction of member cities.	4.29	34
Generally satisfied with the TPO Executive Committee	4.28	18
Smooth sharing of the Executive Committee meeting(s) results	4.28	18

Adequacy of the Secretariat's public relations efforts to announce TPO	4.26	34
The General Assembly and additional events were organized well.	4.26	34
The General Assembly tend to be participated by member cities with great interest.	4.26	34
The local conference(s) provide valuable experiences and opportunities for member cities.	4.24	34
The General Assembly is helpful for mutual cooperation with other member cities.	4.24	34
Generally satisfied with the General Assembly	4.21	34
The local conference(s) tend to be participated by member cities with great interest.	4.18	33
Generally satisfied with the TPO local conference(s)	4.18	34
The local conference(s) is(are) helpful for mutual cooperation with other cities.	4.18	34
The General Assembly provide valuable experiences and opportunities for member cities.	4.15	34
The local conference(s) help(s) promote the tourism industry in our region.	4.03	34

Note) The highest score is 5 points, and the sample size is 34 people.

2) The General Assembly rankings

- As a result of the evaluation of the TPO General Assembly, 'Information and guidance on holding the General Assembly were provided smoothly' has been rated the highest at 4.38 points, and 'The General Assembly provided valuable experiences and opportunities for our city' has been rated the lowest with a score of 4.15 points.

<Table Ⅱ-24> The General Assembly ranking

Division	Mean	Frequency
Information and guidance on holding the General Assembly were provided smoothly.	4.38	34
The TPO General Assembly and additional events were organized well.	4.26	34
The TPO General Assembly tend to be participated by member cities with great interest.	4.26	34
The TPO General Assembly is helpful for mutual cooperation with other member cities.	4.24	34
Generally satisfied with the TPO General Assembly	4.21	34
The TPO General Assembly provided valuable experiences and opportunities for member cities.	4.15	34

3) The Executive Committee rankings

- As a result of the evaluation of the TPO Executive Committee, 'The Executive Committee meeting(s)' information and agenda were provided for review with sufficient time' scored the highest at 4.44 points, 'Generally satisfied with the TPO Executive Committee' and 'Smooth sharing of the Executive Committee meeting(s) results' have been rated the lowest, each with a score of 4.28 points.

<Table Ⅱ-25> The Executive Committee ranking

Division	Mean	Frequency
The TPO Executive Committee meeting(s)' information and agenda were provided for review with sufficient time.	4.44	18
The TPO Executive Committee tends to be participated by member cities with interest.	4.33	18
Our city has been active in the TPO Executive Committee.	4.33	18
Generally satisfied with the TPO Executive Committee	4.28	18
Smooth sharing of the Executive Committee meeting(s) results	4.28	18

4) The local conference(s) rankings

- As a result of the evaluation of the TPO local conference(s), 'Information and guidance on holding the local conference(s) were provided well' has been ranked the highest at 4.41 points, and 'The local conference(s) help(s) promote the tourism industry in our region' was the lowest a score of 4.03 points.

<Table Ⅱ-26> The local conference(s) ranking

Division	Mean	Frequency
Information and guidance on holding the TPO local conference(s) were provided well.	4.41	34
The TPO local conference(s) provided valuable experiences and opportunities for member cities.	4.24	34
The TPO local conference(s) tend to be participated by member cities with great interest.	4.18	34
Generally satisfied with the TPO local conference(s)	4.18	34
The TPO local conference(s) is(are) helpful for mutual cooperation with other cities.	4.18	34
The TPO local conference(s) help(s) promote the tourism industry in our region.	4.03	34

5) The Secretariat rankings

- As a result of the evaluation of the TPO Secretariat, 'Smooth communication between the Secretariat and member cities' has been rated the highest at 4.56 points, and 'Adequacy of the promotion of TPO by the Secretariat' has been rated the lowest with a score of 4.26 points.

<Table Ⅱ-27> The Secretariat ranking

Division	Mean	Frequency
The Secretariat contributes to communication between member cities.	4.56	34
Satisfaction with the service attitude of the Secretariat's staff	4.47	34
Secretariat staff are professional.	4.35	34
The Secretariat is making efforts to expand the attraction of member cities.	4.29	34
The Secretariat's public relations efforts to announce TPO are appropriate.	4.26	34