

THE STUDY ON THE GROWTH OF VIETNAMESE TOURISM SECTOR:
THE CASE OF HA LONG BAY

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ประเทศจำนวนมากในโลกทุกวันนี้ ถือว่าการท่องเที่ยวเป็นวิธีการทำให้เศรษฐกิจเติบโต เนื่องจากผู้คนตื่นตัวกับการท่องเที่ยว และได้เดินทางไปยังที่ที่ตนสนใจ การท่องเที่ยวจึงทำให้เกิดการพัฒนาทางเศรษฐกิจของหลายประเทศขึ้นเป็นอย่างมาก เป็นที่มาของรายได้ใหม่ เพราะแรงงานในภาคการท่องเที่ยวและการเปิดตัวของแหล่งท่องเที่ยว เป็นการเปิดตัวให้กับอาหารการกิน ศิลปะการแสดง พิธีกรรม การขายของที่ระลึก การเปิดแหล่งพักผ่อน ตลอดจนหมู่บ้านให้กับนักท่องเที่ยว

ประเทศกำลังพัฒนาอย่างเช่นเวียดนามนั้น ภาคส่วนของการท่องเที่ยวทำหน้าที่สำคัญในการพัฒนาเศรษฐกิจของชาติสูง เวียดนามมองว่าการเพิ่มขึ้นของการท่องเที่ยวเป็นมาตรการสำคัญในการพัฒนาเศรษฐกิจ งานวิจัยนี้ให้ความสำคัญกับการวิเคราะห์การพัฒนาภาคส่วนการท่องเที่ยวของเวียดนามโดยใช้ ฮาลองเบย์ เป็นกรณีศึกษา ซึ่งเป็นสถานท่องเที่ยวที่มีชื่อเสียงที่สุดในเวียดนามและจะเข้าสู่ระดับเทียบเท่ากับเจ็ดสิ่งมหัศจรรย์ของโลก ทั้งนี้ได้วิเคราะห์สภาพในปัจจุบัน จุดเด่นจุดด้อย รวมทั้งโอกาสและภัยคุกคามของตลาดสากลของอ่าวฮาลอง ผลที่ได้ปรากฏว่า ฮาลองเบย์มีโอกาสมากที่จะเป็นแหล่งสร้างความเจริญเติบโตเชิงการท่องเที่ยว ทั้งยังมีอิทธิพลต่อการพัฒนาอุตสาหกรรมท่องเที่ยวของเวียดนาม และการพัฒนาเศรษฐกิจโดยรวมอีกด้วย

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A lot of nations worldwide nowadays consider tourism as the growth tactic of economy. Because individuals are excited about tourism as well as travelling further to the places which they see interested, this sector brings about substantial increase in economic development of a large number of nations. This delivers the new resources of revenue since service labors in tourism sector and the chance of turning to exhibiting tourism, placing on shows of conventional food, art, dances, ceremonies, souvenirs selling, camps opening as well as villages to welcome travelers and so on.

For a developing nation including Vietnam, tourism sector acts as the important part in developing the national economy. The state of Vietnam considers increasing tourism as a major tactic to achieve the economic development. This research lays its stress on the analysis of development of Vietnamese tourism sector via the case of Ha Long bay which acts as the most famous place in Vietnam and becoming among the New Seven Wonders of the World. Moreover, the existing condition, strong points and weak points along with chances and threats of global market place of Ha Long bay are measured and in discussion. All the outcomes as well as results demonstrate that Ha Long bay possesses the huge possibility for growing tourism sector and this place possesses important influence on the development of Vietnamese tourism industry as well as the entire economic situation generally.

Field of Study: Southeast Asian Studies Student's Signature

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CONTENTS

	Page
THAI ABSTRACT	iv
ENGLISH ABSTRACT	v
ACKNOWLEDGEMENTS	vi
CONTENTS	vii
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS AND ACRONYMS	xi
CHAPTER 1: INTRODUCTION	1
1.1. Rationale of the study	1
1.2. Research objectives and research questions	5
1.3. Keywords	5
1.4. Scope of the study	5
1.5. Research significance	6
1.6. Ethical considerations	6
1.7. Structure of the study	6
CHAPTER 2: LITERATURE REVIEW	7
2.1. The role of Tourism in the Growth of Developing Countries	8
2.2. Major Stages of Vietnamese Tourism Industry growth	11
2.3. History of Ha Long Bay to become a tourist spot	14
2.4. Analysis of Ha Long bay applying SWOT Model	17
2.5. Analyzing the Michael Porter's Five Forces Model of Ha Long Bay	29
2.6. Chapter conclusion	29

	Page
CHAPTER 3: RESEARCH METHODOLOGY.....	31
3.1. Research size	31
3.2. Research method.....	31
3.3. Sources of data	32
3.4. Data Analysis Method	35
3.5. Pretesting Questionnaire	35
3.6. Research Limitations	37
3.7. Chapter conclusion	37
CHAPTER 4: FINDINGS, ANALYSIS AND DISCUSSION	38
4.1. Questionnaire findings	38
4.2. Interview analysis.....	59
4.3. Difficulties for Ha Long tourists	62
4.4. Ha Long Bay contributions to tourism in Viet Nam	62
4.5. Chapter conclusion	64
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS	66
5.1. Conclusions.....	66
5.2. Recommendations.....	68
REFERENCES	70
VITA.....	79

LIST OF TABLES

	Page
Table 1	Contribution of Tourism to Employment in Pacific and Selected Asian Countries and Sub-regions.....10
Table 2	SWOT Matrix.....19
Table 3	SWOT matrix of Ha Long bay.....27
Table 4	The distributing participants by age.....39
Table 5	Favorable status of geography.....42
Table 6	Diverse tourism possibility.....44
Table 7	Stable politics as well as security.....45
Table 8	Insufficient diverse tourism commodity.....46
Table 9	Insufficient consistency in tourism facility as well as infrastructure.....47
Table 10	Insufficient skilled labor.....48
Table 11	Big potential of global market place.....50
Table 12	Stable development of Vietnamese economy.....51
Table 13	Vietnam's entering WTO.....52
Table 14	Gradually hard global competition.....53
Table 15	Influence of international financial recession.....54
Table 16	Environmental issue.....55
Table 17	Operation of Ha Long bay's tourism sector.....56
Table 18	Influence of Ha Long bay's tourism sector.....57
Table 19	Influence of Vietnamese tourism sector on national economic situation58
Table 20	The number of tourists visited Viet Nam and Ha Long bay in 2014.....63
Table 21	Tourist turnover in Viet Nam and Ha Long bay in 2014.....63

LIST OF FIGURES

	Page
Figure 1 SWOT Analysis.....	17
Figure 2 The M. Porter's Five Forces Model.....	20
Figure 3 The distributing factor of participants by sex.....	39
Figure 4 The distributing participants by place.....	41
Figure 5 The distribution of participants by their knowledge about Ha Long bay...42	



LIST OF ABBREVIATIONS AND ACRONYMS

UN	United Nations
ILO	International Labour Organization
GDP	Gross Domestic Product
UNESCO	United Nations Educational, Scientific and Cultural Organization
WB	World Bank
WTTC	World Travel and Tourist Council
EU	European Union
US	United States
WTO	World Trade Organization
VNAT	Viet Nam National Administration of Tourism
WOM	Word of mouth monitoring
GDS	Global distributing system



CHAPTER 1: INTRODUCTION

1.1. Rationale of the study

Today, thanks to the transporting and technology growth along with the commodity of credit card and other banking services, tourism has become the sector with the strategy of developing economy in many nations worldwide. According to Brida and Rizzo (2009), global tourism acts as the important exportation industry and the overseas exchanging earner for various low revenue countries and the advanced ones also. Therefore, a large number of countries have paid attention to economic regulations to stimulate global tourism which is considered the possible strategic factor to develop the national economy.

In addition, tourism serves as among the worldwide biggest and quickest growing economic sectors and this tendency appears to continue (Okan and Asim 2012). In several nations, tourism is regarded as the most vital instrument to develop national economy because it enables diverse economic operations and positively affects various economic areas including the manufacture, gross revenue, employment and balance of payments. As stated by Eraqi (2011), tourism constitutes the sound source of employment as it is labor-intensive, meaning that with each extra dollar applied for the developing tourism sector, more jobs shall be in generation than in other industries. Moreover, the expense to create and afford new work in tourism sector is considered rather low in comparison with other sectors. As reported by the International Labor Organization (ILO) in 2008, every job in the important tourism industry brought about around 1.5 extra (indirect) jobs in other industries in relation to tourism and the sector created around 230 million jobs representing 8% of the global labor force. In addition, according to Moric and Mihailovic (2012), tourism today serves as the efficient instrument to gain the

economic development for a large number of countries worldwide. Furthermore, tourism becomes the important resource of development for many firms, destinations and the total economy.

The decade before experienced the considerable growth in the attention paid by sector leaders, growth specialists as well as policy makers as tourism now possesses the significant part in broading economic chance for many nations in the world, particularly for developing nations as well as the poor ones. For instance, according to Musaraj (2012), the United Nations (UN) does not only enhance the significance of tourism and its growth in sustainability but creating the global background to increase its contribution to economic development of many nations also. Furthermore, as the tourism sector does business globally, it is shown in evidence that the role of domestic public administration is sufficient aggressiveness and being aware of what they must do so as to enable their localities to be more engaged in it as well as its incomes controlled and invested in the domestic economy. Despite usually being in underrate, the tourism industry may enable to the stable and peaceful stimulation in every country through manufacturing revenue, generating job chances, broading economic situation, boosting cross-cultural recognition, as well as keep the condition safe.

According to Long (2012), tourism development is regarded the promising method for giving the new life lease to the economic destination even in urban or rural areas. As stated by Eraqi (2011), tourism becomes the important alternative for expanding economy for various countries not only regarding industrialized but non-industrialized also. Regarded as the type of exportation sector, tourism helps large number of developing nations to change from the agricultural based countries to industrialized production. According to Spencer and Rurangwa (2012), this industry becomes the popular support in economic development regulations in various

countries in the region of Asia, Africa, as well as Central America thanks to its ability to bring the needs employment, revenue and overseas exchange gains. Nevertheless, a number of developing nations do not seem to earn the comprehensive strength from this industry despite its significant contribution to the economic growth of the nations. In specific, at the end of the last century, people witnessed the big adjustment in tourism particularly relating to the tourists' attitude of customers and the developing countries of the core element of the revolution in economy. Moreover, as the tourism becomes more and more vital to the development of community worldwide, the necessity for developing the sustainability in this industry has become the priority. Thus, it is considered necessary to conduct more study over the development of tourism sector worldwide particularly in developing nations.

Stretching out of Southeast Asia, Viet Nam has the common boundary with South China sea, the Gulf of Tonkin, as well as the Gulf of Thailand. Moreover, the nation shares the borders with Chinese southern line, Cambodian border as well as the boundary of Laos. The shoreline of the country fulfills around 3.000 km length, covering various beautiful beaches. Furthermore, the country is endowed with the tropical features along with the strong influence of rainy season, yet having the considerable percentage of sunlight, high level of humidity, along with the high rain amount. In addition, the nation of Viet Nam has many wonders that draw the attention of global tourists. As a result, it is not of surprise that the country becomes the destination of many tourists when they consider traveling to Asian area.

Furthermore, between the year of 2003 and 2008, the country witnessed the development of 75 percent in the amount of tourists as well as surpassing the milestone of 4.3 million visitors in the year of 2008.

Nevertheless, generally the Vietnamese tourism industry developed in the inconsistent way since the country decided to open worldwide in 1986. As shown by

the statistics of the General Statistics of Viet Nam, the national tourism industry gained around 2% development in 2007, hitting around 4.2 million overseas travelers. Yet this development was considered rather lower than the amount of 16% recorded in 2007 resulted from the global economic recession. Till the year of 2009, although there was the international economic crisis, the tourism industry has been measured to contribute around 13% of the GDP (General Statistics of Viet Nam, 2009). Recently, owing to the big assistance of the national state, the Vietnamese development of tourism industry is approximately two times quicker than the GDP. From the year of 2000, various Programs have been launched to promote the Tourism of Viet Nam which was considered to boost both the national tourism sector growth and the national entire economic situation.

Ha Long Bay is placed in the north of Viet Nam which is away 165 km from Hanoi. Among the total Ha Long area, 90 percent of the area is covered with 2,000 islands. Moreover, Ha Long Bay has been known as the destination for vestige as well as beauty which was named by Vietnamese Ministry of Information and Culture in 1962. Furthermore, it has been firstly seen as the World Heritage Site by UNESCO in the year of 1994 thanks to its outstanding and universal aesthetic value. In addition, with the fame of geology and geography, Ha Long Bay was recognized in 2000 by World Heritage Committee. After that in the year of 2012, the place famously has been among the New Seven Wonders of the world voted by tourists worldwide.

Owing to the inconsistent policies in Vietnamese tourism sector development in the future, it is of importance to gain the complete research over the development of Vietnamese tourism sector. Due to these reasons, the author chooses the topic for this study as below: **The study on the growth of Vietnamese tourism sector – The case of Ha Long Bay.**

1.2. Research objectives and research questions

The researcher chooses the title of the Thesis topic as “**The study on the growth of Vietnamese tourism sector – The case of Ha Long Bay**”, the research objectives are as below:

- To study the development of tourism sector in Ha Long Bay in the context of Vietnamese tourism sector
- To study the obstacles of tourism development in Ha Long Bay, Viet Nam
- To study the contribution of Ha Long Bay into the tourism sector in Viet Nam

The research questions are as follow:

- What is the current tourism development in Ha Long Bay at the context of tourism sector in Vietnam?
- What are the difficulties facing tourism development in Ha Long Bay?
- What is the contribution of Ha Long Bay into the tourism sector in Viet Nam?

1.3. Keywords

Viet Nam/Tourism/Ha Long Bay/Quang Ninh Province

1.4. Scope of the study

Tourism growth today possesses the significant part in the economic development of the country, particularly for the developing country of Viet Nam. The definition of e-business constitutes the large division; nevertheless, because of the restrictions in time and geographic areas, the research boundary is as below:

- First, the study is carried out in Vietnamese context for the tourism sector development
- Second, the research pays attention to the particular case of Ha Long Bay

The real value of the study may become useful for the adoptions of other developing nations including Viet Nam.

1.5. Research significance

The study aims to contribute to offer the tourism companies, officials as well as the regulators the good view over Vietnamese tourism sector with all the strong points and weak points along with the possibility for development in the coming time. Moreover, the research wants to supply the audiences with the understanding over the role and significance of the growth of tourism sector in developing the national economy.

1.6. Ethical considerations

The entire study procedure and the works conducting are done by the researcher himself and the aid of technical programs and instruments. All the data gathered are in legality; furthermore, the data which are considered sensitive and private shall be applied for the aim of this study only. Finally, no copy or plagiarism is adopted in this study.

1.7. Structure of the study

Chapter 1: Introduction provides the study background and the research objectives and structure

Chapter 2: Literature Review offers the concepts and areas of the tourism growth along with the analysis on the Ha Long Bay development basing upon the theoretical frameworks.

Chapter 3: Methodology provides the study philosophy, research approach, strategy and method.

Chapter 4: Findings, analysis and discussion.

Chapter 5: Conclusion and Recommendations

CHAPTER 2: LITERATURE REVIEW

According to Long (2012), similar to many other industries, the tourism is considered as the growth tool of the region and nation. Furthermore, this sector manifests the aggressive as well as developing sector earning quickly the effect and significance of the economies of the country. Moreover, it has been debated that three excuses exist showing that the tourism's economic merit constitutes the main desirable element for developing nations (Lei 2012). The first reason acts as the surprising enhancement in the ratios of needs for global traveling in the advanced areas including the Asia North America, as well as the Europe thanks to the stable economy along with travelling habit of the citizens. The second reason is that more disposable revenue exists in expenditure for travelling owing to the enhancement in the individuals' revenue. The third reason is that there is the demand for developing nations to gain overseas exchange so as to encourage their development in economy as well as fulfilling the citizens' needs. Because of these reasons, various developing nations determine to enhance their tourism in conventional industries including production as well as agriculture. As stated in the World Bank report in 2008, around 75% of poor citizens worldwide have their lives in countryside regions as well as constitute in the agricultural straight line. More importantly, in the competitiveness of the global market place, countries which are dependent upon agricultural sector could possess the basis of gaining inconsistently and unreliably. As a result, the enhancement in tourism acts as the importance to supplement the revenue provided via the agricultural sector as well as the economic diversification.

In addition, Viet Nam acts as the developing nation which is on the path of transforming from agriculture to the one focusing more on enhancing industry and

service, particularly the tourism industry. As the implementation of the plan “Doi Moi”, the growth of Vietnamese tourism industry brings about the large resource of overseas exchange for national budget revenue, creating jobs for a large number of workers as well as stimulating the growth of various relative sectors such as construction, transportation, banking as well as civil aviation. As statistics shown by the World Travel and Tourist Council (WTTC), among 181 nations and areas, Viet Nam stands the 47th regarding the tourism growth generally, ranking the 54th for tourism sector contributions to the economy of the country, along with the 12th in terms of tourism development in the long run (Nghì 2011). Today, the country ranks within the top 5 nations with grown tourism sector in ASEAN as well as having huge possibility for becoming among the top international destination in terms of tourism. The researcher in this section shall offer the literature review of Vietnamese tourism sector growth procedure. Furthermore, the assessment along with analysis made about the relations among the Vietnamese tourism sector as well as its development in Ha Long Bay shall be offered with the application of the SWOT framework along with Michael Porter’s Five Forces Model.

2.1. The role of Tourism in the Growth of Developing Countries

In a lot of developing nations, tourism acts as among the most important exportation industries. According to Ahmad, Somaye et al. (2011), it is said that the tourism does not only increase overseas exchange gaining but generating more job chances also, encouraging the growth of tourism industry as well as promoting the total economic situation.

2.1.1. An attractive economic growth instrument

3 reasons exist showing that tourism becomes the attractive instrument for developing the economy in developing nations. Firstly, people witness the surprising enhancement in the demand rates for global travel in advanced areas including

Northern America, Asia as well as the EU due to the stable economy and people's travelling preferences. Secondly, more disposable revenue is spent thanks to the enhancement in household's revenue of individuals. Lastly, according to (Lei 2012), it is necessary for developing nations to gain the overseas exchange so as to support their economic development ideas and finishing the people's demand.

2.1.2. Employment opportunities generation

It is said that tourism constitutes the main instrument for creating job. The reason as stated by Drita, Mariza et al. (2012) is that solving the problem of unemployment becomes the largest priority in any developing nations, tourism significantly affects the economic balance. The way tourism contributes to the employment in the developing nations is illustrated in the table below. In particular, tourism industry in 2006 provided jobs for about 140 million people in chosen nations in the region of the Asia and Pacific, representing the 8.9% of the entire employment on average. The Northern East Asia receives around 87.7 million jobs from this industry, accounting for 10.1% in the entire employment of the region. The condition in China shows the significance as having 77.6 million jobs, making up 10% in the entire employment.

Table 1: Contribution of Tourism to Employment in Pacific and Selected Asian Countries and Sub-regions

	Million of jobs	As percentage share of total employment within subregion and country	Ratio of tourism employment to total employment
North-East Asia, of which:	87.58	10.1	1 : 9.9
China	77.60	10.2	1 : 9.8
Republic of Korea	1.73	7.4	1 : 13.4
South-East Asia, of which:	21.74	8.6	1 : 11.7
Cambodia	1.07	15.4	1 : 6.5
Indonesia	7.33	7.2	1 : 13.8
Lao PDR	.20	7.3	1 : 13.7
Papua New Guinea	.19	7.5	1 : 13.3
Philippines	3.34	10.8	1 : 9.2
Singapore	1.91	8.3	1 : 12.0
Thailand	3.82	10.7	1 : 9.4
Viet Nam	3.36	8.7	1 : 11.5
South Asia, of which:	30.89	5.2	1 : 19.4
India	24.35	5.4	1 : 18.4
Iran (Islamic Rep. of)	1.71	8.7	1 : 11.4
Maldives	.69	57.6	1 : 1.7
Nepal	.73	6.4	1 : 15.5
Sri Lanka	.66	7.9	1 : 12.7
Oceania, of which:	1.91	14.5	1 : 6.9
Fiji	.11	31.0	1 : 3.2
Tonga	.01	15.2	1 : 6.6
Vanuatu	.03	42.4	1 : 2.4

Source: WWTC, WTTC 2006 Tourism Satellite Accounts: Regional Reports.
www.wttc.org/frameset2.htm

2.1.3. Increasing skills, infrastructure and organizational capability

According to Iwersen-Sioltsidis and Iwersen (1996), making tourism operations adapted to internationalization and the requirements in the new market shall need extra attempts to enhance the professional skills of staff in this industry; particularly the certain attention needs to be paid to adapt to the new technique and client's wants as well as enable the cross border mobility. Moreover, in order to develop tourism, nations should attach their importance on the heritage sites, infrastructure services, private industry operation as well as human sources (Khadaroo and Seetanah 2008). Furthermore, it is obvious that the infrastructure enhancement plans may offer the entering point for efficient intervene in conservating and developing

heritage sites. Moreover, the tourism infrastructure is composed of the basic infrastructure dimensions including the waterways, transportations, railways, airports; amenities including buying electricity, recreational facilities, and restaurants (Fallon and Kriwoken 2003). Therefore, the stable growth procedure of tourism is to focus upon the balance among integration expanding of basic infrastructure as well as amenities and the facilities. In addition, the fight in global market resulted from tourism enabled local companies to increase their organizational ability via learn, adaptability, innovation whereas doing interaction with other systems in and out of the company (Cooper 2006).

2.2. Major Stages of Vietnamese Tourism Industry growth

According to Lloyd (2004), since the country went through the development from the command to a socialist market economy, a large number of researches were carried out to inspect the results as well as the reasons of this development. Within the time from 1970 to 1990, the regulations of the state attached its large importance to the development of the free market-oriented economy which shall bring about the bigger wealth as well as higher level of living standards to the nation. In 1986, restriction over the private investment has been more and more declined as well as overseas investment and ownership have been boosted. Nevertheless, it is difficult to open the national economy at first since the nation has the insufficient experience, capital, infrastructure as well as labor force with high skill. Besides, now the country has been partly prevented from international market place as a result of the limitation on commerce coming from the US. Therefore, the national officials as stated by Hall and Page (2000) should take consideration of the tourism as the method of gaining many overseas exchange in needs for circumventing the restriction. The section shall lay its stress on making investigation of the adjusting

element of Vietnamese tourism sector before “Doi Moi” as well as making discussion of the main problems which emerge from the reformation plan.

2.2.1. Before 1986

After joining with the Northern area of Viet Nam in 1975, Vietnamese tourism industry has gone through the long path. Since the Americans withdrew out of Viet Nam, the country had to deal with the ruins and destruction, resulting in the left behind from the international tourism flows. In 1969s, because of the restrictions in economy and politics, the nation was not in readiness for developing tourism. In specific, as stated by Jansen-Verbeke and Go (1995), the nation handled the lack of suitable infrastructure, accommodation as well as the appropriate tourism association. Therefore, the revenue earned from tourism activities was very low. However, in 1986 the national leaders recognized the advantages of tourism industry to the Vietnamese economic transformation, so the plans for developing tourism were conducted after the Doi Moi was given out.

2.2.2. From 1986 to 1990

The state of Viet Nam provided the policy of Doi Moi in the year of 1986 for the transformation of economy and politics. According to Suntikul, Butler et al. (2010), this new rule attached its importance on the measurements reducing the amount of governmental bureaucracies along with the fact that ministries enabled private industries considering them as the motivation of economic growth and permitting overseas investors to enter. Before the time of Renovation, the Vietnamese state was the accommodation possessor; however, according to Blaine, Mohammed et al. (1995), the large number of hotels was in the management of city associated with provincial tourism and various central and ministry offices. As stated by Blaine, Mohammed et al. (1995), in 1989 the country's gains from tourism activities represented around US\$ 140 million and the staff amount in this area

ranked around 8000 employees following the statistics of the World Tourism Organization. After that in 1990, the state introduced the campaign called “The Year of Visiting Viet Nam” with the aim to boost the number of visitors. However, according to Perry Hobson, Heung et al. (1994), the plan was regarded unsuccessful because of the inadequate airline seats, appropriate tourist services and hotel rooms.

2.2.3. From 1991 to 1999

Vietnamese government recognized the importance of tourism industry, therefore, paying more attention on this issue. Suntikul, Butler et al. (2008) said that this time experienced the considerable growth in the accommodation segmentation. In particular, there existed the great deal of reduce in monopoly by the state companies meanwhile the private and overseas investors were allowed to involve in. The nation introduced the resolution 45/CP on 2nd June 1993 focusing upon the renovating tourism growth and controlling with the stress on the common tourism development preparation nationwide, parallel with the launch of tourist centers with good commodities for gaining the attraction of overseas and local investors. Following this resolution, the two major aspects that national state liked to enable private and overseas investment constitute the overseas exchanging facilities including the services at seaport and airport as well as the extra engagement to legal capital.

2.2.4. From 2000 to date

This time was started by the launching of the new campaign made by the national state called “The National Tourism Action Program 2000 – 2005” focusing upon the more increasing tourism sector in Viet Nam. According to Smith and Sigauw (2011), this campaign aims to make the country a developed tourism one as well as the best destination of the world by 2005. After that, the Vietnamese slogan of tourism between 2006 and 2011 was “Viet Nam – a hidden charm”, representing the

new action scheme of the country to enhance the local tourism sector (Hitchcock, King et al. 2009).

After that, Vietnamese tourism was regarded to gain the considerable success. In specific, the country was interested to welcome the 6 millionth visitors entering the nation on December 26th. This is resulted from the attempt of Vietnamese tourism sector within some years ago, then the amount of visitors kept increase from that. Moreover, the country made the celebration of 50 year launch of tourism on 9th July 2010, confirming the vital role of the industry and its contribution to the country's economic development. Furthermore, the US Tourism Association in 2012 stated Viet Nam as one of the tops in the commonest travelling destinations worldwide. As a result, the tactic to enhance Vietnamese tourism until the year of 2020 with the orientation by 2030 along with the schemes for developing the national tourism between 2011 and 2020 are submitted to the Prime Minister, targeting to turn tourism into a strategic economic industry.

2.3. History of Ha Long Bay to become a tourist spot

2.3.1. Legend of Ha Long Bay

Although the name Ha Long Bay has made it to the world thanks to its world heritage title and one of the new Seven Wonders of the World, not many people know about the mystery beneath that name. In ancient Vietnamese, Ha Long literally means “descending dragon” and it is originated from a legend of this ancient land.

The legend says that during the old time when the country was newly formed, Vietnamese had to fight against fierce invaders coming from the North through the sea. Feeling sorry for the country, The Jade Emperor sent the Mother Dragon and her children descending on earth to help ancient Vietnamese people defend the country.

While the mighty enemies were attacking the main land, The Mother Dragon and her children suddenly appeared and incinerated the enemies with their divine fire and giant emeralds. The emeralds from the dragon's mouth were scattered around the battlefield on the sea and formed an invincible defensive wall that left enemy battleship fleet sinking. Thanks to the dragons, the Northern invaders were finally swept away and the peace finally came back the South East Asian country once again. After thousands of years, the wall of emerald turned into island and islets of different sizes and shapes.

After the battle, The Mother Dragon and her children didn't come back to the heaven, but stayed in the mortal world and turned into human form and help people planting, cropping, raising cattle, reclaiming, and expanding the country.

To remember the help of Mother Dragon and her children, the people live there from generation to generation name the bay where the Mother Dragon descended "Ha Long" and the bay where her children descended "Bai Tu Long", which means "Thanks to the Dragon's children". This legend is also a part of the general belief that Vietnamese people's has Dragon's origins.

2.3.2. Overview of Ha Long Bay

The Ha Long Bay consists of a dense cluster of some 1,600 limestone monolithic islands each topped with thick jungle vegetation, rising spectacularly from the ocean. Some of the islands are hollow with enormous caves. Hang Dau Go (Wooden stakes cave) is the largest grotto in the Ha Long area. French tourists visited in the late 19th century, and named the cave *Grotte des Merveilles*. Its three large chambers contain large numerous stalactites and stalagmites (as well as 19th century French graffiti). There are two bigger islands, Tuan Chau and Cat Ba that have permanent inhabitants, together with tourist facilities including hotels and beaches.

There are quite a number of beautiful beaches on the smaller islands. (UNESCO 2013 Report)

A community of around 1,600 people live on Hạ Long Bay in four fishing villages: Cua Van, Ba Hang, Cong Tau and Vong Vieng in Hung Thang commune, Ha Long city. They live on floating houses and are sustained through fishing and marine aquaculture, plying the shallow waters for 200 species of fish and 450 different kinds of mollusks. Many of the islands have acquired their names as a result of interpretation of their unusual shapes. Such names include Voi Islet (elephant), Ga Choi Islet (fighting cock), Khi Islet (monkey), and Mai Nha Islet (roof). 989 of these islands have been given names. Birds and animals including bantams, antelopes, monkeys, and lizard also live on some of the islands. (UNESCO 2013 Report)

Almost all these islands are as individual towers in a classic landscape with heights from 50m to 100m, and height/width ratios of up to about six.

Another specific feature of Ha Long Bay is the abundance of lakes inside the limestone islands. For example, Dau Be Island has six enclosed lakes. All these island lakes occupy drowned do-lines within karst.

Ha Long Bay is located in northeastern Vietnam. The bay stretches from Yen Hung district, past Ha Long city, Cam Pha town to Van Don District, bordered on the south and southeast by the Gulf of Tonkin, on the north by China, and on the west and southwest by Cat Ba Island. The bay has a 120 km long coastline and is approximately 1,553 km² in size with about 2,000 islets. The area designated by UNESCO as the World Natural Heritage Site incorporates 434 km² with 775 islets, of which the core zone is delimited by 69 points: Dau Go island on the west, Ba Ham lake on the south and Cong Tay island on the east. The protected area is from the Cai Dam petrol store to Quang Hanh commune, Cam Pha town and the surrounding zone. (UNESCO 2013 Report)

2.4. Analysis of Ha Long bay applying SWOT Model

2.4.1. SWOT model

As stated by Philip (1988), SWOT serves as the popular instrument applied for analyzing the inside and outside context enabling systematic approach as well as giving the aid while addressing particular complicated and strategic circumstances. Houben, Lenie et al. (1999) said that this kind of tool acts as the strategic plan way and may be adopted in association with other establishment of analysis and audit of the involving venture. In addition, SWOT constitutes the best type of analyzing, allowing construction of identifying the existing and past circumstances of the cost measure, thus bringing about the progress perspectives in the long run. According to Briciu, Căpușneanu et al. (2012), the analysis made by SWOT model may be regarded as the complicated study of managing measures with the identification of risks, chances, weak and strong points; furthermore, it makes identification of the excuses of the research as well as drawing suggestions for reducing the bad areas of the research.

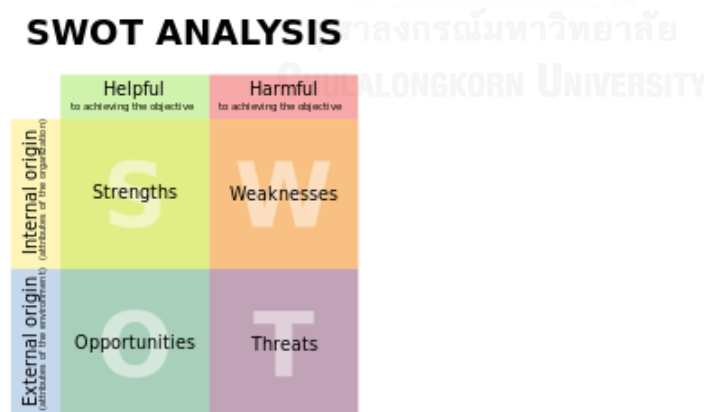


Figure 1: SWOT Analysis (Source: Zhang Q., 2012)

The SWOT analysis needs to be carried out before forming the targets because it will permit the institutions to make their achieved objectives discovery. It

is necessary to identify SWOTs since the later phases may be notified to plan the target accomplishment.

- *Strengths* are characteristics of the plan or commerce providing with strong points over others.
- *Weaknesses* act as elements laying the company at the disadvantageous place to others
- *Opportunities* constitute the elements which the organization might use to its benefit.
- *Threats* are characteristics in the context possibly lead to matter for the plan or company.

The reasons that researcher chooses to use SWOT model is that organisations undertake SWOT analyses to help them understand themselves and where they fit in the wider environment. The intention is to identify strengths – on which the organisation can build future success – and weaknesses, which need to be addressed if they are not to pull down the organisation. Organisations do not exist in isolation, however, but in an environment which may provide opportunities but is also likely to impose threats. Strengths and weaknesses refer to the organisation itself – they can be determined by looking in at the organisation. Opportunities and threats largely arise from the external environment – so they require a systematic review of the environment in which the organisation operates. So undertaking a SWOT analysis which will really help the organisation requires some effort – it does not just arise from a quick brainstorm in the office.

The main advantages of conducting a SWOT analysis is that it has little or no cost - anyone who understands your business can perform a SWOT analysis. You can also use a SWOT analysis when you don't have much time to address a complex

situation. This means that you can take steps towards improving your business without the expense of an external consultant or business adviser.

Another advantage of a SWOT analysis is that it concentrates on the most important factors affecting your business. Using a SWOT, you can:

- understand your business better
- address weaknesses
- deter threats
- capitalise on opportunities
- take advantage of your strengths
- develop business goals and strategies for achieving them.

Regarding the SWOT Matrix, it is not necessary for the company to abide by the more profit chances. Moreover, the organization could emphasize on enhancing its competitiveness via making detection of the fit among the company' future chances as well as strong points. In several conditions, the company may make its preparation to abide by the convinced chance through surpassing the weak point. As a result, the matrix of those elements may be invented to introduce the tactics considering the SWOT profile. The table 4.5.1 shows the SWOT matrix.

Table 2: SWOT Matrix

	Strengths	Weaknesses
Opportunities	S-O strategies	W-O strategies
Threats	S-T strategies	W-T strategies

- *S-O strategies*: abide by chances matching to the company's strong points
- *W-O strategies*: surpass the weak points to abide by chances

- *S-T strategies*: realize methods which the company may make exploitation of its strong points to lower its uselessness to the outside threats
- *W-T strategies* make the defensive tactic to stop the company's weak points from turning it greatly vulnerable to the outside threats

2.4.2. M. Porter's Five Forces Model of Ha Long Bay

The five forces analysis model of Michael Porter constitutes the model for business-strategy growth and industry. According to Narayanan V. K. & Liam F., (2005), this framework is considered popularly adopted and the wellknown analyzing model in strategic controlling. The level and characteristics of competitors in market hinged on five forces: rivalry within the current rivals, the risk of substitute commodities, the providers' bargaining power, the purchasers' bargaining power as well as the risk of newcomers (Porter M. (1979).

The Five Forces That Shape Industry Competition

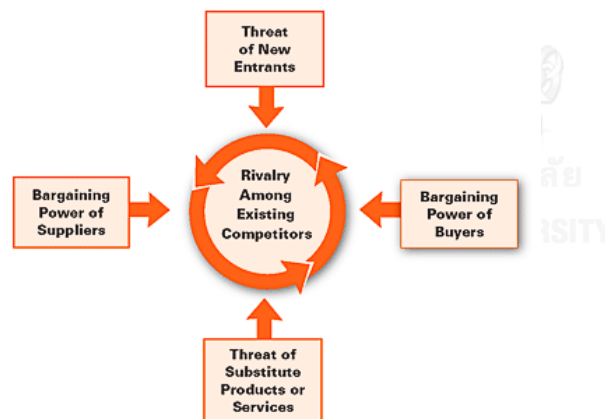


Figure 2: The M. Porter's Five Forces Model (M. Porter, 2008)

The reason that the author chooses to use this framework is because **Porter five forces analysis** is a framework to analyze level of competition within an industry and business strategy development. It draws upon industrial organization (IO) economics to derive five forces that determine the competitive intensity and therefore attractiveness of an Industry. Attractiveness in this context refers to the

overall industry profitability. An "unattractive" industry is one in which the combination of these five forces acts to drive down overall profitability. A very unattractive industry would be one approaching "pure competition", in which available profits for all firms are driven to normal profit.

Porter developed his Five Forces analysis in reaction to the then-popular SWOT analysis, which he found unrigorous and ad hoc. Porter's five forces is based on the Structure-Conduct-Performance paradigm in industrial organizational economics. It has been applied to a diverse range of problems, from helping businesses become more profitable to helping governments stabilize industries. Other Porter strategic frameworks include the value chain and the generic strategies.

Porter's Five Forces model has a role to play in helping management to evaluate and assess their current market environment. It provides an excellent foundation for the further research and intelligence gathering needed to formulate an organization's future strategy.

Regarding the threat of *New Entrants*, it is known that the new entrants to a sector get the want as well as new possibility to gain the market share putting pressure on the investment ratio, expenses as well as pricing in need to accomplish. To almost part, the new entrants may manage the cash movements as well as existing competencies to improve the fight as they diversify from other market places. Therefore, the entry threat pushes the threat on the sector profitability prospective. Incumbents have to keep their prices stable or enhancing the investment to make the new opponents frightened as the threat ranks high. According to Porter M., (2008), in a sector when the entry threat is affected by the responses, the entrants may be got from incumbents and the entry barriers height which has been existed.

Referring to the *Bargaining Power of Suppliers*, managing the providers earns more value for them via making charge of the larger costs, managing the quality or services along with shifting expenses to other market participants. According to Porter M., (2008), managing providers, maintaining providers of labor may leave the market profitability which is not capable of passing on expense increasing in its prices.

For Bargaining Power of Buyers, managing consumers- the flip side of managing providers may earn more value through making push down of the prices, asking for more service or better standard, then therefore increasing costs, entirely at the expenses of sector profitability. According to Porter M., (2008), the purchasers are managing when they have the negotiation management to other market participants, especially when they exploit their ability in the chief way to make pressure on the pricing decline.

In terms of the *Threat of Substitute Products or Services*, it occurs once the consumers are capable to find the other methods to do what they want, for example, when the distinctive software automating the necessary procedure is sold, others can be substituting through making outsource of it or through doing the manual procedure. According to Porter M., (2008), it could make the management weak when substitution is in viability and simple.

Regarding *Rivalry Among Existing Competitors*, it gets a lot of familiar realities composing of service increase, enhancing campaigns, new commodity launch as well as pricing discount. Moreover, the high rivalry level limits the possible benefit earned from the sector. According to Porter M., (2008), this level of limitation lays upon the competitive intensity among enterprises.

2.4.3. Review and Analysis of the SWOT model of Ha Long Bay

- **Strengths**

S1: Favorable Geographical Position

Placed in the Vietnamese northeast area, Ha Long Bay acts as one part of the Gulf of Bac Bo, covering one part of the Van Don Island district which is the township of Cam Pha and Ha Long City. Regarding Ha Long City, this is placed close to the Hai Phong seaport which is considered the second biggest city of the northern region and situated among Hanoi and national boundary of Mong Cai. In addition, Ha Long serves as the transiting area for tourists to the tourism places nearby including Uong Bi – Dong Trieu, Van Don – Co To, as well as Tra Co – Mong Cai. Hence, Ha Long Bay constitutes the favour place in terms of geography making the destination a bog chance to get access of the large sources of local and global travelers.

S2: Diversified Tourism Potential

It is said that Ha Long Bay serves as the unfitted gorgeousness area of nature as well as near the infrequent house with usually geomorphic structures with ecologies and bio-diversity. There exists a lots of places of ancient as well as archaeological feeling surrounding the bay that becomes the symbolization in the past and legends of citizens of Viet Nam. Furthermore, according to Galla (2002), the Bay acts as the sceneries and waterscapes constellation built up since the rivers and valleys are overcome through increasing sea degrees in the past or the final ice age and warm time or within the existing Holocene. There exists the noteworthy manifest of cultural life of human though those periods of old time. The development of human beings in history has been shown via the investigating surveys of history. In addition, Ha Long Bay maintains valuable beauties in terms of bio-diversify, history, culture, geology and aesthetic.

S3: Security and Political Stability

As one part of Vietnamese government, ranking 34th among 158 nations in the Global Peace Index as well as 139th among 165 nations in the Political Instability Index, the Bay of Ha Long may offer global travelers with pleasant and comfortable feeling since they enjoy the beautiful area.

- **Weak points**

W1: Insufficient Diversified Tourism Product

Tourism commodities are not in diversification as well as domestic possibilities are not comprehensively utilized. The standard of travelling commodities is not at high level as well as insufficient originality; as a result, it may not gain enough tourists' attention. The standard of tourism services in Ha Long is weak in comparison with other nations regionally including Singapore, Philippines, Malaysia, and Thailand. Moreover, Nghi (2011) said that the price set for several tourism services is considered very high that may decrease the local competitive advantage.

W2: Insufficient Consistency in Tourism Facility and Infrastructure

The investment as well as growth for tourism facility and infrastructure in the Bay is not in consistent consideration. In particular, investing in tourism is in wide scatter with comprehensive care of amount yet the standard is not fully eradicated. Additionally, more importance is placed in establishing the hotels and restaurants chains instead of tourism infrastructure. Particularly, the Bay operation is seriously influenced by the poor as well as the infrastructure with insufficient transporting security. Owing to this fact, there are a lot of boat accidents leading to the deaths and harms of travelers causing the negative picture for the Bay.

W3: Insufficient Skilled Workforce

There exists the development in workforce scale yet the standard as well as structure has not satisfied the sector's demands as expectation. It may be stated

that the Bay's labor in terms of tourism and in Viet Nam generally has not been scanty but also in low quality. In addition, as stated by Nghi (2011), the tourism labors with undergraduate degrees make up just 9.7%, the ones with secondary, primary make up 51% and several 39.3% of the tourism labor is under the primary degree. So, insufficient expertise along with the weak skills of language serves as the popular issue that the tourism labor in Viet Nam experiences.

- **Opportunities**

O1: Great Potential of a Global Market

Regarding Ha Long Bay, the international markets for tourism stay away from the restrictions of its own. As a result, the real tourism needs outside along with the regional prospective is dependent upon both the economy and society of the travelers' nations worldwide in terms of economy and policy and on the political and economic link among the traveler's nations and Viet Nam. Owing to the recession of economy occurred in various nations and regional area worldwide, the global tourism does not experience quick development now. Nevertheless, with the realization as among the new seven natural wonders of the world along with the big help from state of Viet Nam, there exist many spaces for growth of Ha Long Bay.

O2: Stable Development of Vietnamese Economic situation

The reform plan transforms Vietnamese economic situation and the method of thought in Vietnamese citizens. Therefore, the country is today keeping GDP development reasonably and the state of the country often attaches its important on ensuring social welfare, stabilizing macro-economic condition as well as controlling inflation level. In addition, the economic and politic stability does not only offers decent circumstances for expanding tourism but creating a new desirability for overseas travelers also. Additionally, this stable condition could boost

the collaboration of economy along with exchanging many kinds of interest tours including business traveling and conference.

O3: WTO (World Trade Organization) membership

It is possible for Ha Long Bay to gain sakes from the fact that the country joins WTO as the two way openness shall decrease the barriers of entry-exit for international travelers as well as making travelling movement become easy. Besides, the movement of products, individuals as well as capitals shall become smoother. It is possible for Ha Long Bay to gain a lot of modern facilities and technologies from enhanced nations along with having chances to access to international information database and distributing networks.

- **Threats**

T1: Gradually Hard Global Competition

Because there exist many nations worldwide considering tourism as their strategic sector of growth, they clearly turn to be direct rivals of Ha Long Bay on gaining the attraction of global travelers. In fact, Zhang, Pine et al. (2000) said that in our period, tourism fighting is not the thing that tourism firms are struggling but more decisive way the competition of national power within destination nations. Taking consideration of the fight among several nations in 2011 as an example, it is to vote for their tourism place to be among the new Seven Wonders of the World, causing big debates in worldwide internet and media.

T2: Influences of the International Financial Recession

The international financial recession starting in the year of 2008 makes severe influences on the coming travelers of mostly all nations worldwide. Viet Nam is included in this trend. Following the VNAT statistics, the country in 2009 welcomes around 3.8 million global tourists that is considered decrease of 11.5% in comparison

with the statistics in the year before. The decline of emergency process as well as currencies used by states straightly impacted the decisions of travelers for overseas travelling.

T3: Environment Issues

Because of the quick growth of tourism plans in Ha Long Bay, environmental problems and rules become the matter of concerns for domestic governments, and the travelers visiting the place. Among the most dangerous environment risks is the invention of new resorts on coastal regions which is regarded challenges to stop those actions from taking effect, especially in several developing nations including Viet Nam in which the environmental awareness gets the second phrase in development, not the major care. Moreover, it is possible that tourism gives more pressure on local sources such as energy, food, as well as other raw materials possibly becoming the insufficient environment now.

2.4.4. SWOT Matrix of Ha Long Bay

It is illustrated the Table 2.3 for analyzing Ha Long Bay utilizing the SWOT matrix.

Table 3: SWOT matrix of Ha Long bay

SWOT	<p><u>Strengths:</u></p> <p>S1: Favorable Geographical Position</p> <p>S2: Diversified Tourism Potential</p> <p>S3: Political and Security Stability</p>	<p><u>Weaknesses:</u></p> <p>W1: insufficient Tourism Product Diversification</p> <p>W2: insufficient Consistency in Tourism Facility and infrastructure</p> <p>W3: Insufficient Skilled</p>
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		Workforce
<p>Opportunities:</p> <p>O1: Great Potential of a global Market</p> <p>O2: Steady development of Vietnamese Economic situation</p> <p>O3: WTO (World Trade Organization) membership</p>	<p><u>SO:</u></p> <ul style="list-style-type: none"> ▪ Increase the tourism services quality to gain attraction of global travelers. ▪ Using strategically the potential of tourism of Ha Long Bay ▪ Diversifying tourism commodity 	<p><u>WO:</u></p> <ul style="list-style-type: none"> ▪ Investing consistently in tourism infrastructure and facility ▪ Focusing more on labor force's training and education ▪ Diversifying tourism commodity
<p>Threats:</p> <p>T1: Gradually hard global Competition</p> <p>T2: Influences of the International Financial recession</p> <p>T3: Environment issues</p>	<p><u>ST:</u></p> <ul style="list-style-type: none"> ▪ Focusing more on advertisement as well as increasing performances of Ha Long Bay ▪ Trying to connect as well as coordinating well with other economic sectors and 	<p><u>WT:</u></p> <ul style="list-style-type: none"> ▪ Focusing on increasing environmental landscape tourism ▪ Hiring specialists as well as obtaining modern facilities and technologies from advanced nations ▪ Having obvious legal

	<p>areas</p> <ul style="list-style-type: none"> ■ Imposing suitable environmental regulations as well as rules 	<p>model for environmental issues</p>
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2.5. Analyzing the Michael Porter's Five Forces Model of Ha Long Bay

For the Ha Long bay development, the below will become significant factors:

- New entrants: new tourism avenues including the growth of new tourism places such as Bai Dinh Pogada, Ninh Binh province
- Substitutes Threat: Substitutes Threat becomes high owing to the demand of resources opening of relaxation is in mostly all worldwide destinations
- The purchasers' bargaining power: although Ha Long bay acts as the top place for travelers, the travelers' bargaining power ranks high as they may mostly select any site to visit.
- The provider's bargaining power: it is clearly low as providers view the purchasers/ travelers as the revenue resource
- Competition among current rivals: fight is hard as there exist a lot of tourism sites near Quang Ninh province and surrounding the nation.

2.6. Chapter conclusion

This section offered the comprehensive view of the growth procedure of Vietnamese tourism sector. The procedure may be categorized into 4 major steps of growth involving the time before Doi Moi, the time between 1986 and 1990, the time from 1991 to 1999 as well as the time from 2000 until now. Then the role of tourism in development of developing nations was discussed. Moreover, it is said that tourism becomes the attraction instrument of the economy as well as having the

important contribution to job generation of these developing nations. Furthermore, tourism enables to enhance infrastructure, skills, as well as organizational ability. Last, the application of SWOT framework adopted to assess the tourism possibility of Ha Long bay was supplied.



CHAPTER 3: RESEARCH METHODOLOGY

This part shall map out as well as give discussion about the most appropriate study tool of collecting and analyzing data needed to solve the research objectives and question provided before. Moreover, the chapter will provide the ethics, sampling scale as well as research restrictions to offer the validity and reliability which is not dependent upon the false hypothesis.

3.1. Research size

Ha Long Bay in Quang Ninh Province, Viet Nam is chosen as the research area of my thesis, because Ha Long Bay itself is one of the most famously important tourism area which shall represent the growth of tourism sector in Viet Nam. The following methods will be conducted for the accomplishment of my research paper.

3.2. Research method

The two main approaches of collecting data in research are quantitative and Qualitative methods. In specific, these two approaches are utilized widely in business as well as management study to differentiate the data collecting approaches as well as data examining measurements. Every kind of approach is assumed to handle various data kind. In addition, it is considered significant to grasp the weak points as well as strong points of every approach because it enables to choose the most suitable approach.

Fundamentally, the quantitative approach initially shows the statistical information whereas qualitative one makes other types of realities such as words, objects or pictures. Furthermore, the Quantitative approach attaches their importance on classifying objects, making count of them as well as utilizing statistical framework to make clarification of the importance of collected data. On the other hand, qualitative study evaluates the comprehensive description of the study item.

Moreover, Quantitative method becomes valuable because it encourages the author to stay away from bias in gathering as well as showing the study data. The objective of the quantitative study is avoiding the prejudice via discovering and collecting data referring to the considered experience. In addition, Quantitative study formulates the detailed study norm as well as troubles. The laboratory investigations, a large number of analyses, managed interpretations as well as other kinds of study manipulation in qualitative study enable the assembling information to become trustworthy. As a result, the debate, investigation as well as summary included in process become more objective. In addition, the quantitative study permits the longitudinal approaches of participants' succeeding manifest. According to Brannigan and Brunner (1993), opposing to the quantitative method, qualitative study gives the verbal data rather than numerical information. Instead of utilizing the statistical investigation, the qualitative method discovers the content or holistic examination; clarifying as well as understanding the study results.

The researcher determined to select quantitative approach as the major method to do this study as it is matched the most with the characteristic of the study problem, philosophy as well as strategy referred above. Moreover, in several cases the author will adopt the qualitative approach if necessary.

3.3. Sources of data

3.3.1. Secondary data

The secondary data serves as the one re-analyzed, meaning it is gathered before by other authors for other aims (Saunders, Lewis et al. 2009). The secondary data is composed of the public and new ones, along with the qualitative and quantitative data endorsing the procedures of companies including sales accounting, meeting time, payroll details as well as letters copies. Besides, these data can be

collected from various sources including the journals, newspapers, books, websites, reports and so on.

In addition, when the author wants information right away, this data could become just the feasibility. The strong point of this kind of data is it is collected before, offering the unobtrusive tool. However, the secondary data could be collected for certain target which is not similar as the study could become inappropriate for the study issue (Saunders, Lewis et al. 2009). Thus, the author must possibly collect the data of his own or finding the alternative resource when the data is possible to unfit.

3.3.2. Primary data

Primary data acts as the one in direct gathering of the author (Srivastava and Rego 2011). Moreover, it is collected while the author is incapable to find the information connecting with the secondary data to finish the study aims. This kind of data is collected by the investigators via the techniques of collecting data in order to meet the study aims. Particularly, the author applies questionnaires in this study as the kind of primary data.

Questionnaire

This thesis shall choose the questionnaire as the primary instrument of study for the research. Moreover, a questionnaire constitutes the study instrument which contains series of questions aiming for collecting data from a big group portion. Other strong point of the questionnaire is to reduce the bias because there exists no visual or verbal reasons from the interviewer possibly influencing the individual in survey when finishing the questionnaire. According to Eden, Chang et al. (2010), the outcomes of the questionnaire may be in the easy import to the database as well as statistical analysis with the support of Statistics Programs including SPSS.

Moreover, it is necessary to acknowledge about the weak points as well as strong points of questionnaires because the data collecting method and simultaneously being familiar with a range of interviewer-administered and self-administered questionnaires (Saunders, Lewis et al. 2009). The author must be informed for the able necessity of combining approaches among the study project as well as be able to select and justify the reality of suitable questionnaire methods for the study conditions' diversity. Similarly, these study conditions need to be taken into account of the ability to design, pilot as well as administer the questionnaire to satisfy the aims and answering study questions. In addition to this, the author needs to be able to take suitable action enriching reply ratios as well as making particular reliable and valid value of the data collected whereas simultaneously adopting the grasping, techniques as well as knowledge gained from the study procedure.

The author carries out the survey with 150 questionnaires.

Interviews

The researcher implements 150 interviews with people living in Ha Long in 2014, mostly in Bai Chay where is considered as where has a strong development of tourism. The number of men is more than women. They also do not have the same positions in society such as students, tour guides, restaurant owners, office staff, etc. The main number of people agrees to do the interview and a small group disagrees with the reasons as "too busy", "do not like to interview". The interviews are implemented in the office, home, hotels, or shop of the respondents. Each interview takes 35 to 45 minutes to do. The interview is almost audiotaped. The questionnaires are in English and Vietnamese as well as shall be delivered and gathered by the researcher.

Besides that, in-depth interviews shall be carried out with about 10 informants including tourists and leaders from social organizations as well as Governmental tourism departments by using semi-structured interviews method.

The interviews is designed to gain a better understanding about the conditions for the development of tourism sector in the case of Ha Long Bay particularly and probably the whole Viet Nam generally; the reasons why tourists choose to visit this area; the obstacles which make the Bay of Ha Long has not been developed at its full scale yet. Besides, the interviews shall also help the author to find out the suggestions for the improvement of tourism in this area.

3.4. Data Analysis Method

The data collected in questionnaires shall be in transform and express in numeric form as well as in plot of charts and graphs with the assistance of SPSS which is considered among the commonest systems of summarizing and analyzing the questionnaire outcomes mixing the sequences of computer packages which provides the large number of methods of computer to provide the large number of documentation, frameworks and graphics along with reports. Besides, the collected data by interviews will be analyzed to clarify the conditions, the limitations and solutions for tourism in Ha Long Bay particularly and in Viet Nam generally.

3.5. Pretesting Questionnaire

3.5.1. Definition of questionnaire pretesting

Pretesting acts as the standardized stage in developing the questionnaire. According to Schaller (2005), the target is determining how well the questionnaire works before making commendation of the fieldwork as well as making any adjustments in need for clarifying the navigation, questions, and so on. Around 25 to 30 participants become familiar with the research population who shall feel satisfied

with the pretest. The questionnaire is reviewed as well as in confirmation to the resource of the pretest results. Moreover, the process of pretest shall encourage the pretest conduction.

3.5.2. The reason for pretesting a survey questionnaire

The aim of questionnaire pretest is verifying the questionnaire effectiveness on the restricted amount of people from the targeted participants of excitement before the full-sized survey (McCormack and Hill 1997). Any survey should not be carried out with no questionnaire being pretested firstly. After this procedure, the questionnaire defects shall surely be found and those may be deleted before it is controlled to the selected sampling. Those kinds of issue in identification in the piloting research involve:

- Unclear instructions where the participants fail to finish the questionnaire appropriately
- Excessive length means a number of individuals do not complete the questionnaire
- Ambiguity or insufficient clarity in the word of question means that when several questions are missed, bizarre answers provided or adverse comments carried out over the question
- Leading questions demonstrates all the replies provided are same or identical
- Poor continuity means when the participants skip questions that need to be answered
- Alternative answers to closed questions refer to the fact that they are not in list yet written into “other” boxes. They can be involved as the selection option in the last version when they are in the frequent happening

3.6. Research Limitations

Carrying out the research cannot avoid the restrictions. In particular in this study, the questionnaire was written in English and Vietnamese only; therefore, tourists not speaking those kinds of language may not finish the questionnaire.

3.7. Chapter conclusion

To conclude, all the research method, research philosophy, as well as research strategy, data collection approach along with data collection resource, data analysis approach have been in the thorough examination and discussion. The study shall initial lay its stress on the quantitative; nevertheless, deploying the qualitative approach in need. Lastly, the questionnaire shall become the major data gathering tool for this research as well as the gained outcomes shall be in the analysis though utilizing the SPSS Student version 18.0.

CHAPTER 4: FINDINGS, ANALYSIS AND DISCUSSION

In this part, the research results from the survey questionnaire of the research shall be presented, analyzed as well as discussed. Moreover, the section shall be divided into three parts. First, the results shall be provided from the survey questionnaire with the support of SPSS Student version 18.0. Second, the survey results shall be discussed and analyzed. The last part will demonstrate the finding conclusion.

4.1. Questionnaire findings

150 questionnaire duplicates are delivered by hand to 150 participants those are Ha Long bay tourists. In specific, the questionnaires are in both English and Vietnamese as well as shall be delivered and gathered by the researcher. The outcomes of data are in the SPSS Student version 18.0 process suggesting results and analyzing following the below contents.

4.1.1. Demographic Information

In this part, the participants' demographic information shall be demonstrated and assessed with the aim to show the participants' distribution through sex, location, age as well as understanding about Ha Long bay.

❖ The distributing factor of participants by sex

Figure 3 mentions the participant's delivery by sex in which **56%** of them representing **84** were male as well as **44%** representing **66** are female.

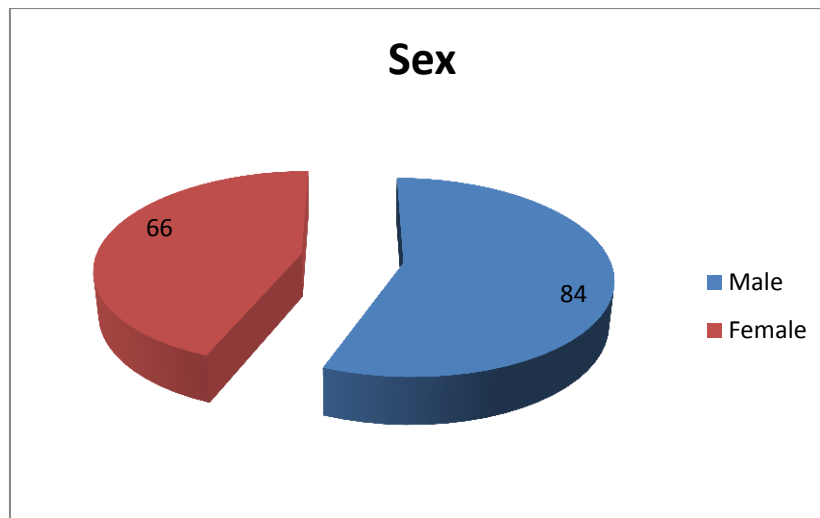


Figure 3: The distributing factor of participants by sex

In the author's opinion, there exist more male than female in the survey participants. Nevertheless, this gap in the participants' gender does not demonstrate much because gender does not act as the influential element affecting travelling motivation (Jönsson and Devonish 2008)

❖ The distributing participants by age

Table 4: Age

Statistics		
Age		
N	Valid	150
	Missing	0
Mean		29.99
Median		31.00

Mode	30
Minimum	7
Maximum	51

It is shown in the Table 4 that the question findings regarding the participant's age manifests that the participants on average age serves as **29.99 (Mean = 29.99)**. The youngest survey respondents is **7** years old (Minimum = **7**). The eldest is **51** years old (Maximum = **51**). Mode = **30** refers to the fact that the participants with 30 years old supposes to be the highest frequencies.

According to Jönsson and Devonish (2008), it can be seen that age does not become the element of significant effect on the motivation of tourists. In particular, the Ha Long bay Tourists may come here with their families, lovers or relatives or they merely come alone. Therefore, they deliver the large number of age.

❖ The distributing participants by place

Figure 4 below shows the participants distributing by place. Following this, **30%** of them (n=45) is Asian people, **24%** are European people (n=36), **15.3%** are American, **24% (n=36)** are Australian people and only **6.7%** are African people (n=10).

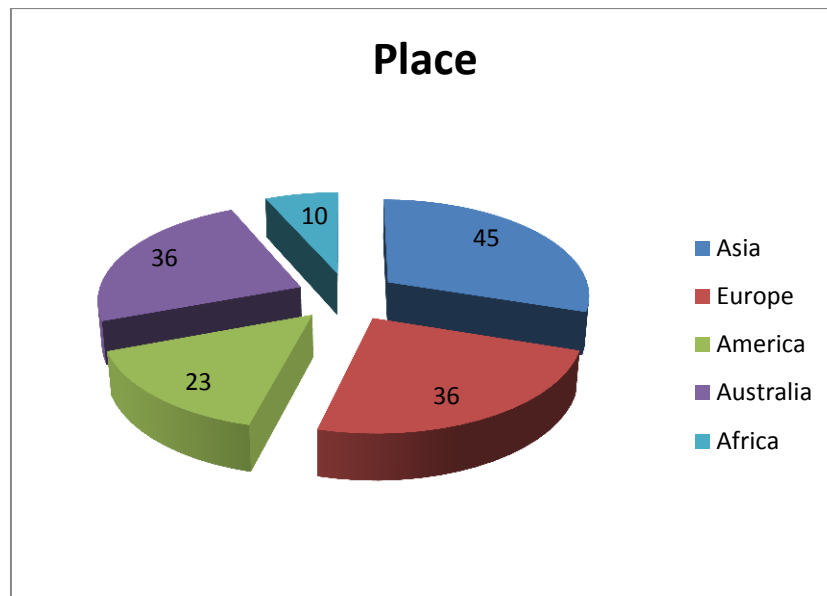


Figure 4: The distributing participants by place

The location or nationality is considered the considerable effect on the tourists' motivation (Jönsson and Devonish 2008). The reason for this firstly is due to the financial potential gap leading to the budget gap for tourists. For instance, tourists from the African developing nations shall have to take into careful consideration when travelling than those from advanced European nations. The Asian people have the biggest percentage of participants could be due to the geographical pros.

❖ The distribution of participants by their knowledge about Ha Long bay

It is demonstrated in the Figure 5 that the question outcomes of how participants understand about Ha Long bay that a large number of them have knowledge of Ha Long bay via internet (n=47; 31.3%). Moreover, 24% of them (n=36) know about this place through the travelling office. In addition, 22.7% of them representing n=34 have been convinced to travel to this location via relatives and friends. Furthermore, the percentage of participants know Ha Long via

publications rank **16.7%** accounting for **n=25** then only **5.3%** representing for **n=8** are attracted by Ha Long Bay via other kinds of channels as well as sources.

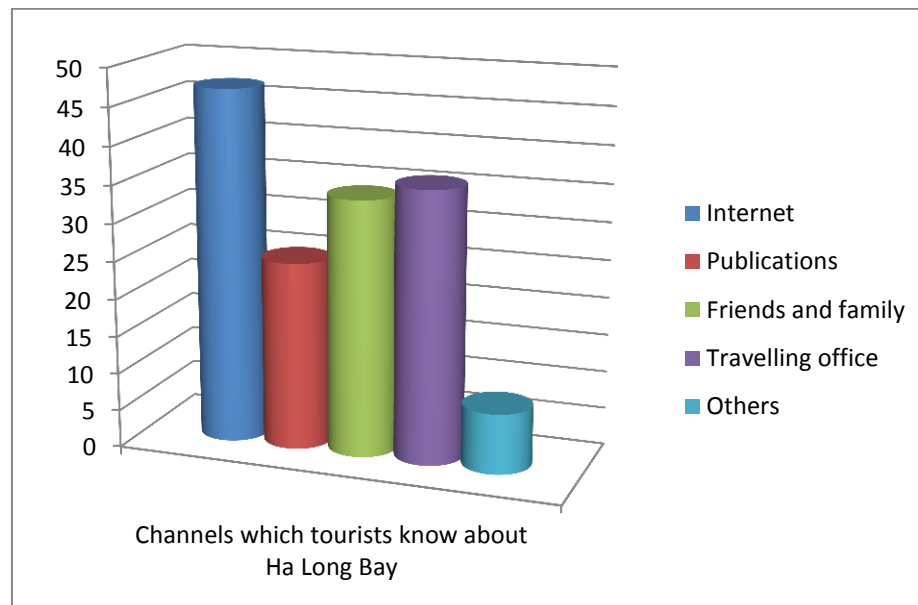


Figure 5: The distribution of participants by their knowledge about Ha Long bay

The outcome is rather suitable as the internet today acts as the commonest as well as convenience of finding the data of location as well as traveling destination. The high level of travelling office as well as relatives or friends recommendations show that Ha Long Bay possesses the good image on travelers.

4.1.2. Strong points of Ha Long bay

This part shall handle the questions of strong points as well as potentials which Ha Long Bay possesses to develop its tourism sector.

❖ Ha Long Bay possesses favor geographical status

Table 5: Favorable status of geography

Ha Long Bay possesses favor geographical status				
	Frequency	Percentage	Valid	Cumulative

				Percentage	Percentage
Valid	Strongly disagree	17	11.3	11.3	11.3
	Disagree	13	8.7	8.7	20.0
	Neutral	19	12.7	12.7	32.7
	Agree	40	26.7	26.7	59.3
	Strongly agree	61	40.7	40.7	100.0
	Total	150	100.0	100.0	

It is illustrated in the Table 5 that the view of participants over the question Ha Long bay possesses the favor in geographical location. Mostly the participants have the agreement with the saying that **40.7%** of them making up n=**61** have strong agreement as well as **26.7%** of them accounting for n=**40** agree. In contrast, **12.7%** shows their neutral opinion, **8.7%** with n=**13** disagree and **11.3%** (n=**17**) shows their strong disagreement.

So, the travelers might become impressive with the beautiful Ha Long bay. Moreover, it is interested to know that mostly participants thought Ha Long bay possesses the geographical favor that becomes the decisive strong point for government to develop tourism sector here.

❖ Ha Long Bay has diverse tourism capacity

Table 6: Diverse tourism possibility

Ha Long Bay possesses diverse tourism capacity					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	5	3.3	3.3	3.3
	Disagree	11	7.3	7.3	10.7
	Neutral	15	10.0	10.0	20.7
	Agree	34	22.7	22.7	43.3
	Strongly agree	85	56.7	56.7	100.0
	Total	150	100.0	100.0	

It can be seen in the Table 6 that the participants' view on the fact that Ha Long bay has the tourism potential diversification. Mostly the participants show their agreement because about **56.7% (n=85)** of them demonstrates the strong agreement and **22.7% (n=34)** refers to the agreement. In contrast, just **10% (n=15)** says neutrally, **7.3 (n=11)** has disagreement and **3.3% (n=5)** mentions their strong disagreement.

Thus, it can see that the geographic diversity as well as condition in this area is generating biodiversity, composing of sea shore bio system, oceanic as well as tropical timeless bio-system. Therefore, the outcome of this problem does not surprise the researcher.

❖ Ha Long Bay possesses stable politics as well as security

Table 7: Stable politics as well as security

Ha Long Bay possesses stable politics as well as security					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	9	6.0	6.0	6.0
	Disagree	14	9.3	9.3	15.3
	Neutral	17	11.3	11.3	26.7
	Agree	48	32.0	32.0	58.7
	Strongly agree	62	41.3	41.3	100.0
	Total	150	100.0	100.0	

The Table 7 above refers to the outcome of problem of the political as well as security stability in Ha Long bay. Following this, mostly participants show their agreement since **41.3% (n=62)** shows their strong agreement and **32% (n=48)** said they are agree. In contrast, **11.3% (n=17)** said neutrally, **9.3% (n=14)** demonstrates their disagreement and **6% (n=9)** shows their strong disagreement.

It is interested to find that Ha Long Bay establishes its fundamental trustworthy on tourists because mostly they show their secure and safe feeling with this area. Nevertheless, it is necessary for the place to attach its importance on enhancing the security and safety for travelers. Moreover, it is important for the

area's officials to build more regulations requiring higher security when traveling on water. This is considered vital as there exist several accidents in relation to the insufficient security quality in several places of the Bay when tourists go by boat with no lifebuoy coat. For instance, on February 17th 2011, 12 tourists died involving 11 foreigners due to sink tourist boat on the Bay. This kind of accident has the bad effect on tourism industry in the area particularly as well as in Vietnam generally as security acts as among the major problems of developing tourism.

4.1.3. Weak points of Ha Long Bay

This part handles the problems of weak points that the area should consider when growing the tourism sector.

❖ Ha Long Bay does not have enough diverse tourism commodity

Table 8: Insufficient diverse tourism commodity

Ha Long Bay does not have enough diverse tourism commodity					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	12	8.0	8.0	8.0
	Disagree	15	10.0	10.0	18.0
	Neutral	19	12.7	12.7	30.7
	Agree	40	26.7	26.7	57.3
	Strongly agree	64	42.7	42.7	100.0

	Total	150	100.0	100.0	
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It is illustrated in Table 8 that the participants' view stating that the Bay does not have enough diversified tourism product. Mostly the participants show their agreement as **42.7% (n=64)** is strong agreement and **26.7% (n=40)** agree. In contrast, **12.7% (n=19)** said neutrally, 10% (n=15) disagree and **8% (n=12)** shows the strong disagreement.

This outcome shows that Ha Long bay does not provide sufficient tourism services and products. In addition to the operations of food along with sightseeing services, it is necessary for the Bay to pay attention to diversify its tourism products as well as services such as supplying the travelers with several adventure sports along with operations or casino and gambling. Moreover, other beauty services may be provided such as mediation, massage and so on.

- ❖ Ha Long Bay does not have enough consistency in tourism facility as well as infrastructure

Table 9: Insufficient consistency in tourism facility as well as infrastructure

Ha Long Bay does not have enough consistency in tourism facility as well as infrastructure					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	24	16.0	16.0	16.0
	Disagree	10	6.7	6.7	22.7

	Neutral	12	8.0	8.0	30.7
	Agree	37	24.7	24.7	55.3
	Strongly agree	67	44.7	44.7	100.0
	Total	150	100.0	100.0	

It is presented in the Table 9 about the participants' view that Ha Long Bay has insufficient consistency in tourism facility and infrastructure. In particular, mostly the participants show their agreement with the statement as **44.7% (n=67)** show their strong agreement and **24.7% (n=37)** show agreement. In contrast, 8% (n=12) says neutrally, **6.7% (n=10)** shows their disagreement as well as 16% (n=24) strongly disagree.s

In the view of the researcher, the Bay does not possess the investment balance for developing tourism. Many attentions are set in establishing hotels and restaurants chains instead of building the infrastructure for tourism. It could become the reason why the Bay does not have enough diversified tourism product.

❖ **Ha Long Bay does not have enough skilled labor**

Table 10: Insufficient skilled labor

Ha Long Bay does not have enough skilled labor					
		Frequency	Percentag	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	16	10.7	10.7	10.7

Disagree	9	6.0	6.0	16.7
Neutral	19	12.7	12.7	29.3
Agree	38	25.3	25.3	54.7
Strongly agree	68	45.3	45.3	100.0
Total	150	100.0	100.0	

It is shown in the Table 10 that the outcome of problem of Ha Long bay's workforce. Following this, mostly participants say agreement with the fact that the Bay does not have enough skilled labor because **45.3% (n=68)** shows their strong agreement and **25.3% (n=38)** agree. In contrast, **12.7%** which is **n=19** are neutral, 6 percent which represents n=9 shows their disagreement as well as 10.7 % (n=16) say their strong disagreement.

In fact, there exists the development in labor scale yet the quality and structure does not meet the needs of the sector in expectation (Nghì 2011). It can be stated that the tourism labor in the Bay in particular and in Vietnam in general is not just scanty but at low quality also. Moreover, the Tourist workers with post-graduate and university degrees accounting for 9.7% only; the ones with primary, secondary, and three-year college degrees accounts for 51% and several 39.3% of the labor is below the primary degree. Insufficient expertise as well as low skills of language act as the popular issue experiencing Vietnamese tourism labor. In addition, human resource serves as often the most significant factor for the achievement of any company. So, the Bay should pay attention on increasing the labor quality.

4.1.4. Chances for Ha Long Bay

The part handles the problems of chances for Ha Long Bay to develop its tourism sector.

❖ Big potential of global market place

Table 11: Big potential of global market place

Big potential of international market constitutes a chances for Ha Long Bay in developing its tourism sector					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	6	4.0	4.0	4.0
	Disagree	4	2.7	2.7	6.7
	Neutral	21	14.0	14.0	20.7
	Agree	41	27.3	27.3	48.0
	Strongly agree	78	52.0	52.0	100.0
	Total	150	100.0	100.0	

It is illustrated in the Table 11 that the participants' view on the fact that big potential of global market acts as the chance for Ha Long Bay to develop its tourism sector. In particular, mostly participants show their agreement with the fact that **52%** (**n=78**) demonstrate their strong agreement and **27.3%** (**n=41**) say agree. In contrast,

14% (n=21) are neutral, 2.7 percent (n=4) disagree and 4 percent (n=6) strongly disagree.

With the growth of global travelling as well as transportation, there does not exist any doubt that individuals have tendency of taking more foreign travel in their vacations. As a result, this enhances the chance for Ha Long bay to get entrance into the global tourism market.

❖ **Stable development of Vietnamese economy**

Table 12: Stable development of Vietnamese economy

Stable development of Vietnamese economy constitutes a chance for Ha Long Bay in developing its tourism sector					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	16	10.7	10.7	10.7
	Disagree	14	9.3	9.3	20.0
	Neutral	23	15.3	15.3	35.3
	Agree	36	24.0	24.0	59.3
	Strongly agree	61	40.7	40.7	100.0
	Total	150	100.0	100.0	

It is presented in the Table 12 that the view of participants saying that stable development of Vietnamese economy acts as the chance for the growth of Ha Long

Bay in its tourism sector. Mostly the participants say agree as **40.7% (n=61)** say strong agreement as well as **24% (n=36)** agree. In contrast, **15.3% (n=23)** say neutrally, **9.3% (n=14)** disagree and 10.7percent (n=16) strongly disagree.

The Renovation Program transfers the Vietnamese economy that is today keeping the GDP development at the appropriate degree. The economic stability acts as the importance for gaining the attraction of tourists as it enables them to become easy on utilizing overseas money when going overseas. Moreover, stabilization could enhance the cooperation of economy as well as exchanges of many classifications of exceptional interest tours including business travelling and conference.

❖ Vietnam's entering WTO

Table 13: Vietnam's entering WTO

Vietnam's entering WTO constitutes a chance for Ha Long Bay in developing of its tourism sector					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	22	14.7	14.7	14.7
	Disagree	22	14.7	14.7	29.3
	Neutral	32	21.3	21.3	50.7
	Agree	36	24.0	24.0	74.7
	Strongly agree	38	25.3	25.3	100.0
	Total	150	100.0	100.0	

It is shown in the Table 13 the outcomes of problem of becoming WTO member. Following this, various participants show agreement that Vietnamese WTO membership acts as the chance for developing Ha Long Bay for its tourism sector as **25.3% (n=38)** shows the strong agreement and 24% (n=36) agree. In contrast, **21.3% (n=32)** are neutral, 14.7 percent (n=22) disagree and 14.7percent (n=22) strongly disagree.

Although most of 50% participants say agreement, the amount is considered smaller than the researcher's expectation. In the view of the researcher, it could become the most vital chance for Ha Long bay as the openness shall enable to decrease the entry-exit barriers for international travelers as well as making the movement of tourists become easily.

4.1.5. Risks of Ha Long Bay

This part handles the problems regarding the risks facing Ha Long bay in its path of developing the tourism sector.

❖ Gradually hard global competition

Table 14: Gradually hard global competition

Gradually hard global competition constitutes a risk for Ha Long Bay in developing of its tourism sector					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	13	8.7	8.7	8.7
	Disagree	14	9.3	9.3	18.0

	Neutral	25	16.7	16.7	34.7
	Agree	38	25.3	25.3	60.0
	Strongly agree	60	40.0	40.0	100.0
	Total	150	100.0	100.0	

It is illustrated in the Table 14 that the view of participants shows that the increase in global fight serves as the risk for developing tourism sector of Ha Long Bay. Mostly the participants show agreement with the question since **40% (n=60)** strongly agree, 25.3% (n=38) agree, 16.7% (n=25) are neutral, 9.3 percent (n=14) disagree and 8.7 percent (n=13) strongly disagree.

It is considered clear that Ha Long bay particularly and Vietnam generally is not the destination of considering tourism as its strategic growth sector. Thus, Ha Long bay must fight with various famous tourism destination worldwide.

❖ Influence of international financial recession

Table 15: Influence of international financial recession

Influence of international financial recession constitutes a risk for Ha Long Bay in developing its tourism sector					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	9	6.0	6.0	6.0
	Disagree	10	6.7	6.7	12.7
	Neutral	9	6.0	6.0	18.7

	Agree	32	21.3	21.3	40.0
	Strongly agree	90	60.0	60.0	100.0
	Total	150	100.0	100.0	

Table 15 above shows the view of participants saying that the influence of international financial recession constitutes the risk for the Bay in developing its tourism sector. Mostly the participants say agreement since 60% (n=90) strongly agree and 24 percent of them (n=36) agree. In contrast, 15.3 percent of them (n=23) are neutral, 9.3 percent (n=14) disagree and 10.7 percent (n=16) strongly disagree.

It is not surprised that the international financial recession beginning in 2008 leaves severe influence on the tourism in the future of mostly all nations worldwide including Vietnam.

❖ Environmental issue

Table 16: Environmental issue

Environmental issue acts as a risk for Ha Long Bay in developing its tourism sector					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	9	6.0	6.0	6.0
	Disagree	11	7.3	7.3	13.3
	Neutral	12	8.0	8.0	21.3
	Agree	32	21.3	21.3	42.7

	Strongly agree	86	57.3	57.3	100.0
	Total	150	100.0	100.0	

Table 16 above demonstrates the outcome of matter about environmental issue. Following this, a lot of participants say agreement with the issue that environmental issue acts as the risk for developing the tourism sector of the Bay because **57.3% (n=86)** strongly agree and 21.3 percent of them (n=32) agree. In contrast, 8 percent of them (n=12) are neutral, 7.3 percent (n=11) disagree and 6percent (n=9) strongly disagree.

It is clear that environmental issue acts as the risk for developing Ha Long bay tourism. When the provincial regulators do not provide suitable care for this issue, this may result in various bad troubles in the coming time. The decline in environmental standard may enable the place to get burden of several results such as climate change, biological diversity loss. Furthermore, disasters such as floods, volcanoes, wildfires, drought, diseases, earthquakes as well as avalanches may leave the hard influence on local tourism situation as well as resulting in the bad consequences of all the domestic tourism industry.

4.1.6. Vietnamese Tourism sector and Ha Long Bay

This part handles the issue regarding Ha Long bay tourism industry as well as its correlation with the Vietnamese tourism sector development.

❖ Operation of Ha Long bay's tourism sector

Table 17: Operation of Ha Long bay's tourism sector

Ha Long Bay has done well in developing its tourism sector				
	Frequency	Percentage	Valid	Cumulative

				Percentage	Percentage
Valid	Strongly disagree	7	4.7	4.7	4.7
	Disagree	13	8.7	8.7	13.3
	Neutral	20	13.3	13.3	26.7
	Agree	41	27.3	27.3	54.0
	Strongly agree	69	46.0	46.0	100.0
	Total	150	100.0	100.0	

It is illustrated in the Table 17 that the view of participants saying that Ha Long Bay does good for its development of tourism industry. In particular, **46%** (**n=69**) strongly agree and 27.3 percent of them (n=41) agree. 13.3 percent of them (n=20) are neutral, 8.7 percent (n=13) disagree and 4.7 percent (n=7) strongly disagree.

It is regarded the good outcome because it manifests that the Bay is on the correct path for developing its tourism sector.

❖ Influence of Ha Long bay on Vietnamese tourism sector

Table 18: Influence of Ha Long bay's tourism sector

Ha Long Bay has left considerable influence on the development of Vietnamese tourism sector				
	Frequency	Percentage	Valid Percentage	Cumulative Percentage

Valid	Strongly disagree	7	4.7	4.7	4.7
	Disagree	15	10.0	10.0	14.7
	Neutral	24	16.0	16.0	30.7
	Agree	54	36.0	36.0	66.7
	Strongly agree	50	33.3	33.3	100.0
	Total	150	100.0	100.0	

Table 18 above talks about the participants' view that the Bay possesses considerable effect on Vietnamese tourism sector development. In specific, **33.3** percent of them (n=50) strongly agree and **36** percent of them (n=54) agree. On the other hand, **16** percent of them (n=24) are neutral, **10** percent (n=15) disagree and **4.7**percent (n=7) strongly disagree.

The outcome of the problem demonstrates that the Bay acts as the significant part in Vietnamese tourism sector development.

❖ Influence of Vietnamese tourism sector on national economic situation

Table 19: Influence of Vietnamese tourism sector on national economic situation

Vietnamese tourism sector has left considerable influence on the development of national economic situation					
		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	23	15.3	15.3	15.3

	Disagree	20	13.3	13.3	28.7
	Neutral	36	24.0	24.0	52.7
	Agree	35	23.3	23.3	76.0
	Strongly agree	36	24.0	24.0	100.0
	Total	150	100.0	100.0	

The table 19 above says about the effect of Vietnamese tourism sector in the economic situation of the nation. Following this, it is agreed by a lot of participants that Vietnamese tourism sector possesses the crucial influence on the development of economic situation of the country because **24** percent of them (n=**36**) strongly agree and **23.3** percent of them (n=**35**) agree. In contrast, **24** percent of them (n=**36**) are neutral, **13.3** percent (n=**20**) disagree and **15.3**percent (n=**23**) strongly disagree.

This could be the result of the macro-economic degree; thus, it is not surprised that there are lots of participants saying neutrally with this question.

4.2. Interview analysis

In general, it is easy to see the recent picture of tourism development in Ha Long Bay.

In order to understand more about tourism in Ha Long Bay as well as the way this project has been contributing to the Vietnamese tourism, the author had a short interview with Dr. Trinh Dang Thanh, Deputy Director of the Department.

According to this interview, in the past 20 years, the management on Ha Long Bay had been carried out properly by the provincial and central officers. In recent times, the department has been following the central policies on preserving this world heritage, improving the infrastructure as well as ensuring the security on

the Bay. Besides, the department also is promoting and maintaining the international education and cooperation. Mr. Thanh also said about the obstacles and weaknesses that Ha Long Bay is facing like the insufficient information on Ha Long Bay website or the environmental issues. Though he said the department is trying the best to solve these problems and further develop the tourism in this area.

However, it was kind of difficult for him to reveal deeper about the current situation of Ha Long Bay due to the governmental restriction.



Dr. Trinh Dang Thanh, Deputy Director of Quang Ninh Department of Culture, Sports and Tourism

Domestically, Ha Long Bay is one of the most famous beautiful sites in Vietnam. Each year, This Bay attracts more than 2 million domestic tourists. Internationally, when Ha Long Bay becomes UNESCO World heritage site s well as one of the new 7 wonders of nature, the name of Ha Long Bay is known widely in the global. Therefore, the People Committee of Quang Ninh Province always has the long policy as well as strategy to develop tourism of Ha Long Bay. The province's People Committee encourages the businessmen or companies to put investment into tourism industry. Consequently, transportation and infrastructure reach a huge improvement recently. There are a lot of new and convenient road, bridges, etc for transportation of tourists. Hotels, motels and restaurants are able to demand the

requirements of domestic and foreign tourists from normal standard to luxury standard. Particularly, one of the important activities of The People Committee in Quang Ninh is to advertise more widely tourism brand for Ha Long Bay in order to attract more tourists coming to this Bay. Maybe, this is also the expectation of citizens in Ha Long Bay.

“We hope that the leaders will care more about managing and developing tourism because this will improve the citizen’s life” (Mr. Dang, 35 years)

“ I think that the State as well as the People Committee of Quang Ninh need to call for investment into tourism from businessmen and companies to develop tourism of Quang Ninh in general and Ha Long Bay in specific” (Ms. Thao, 30 years)

Nevertheless, to develop tourism, Ha Long Bay tourism also faces a lot of difficulties and challenges. Firstly, it is competition from other sites in Vietnam and labor countries such as Thailand, Malaysia, China, etc. This competition needs a suitable development strategy to compete with others. Secondly, it is financial recession. This factor will impact on the number of people coming to Ha Long Bay as well as decision of expenditure of tourists. More especially, it also affects the investment of companies into tourism. Finally, pollution is a big problem which Ha Long Bay has to face.

“Ha Long Bay should have cleaner environment and be less rubbish. The attitude of people is not good. After drinking, they throw rubbish on the beautiful grass. They need to be educated again” (Mr. Quan, 29 years)

“The environment and pollution problems are getting bad and they need to care for” (Ms. Lan, 40 years)

Obviously, when becoming UNESCO World heritage site and one of new 7 wonders of nature in the world, Ha Long Bay helps the image of Vietnam to be

known widely in the world. Moreover, the development of tourism of Ha Long Bay contributes significantly to Vietnam tourism in terms of image as well as economics.

4.3. Difficulties for Ha Long tourists

Over the past years, Unesco has made recommendations for the management and conservation of the World Heritage Site of Ha Long bay, specifically at the meetings of the World Heritage Committee, UNESCO has requested Vietnam to explain the issues affecting the global outstanding value of Ha Long bay, including the impact of tourism and the aqua culture within and around the bay area, impact of the construction projects that encroached the sea, environmental protection...

According to Mr. Dang Van Bai, vice chairman of the National Heritage Board, in an effort to make the commitment to UNESCO, in recent years Quang Ninh province has made great effort to protect the "treasure" it is possessing. The board also found that the preservation and promotion of heritage value of Ha Long bay has made significant progress. Mr. Bai said that Vietnam will soon make the final report on the status of preservation of Ha Long bay. Thus the proposal of Tuan Chau group is obviously raising the risk of UNESCO continuing to put more warnings to the preservation of this heritage.

By now even the issues related to the management and exploitation of Ha Long Bay is still in the process of finding an appropriate model. For example, in 2014, the People's Committee of Quang Ninh proposed guidelines for private sectors bidding for exploitation of World Heritage Ha Long Bay. But until now people still wonder with problems. In it the biggest concerns is whether allowing private enterprises to exploit Ha Long would damage it?

4.4. Ha Long Bay contributions to tourism in Viet Nam

In the past several years, especially since 2001, Ha Long tourism has been rapidly developed, the infrastructure has also been hugely invested in. At the end of

2008, the number of tourists reached the expected target of 2010 with 2.85 million, earned 1.7 billion VND.

	Ha Long bay (million)	Viet Nam (million)
International tourists	2,6	7,78
Domestic tourists	4,9	38,5
Total	7,5	46,37

Table 20: The number of tourists visited Viet Nam and Ha Long bay in 2014

(Source: Vietnam National Administration of Tourism)

We can see from table 20 that, the number of tourists visited Quang Ninh made up about 16.17% in the total tourists of the state in 2014. Among them, the international tourists came to Quang Ninh made up about 33.42% in the total international tourists and the domestic tourists in Ha Long occupied 12.73% respectively. This achievement was the result of the leaders for their proper policies on attracting the international and domestic tourists to visit Ha Long.

	Ha Long (VND billion)	Viet Nam (VND billion)
Tourist Turnover	5.500	230.000

Table 21: Tourist turnover in Viet Nam and Ha Long bay in 2014

(Source: Vietnam National Administration of Tourism)

Table 21 illustrates that the Ha Long tourist turnover increased 9% compared to 2013. It made up 2.39% of the total tourist turnover of Viet Nam in 2014.

The tourism activities positively influenced to the development of the service economy, which creates more employment for the people and helps to solve effectively social issues. Specifically, the investment in Ha Long tourism has been always seriously concerned by the VNAT and the provincial committee. The Ha Long

city has been strongly implementing the projects on tourism sector, which bring the best conditions for investing in the infrastructure, diversifying the tourist products and types. All of them are in order to meet the increasing demand of international and domestic tourists. Up to now, Ha Long city has more than 700 hotels with about 10,000 available rooms, including 5-star hotels, 4-star hotels and 3-star hotels. The transportation ships for tourists to visit the bay have increased to more than 500 ships compared to 200 in 2001. Specifically, the type of over-night ship tour on the bay has been greatly invested with high quality rooms which meet the international standard.

One of the best achievements of Ha Long city in recent years is enhancing the international cooperation in tourist development. Together with applying the State Open Door Policy, Ha Long has been trying to increasing the international cooperation in tourism. The city has signed several agreements on tourism cooperation with other global provinces such as Guang Xi and Yun Nan in China or signed the agreement on Tourism Product Development Cooperation Project with the US. Those are the doors to connect the Quang Ninh tourism to other tourism market. All of them have helped Ha Long tourism be able to affirm its name and to early join the regional and international integration (Vinh 2013).

4.5. Chapter conclusion

The section has offered the results, discussion as well as survey analysis. Moreover, the Ha Long bay's SWOT framework is made analysis. In addition, favorable position of geography, potential tourism diversification as well as stable political and security are the strong points; insufficient diversified tourism commodity, insufficient facility and infrastructure of tourism as well as lacking skilled labor act as three weak points, big potential of global market place, stable development of Vietnamese economic condition as well as the WTO membership of the country act as the primary opportunities; along with gradually hard global fight, the influences of international recession in finance, the environment issues constitute the major

threats for Ha Long bay since increasing its tourism sector. The framework of Michael Porter's Five Forces of Ha Long bay is in analysis showing the substitute's threat, the travelers' bargaining power as well as competition among current rivals stands high as well as the provider's bargaining power ranks low. The discussions as well as analyses demonstrated that the Bay significantly affects the development of Vietnamese sector of tourism and economic situation.



CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

The major target of this study is critically discussing and analyzing the development of the tourism industry in Ha Long Bay as well as its correlation in the growth of the Vietnamese sector of tourism. This section acts as the conclusion of all the study outcomes, and offering summaries from the research. This chapter is composed of three major sections which are summaries, suggestions as well as research limitations.

5.1. Conclusions

Beginning from the national position of insufficient appropriate accommodation and infrastructure facilities for developing the tourism sector, the country becomes among the most favorable places worldwide in tourists' selection owing to its large help from the state of Vietnam. Moreover, similar as a lot of other developing nations, the country today considers developing the tourism sector as the main instrument of boosting up the economic situation. Tourism acts as the attractive instrument of developing because it enables the nations to invent more employing chances and enhancing organizational and infrastructure ability.

Moreover, in the scheme of the Vietnamese state for developing the tourism sector, Ha Long Bay has been seen as the strategic place in need for a suitable investing plan as well as plays the important part in enhancing the Vietnamese picture in global tourists' image. Nevertheless, tourism constitutes the sector with competitiveness, therefore, it shall become a hard job for tourism governors to lead Ha Long Bay to become the best place for a successful future.

In particular, the results from sections before show that Ha Long Bay lacks of consistency in making investment for tourism facilities and infrastructure. As a result, it

is significant that the place emphasizes upon enhancing its infrastructures suitably. Particularly in the internet boom, governors in Ha Long bay needs to attach their importance on boosting the efficiency of Ha Long bay websites, so this may increase and advertising the Bay's picture worldwide. It acts as the sound signal that there are gradually restaurants and hotels which appear surrounding the bay. It shall offer consumers as well as tourists of the bay with many selections and accommodation pleasure. Nevertheless, making the place become the attraction place, it is necessary for Ha Long Bay to pay attention on making diversified tourism commodities and services. Furthermore, more events as well as celebrations such as Carnival Ha Long attracting the tourists need to be taken into account in this Bay.

In addition, Ha Long bay has handled with the insufficient skilled labor. Mostly staff in the place does not possess the ability of speaking overseas language properly. Furthermore, travelers coming to the Bay and Vietnam generally are facing with overcharge from domestic vendors on the street which becomes the dangerous issue eliminating the coming time of tourists to the Bay. It is suggested the way that the Bay governors need build up a hotline for travelers to deal with the potential overcharge problem. The growth of tourism labor constitutes a job in which many attempts are made. In particular, it is necessary for them to provide suitable understanding and skills so they may become familiar with the natural sources as well as culture of the place and more easy communication with global travelers.

Additionally, beside the problems stated before, the network of information technology acts as another issue that should be increased as well as the domestic companies in tourism industry should turn to be networked. It is possible for the Bay governors to attach their importance on using new and innovating technologies for increasing the efficiency of tourism industry operation. The use of technologies including online word of mouth (WOM) monitoring, electronic paying, international

distributing system (GDS), and so on both enhances the consumer participating in the transacting governor, improving space of retrieval information as well as transferring and decreasing the expenses of information dealing with and changing the method where tourism services are generated. In general, there is debate over the matter of if the information technologies venture generates improvement in operation effectiveness as well as the tourism industry productivity. Although the information technology investment could slightly affect the general operation of tourism sector, it shall bring bigger influence while making combination with the increase of diversified tourism commodity as well as labor quality.

5.2. Recommendations

The Vietnamese leaders have several projects to invest in Ha Long by 2010 in order to solve the environmental issue such as: Cong vien San ho (Coral Park), Hang Đau Go (Wooden stakes Cave), Ecological Tourism Site... with the investment up to billion VND. Besides, the government also needs other projects to preserve and upgrade the environmental quality of Ha Long like rubbish collecting, environmental protection responsibility promoting. Together with the government, the provincial officers also need their own methods to improve the environmental protection quality of this area in the future.

Staff training is necessary. Human resources are the most productive force which decides the development of Ha Long tourism particularly and Viet Nam tourism generally. In order to achieve this target, all of the investment projects should pay attention to the strategies and methods on improving the human resources quality.

Tourist marketing should be done responsibly. The officers must provide correct and sufficient information to the tourists as well as increase the awareness of the tourists to the environmental and social-cultural issues in the tourist sites. The

increasing demand of the tourists should also be taken into consideration for marketing strategy.

Priority should also be given to doing research before project implementation. Due to the lack of data and information for project planning, this pre-research can help to identify the weaknesses and shortcomings of the project in order to quickly find out the proper solutions and changes. The result of this research also can provide the information for the later phase of the project.

From the results, analyses and discussions above, the author gives some highlighted suggestions to enable Ha Long Bay to improve its development in tourism sector:

- Improving the services quality to gain global traveler's attraction
- Exploiting in strategic way of the potential tourism of the Bay
- Diversifying tourism commodity
- Investing in consistent way of the facility and infrastructure of tourism
- Focusing upon labor's education and training
- Emphasizing more on advertisement as well as promotion of Ha Long Bay
- Trying to connect and coordinating with other economic industries
- Imposing suitable environment regulations
- Focusing upon increase of environment tourism of landscape
- Hiring specialists and obtaining modern facilities and technologies from advanced nations
- Possessing the obvious legal framework for environment issues

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APPENDIX

Questionnaire

Part A: General Information

1. Gender

A. Male

B. Female

2. Age: _____ (in years)

3. You come from

A. Asia

B. Europe

C. America

D. Australia

E. Africa

4. You know Ha Long Bay through

A. The internet

B. Publications

C. Friends or relatives

D. Travel agency

E. Others

Part B: Strengths of Ha Long Bay

Based on your opinion, please TICK ✓ in the box towards the following attributers.

Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

B	Strengths of Ha Long Bay	1 = SD	2 = D	3 = N	4 = A	5 = SA
1	Ha Long Bay has favorable geographical position					

2	Ha Long Bay has diversified tourism potential					
3	Ha Long Bay has security and political stability					

Part C: Weaknesses of Ha Long Bay

Based on your opinion, please TICK ✓ in the box towards the following attributers.

Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

C	Weaknesses of Ha Long Bay	1 = SD	2 = D	3 = N	4 = A	5 = SA
1	Ha Long Bay is lack of tourism product diversification					
2	Ha Long Bay is lack of consistency in tourism infrastructure and facility					
3	Ha Long Bay is lack of skilled workforce					

Part D: Opportunities for Ha Long Bay

Based on your opinion, please TICK ✓ in the box towards the following attributers.

Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

D	Opportunities for Ha Long Bay	1 = SD	2 = D	3 = N	4 = A	5 = SA
1	Great potential of an international market is an opportunity for Ha Long Bay in growth and development of its tourism industry					
2	Steady growth of Vietnam's economy is an					

	opportunity for Ha Long Bay in growth and development of its tourism industry					
3	Vietnam's joining WTO is an opportunity for Ha Long Bay in growth and development of its tourism industry					

Part E: Threat for Ha Long Bay

Based on your opinion, please TICK ✓ in the box towards the following attributers.

Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

		1 = SD	2 = D	3 = N	4 = A	5 = SA
E	Threat for Ha Long Bay					
1	Increasingly fierce international competition is a threat for Ha Long Bay in growth and development of its tourism industry					
2	Impact of the global financial crisis is a threat for Ha Long Bay in growth and development of its tourism industry					
3	Environment problem is a threat for Ha Long Bay in growth and development of its tourism industry					

Part F: Vietnam's Tourism Industry and Ha Long Bay

Based on your opinion, please TICK ✓ in the box towards the following attributers.

Scale: 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree

		1 = SD	2 =	3 =	4 =	5 = SA
F	Vietnam's Tourism Industry					

			D	N	A	
1	Ha Long Bay is doing great for growing and developing its tourism industry					
2	Ha Long Bay has significant impact on the growth and development of Vietnam's tourism industry					
3	Vietnam's tourism industry has significant impact on the growth and development of national economy					



VITA

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