

A Study Of Cooperative Inter-islands Tourism Policies In Cheju

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<국문초록>

오래 전부터 섬(島)은 외부인들을 유혹하는 환상과 동경의 대상이었다. 이들 섬은 구조적인 한계와 취약성이 있음에도 불구하고 관광진흥에 큰 비중을 두어 오고 있으며, 이를 위하여 대외협력 특히 주변 도서간 협력의 필요성을 절감하고 있다. 그동안 제주관광은 기존 시장의 구조적 변화, 관광산업의 부문간 불균형 발전, 관광상품의 가격경쟁 기반의 악화, 제주관광 메카니즘의 취약 및 섬관광정책의 한계 등에 대한 전략적 대책 강구가 시급한 실정이다.

이 논문의 도서간 협력모델은 협력대상 섬의 수와 협력대상 사업의 양적 질적 수준을 점진적으로 확산시킴으로써 섬의 특성에 맞는 관광발전 효과를 기대할 수 있다는 가정하에 근거하고 있다. 이러한 협력사업은 단계적이고 선별적으로 추진되어야 할 것이다. 우선 단계적인 측면에서 공동협력의 협정, 지방엘리트의 상호방문 촉진, 민간협력의 활성화, 공동협력사업의 평가 등을 추진하여야 할 것이다. 그리고, 구체적인 협력사업으로는 섬관광정책의 공동개발, 항공/해양 관광루트의 연계 개설, 관광정보 교류체계의 확립, 공동마케팅 사업의 추진, 민간부문의 교류확대 등과 관련한 방안들을 제안하고 있다.

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I. Introduction

Since mid-1970s, Cheju's Tourism Industry, based on such rich tourist resources as its unique folklore and natural environment has grown rapidly through the promotion of tourism policies and, as a result, has become the major industry along with the Mandarin(orange) Industry

Of special importance to the Tourism Industry may be cited The Special Law on Cheju Development(1991) under which "The Master Plan of Cheju, 1994" was written and developers of 3 tourist complexes and 20 tourist areas were decided and Plans launched for a 5,000 capacity Convention Center with the people of Cheju playing the major financing role. With completion of these major projects in 2001, Cheju will have strong competitive power as a tourist base in East Asia which will have a population of two billion people.

Even though enjoying such expectations, the condition of Cheju's tourism industry worsened in the 1990s, ie., since 1992 there has been a decrease of tourists including those from foreign markets, an undesirable structural change in the domestic tourist market and insufficient innovative and future-oriented tourism policies.

Overcoming such critical conditions as well as determining proper strategies for new tourist is of immediate concern. It is believed the present on-going discussions for inter-island cooperation, ie., multilateral cooperation, come at an ideal time.

In this article, alternatives for inter-island cooperation for tourism development of Cheju in the 21 century will be reviewed and practical strategies will be suggested against the authors' recognition of Cheju tourism phenomenon. Documentary method was employed and secondary data were used for this paper.

II. General Conditions of Cheju's Tourism Industry

1. Structural Trend of Tourist Market

Major features related to the structure and trend of Cheju's tourist market after 1990 are as follows;

<Table 1> Visitor Trends by Tour Type

(Unit thousand, %)

Year		'90	'91	'92	'93	'94	'95	'96
Type								
Group		783 (28.4)	882 (30.1)	845 (26.6)	829 (26.0)	928 (26.7)	1,124 (29.9)	1,250 (31.8)
	General	578 (21.0)	652 (22.3)	723 (22.7)	616 (19.3)	661 (19.1)	772 (20.6)	807 (20.5)
	Students	205 (7.5)	230 (7.8)	122 (3.9)	213 (6.7)	267 (7.7)	352 (9.4)	444 (11.3)
Individual		1,974 (71.6)	2,047 (69.9)	2,334 (73.4)	2,358 (74.0)	2,542 (73.3)	2,631 (70.1)	2,685 (68.2)
	Honeymo on	475 (17.2)	536 (18.3)	548 (17.2)	464 (14.6)	424 (12.2)	382 (10.2)	348 (8.8)
	Family	930 (33.7)	938 (32.0)	1,082 (34.0)	1,315 (41.3)	1,566 (45.1)	1,725 (45.9)	2,337 (59.4)
	Etc.	569 (20.6)	573 (19.6)	704 (22.1)	579 (18.2)	552 (15.9)	524 (14.0)	-
Total		2,757 (100.0)	2,929 (100.0)	3,179 (100.0)	3,187 (100.0)	3,470 (100.0)	3,755 (100.0)	3,935 (100.0)

Note : Parentheses show component ratios.

Source : Tourist Bureau, Cheju Provincial Office, 1997

A quick look shows that the 2.99 million visitors in 1990 increased to 4.14 million visitors in 1996, a 5% annual increase with tourism income following in a similar ratio.

During the same period, foreign tourists decreased from 235 thousand in 1990

to 209 thousand in 1996, a ratio of decrease from 8.5% to 7.2%. The foreign visitor mix was Japanese(61%), Taiwan(12%), Overseas Koreans(10%), Hongkong(9%) and etc., which indicates that Cheju's prime market is East Asia.

As for the domestic tourist market, general group tours increased from 28% in 1990 to 39% in 1996; students on school excursions from 7.5% to 11% and family tours from 34% to 59%, while honeymooners decreased from 17% to 8.8% in the same period.

As for tourists' behavior, the preference ratio of Cheju as a tourist destination rapidly decreased from 10.3% in 1990 to 5.7% in 1995(KNTC, 1996) which was the greatest decrease among all other competitive areas in the same period. At the same time, dynamic touring such as for leisure activities (3.7%) is small compared those questing nature sightseeing (47%) and cultural tours (39%) which are static.(Cheju Tourism Association, 1996)

2. The Tourism Industry in the Local Economy

a. An Introduction to the Local Economy

During the last 30 years, the local industrial structure, in terms of value added(or VAT) Changed from primary industries(agriculture, fisheries and forestry) to the tertiary industries. This is especially noticeable in the Service Industry which went from 24.8% in 1965 to 63.0% in 1995.

<Table 2> Local Industrial Structural Changes

(Unit: %)

Industries \ Year	1965	1975	1985	1990	1991	1992	1993	1994	1995
Agriculture, Forestry & Fishery	68.3	58.7	41.1	33.9	33.9	30.8	28.8	29.6	33.1
Mining and Manufacture	6.9	5.0	4.6	4.9	4.7	4.6	4.5	4.2	3.9
Service	24.8	36.3	54.3	61.2	61.4	64.6	66.7	66.3	63.0

Source: Cheju Province, *Economic Index of Cheju*, 1996.

National Statistical Office Republic of Korea, *Statistics of Local Economy*, 1996

Such changes in the industrial structure brought about changes in employment structure at the same time. In 1965, 85.2% of total employed population was in agriculture, fisheries and forestry but that ratio had decreased to 31.5% in 1995. In 1963, the service sector accounted for 13.7% but saw a whopping increase to 63.4% by 1995.

<Table 3> Changes in Employment

(Unit: %)

Industries	Year										
	1965	1975	1985	1990	1991	1992	1993	1994	1995	1996	
Agriculture, Forestry & Fishery	85.2	81.3	60.1	41.9	37.4	34.0	33.1	31.9	31.5	30.5	
Mining and Manufacture	1.1	2.8	3.4	4.2	4.1	4.0	5.6	5.5	5.4	4.6	
Service	13.7	15.9	36.5	54.2	58.4	62.0	61.0	62.6	63.4	64.9	

Source: Cheju Province, *Economic Index of Cheju*, 1996.

Cheju employment structure is about the same as the national average in SOC and the service field but there are considerable differences in the agriculture, fisheries forestry, mining and manufacturing industries.

<Table 4> Employment Structure Ratio Compared to National Ratios

(Unit: %)

Classification	Agriculture, Forestry and Fishery		Mining and Manufacture		SOC and Etc	
	'95년	'96년	'95년	'96년	'95년	'96년
Nation	12.5	11.8	23.5	22.6	64.0	65.8
Cheju	31.4	30.5	5.4	4.6	63.2	64.9

Source: Cheju Province, *Main Economic Index of Cheju*, 1997.

The Tourism Industry is the local economy's key industry. The ratio of income from the Tourism Industry in the GRP increased from 3% in 1970 to 35% in 1995. As for employment on Cheju, of some 250 thousand employed persons, 85 thousand person(about 34% of total employment) are engaged in the Tourism Industry. This shows that the Tourism Industry is the main industry of the local

economy.

<Table 5> The Tourism Industry's Ratio in the GRP

(Unit: One hundred million won)

Year	1970	1980	1990	1994
G R P (A)	240	3,753	17,252	29,956
Income from Tourism Industry (B)	8	260	4,319	8,895
Ratio (B/A)	3%	7%	25%	30%

Source: Tourism Promotion Department, Cheju Provincial Office

Local tourism related development policies have created problems in distribution such as an out flowing of local income, inactive tourism investments by local people, weak linkages with existing industries, excessive ownership of land by outsiders and unbalanced regional development.

b. The Trend of the Tourism Industry in Cheju

1) Tourist Firms and Employees

In 1995, most types of tourist firms and employees increased over 10% and this brought about excessive competition in the travel agents, especially among bus rental and car rental businesses.

Additionally, the total of 39 tourist service facilities is much too small to effectively increase tourist income or extend the length of stay. There are 7 special recreation agencies, 3 'tourist' restaurants, 13 foreigner tourism souvenir shops, 4 golf courses and 7 casinos.

2) Tourist Income

Total tourist income in 1996 was 1 trillion 17.9 million won which was a 3.7% increase over the previous year. While in the late 1980s, the industry had enjoyed a growth rate of 30.1% annually, the 1990s saw a decrease to 17.8% per annum. With almost no increase(0.6% annually) in foreign visitor arrivals in the early 1990s, foreign tourist income decreased rapidly from 31.4% in late the 1980s to

14.3% in the early 1990s.

<Table 7> The Trend of Numbers of Visitors and Tourist Income

(Unit: Thousand Person, Hundred Million Won, %)

Classification		1996	Increased Ratio Compared to Previous Year	Increased Ratio Per Year	
				'85-'90	'91-'96
Domestic	Number of Tourist	3,935	4.8	17.2	6.1
	Tourist Income	8,400	7.1	29.8	16.7
Foreign	Number of Tourist	209	-13.6	26.1	-1.77
	Tourist Income	1,779	-9.7	31.4	10.3
Total	Number of Tourist	4,144	3.7	17.7	5.6
	Tourist Income	10,179	3.7	30.1	15.5
GRDP	Whole Industry	36,309 ¹⁾	16.1	18.6	15.9 ²⁾
	Service	17,900 ¹⁾	10.2	18.8	17.9 ²⁾

Note: 1) Data in 1995. 2) Increased Ratio Per Year from 1991 to 1995

Source: Tourism and Culture Bureau, Cheju Provincial Office, *Present Conditions of Administration*, 1997.

3. Brief History of Tourism Development Plans on Cheju

a. Development Plan And Strategies

The first coordinated tourist development and promotion policy for Cheju was in "The Overall Chejudo Construction Development Plan" by the Dept of Construction in 1964. After that, there were a number of development plans under the strong support of central government until the late 1980s but these caused dissatisfaction and were rendered dysfunctional by the local people over the lack of any opportunity to participate. However "The Overall Chejudo Development Plan" set forth in the Special Law of 1994 in which the local people had a voice in planning and implementing improved the attitudes in a meaningful way.

The Overall Chejudo Development Plan for the period from 1994 to 2001 was established by Article 5 of the Special Law for Cheju development and was enacted to overcome and offer new solutions to the many problems caused by the

"First Overall Specific Chejudo Development Plan" of 1985. This plan includes the basics of all local policies including the tourist policy for the period indicated.

<Table 8> History of Tourist Development Policies for Cheju

Year Planned	Name of Plan	The Main Agency For Planning	Goal and Major Contents of for Plan
1964	The Overall Chejudo Construction Development plan	Dept. of Construction	<ul style="list-style-type: none"> • Developing tourism industry with the primary industries together • Expanding SOC
1966	The Designation of Specific Chejudo Region	"	<ul style="list-style-type: none"> • Easing regional gaps through developing natural resources • Executing basic researches for developing tourism, water resource, transportation and other industries
1970	10-Year Overall Chejudo Development Plan	"	<ul style="list-style-type: none"> • Active development of tourist resources • Expanding SOC and planning the usage of land
1973	The Overall Chejudo Tourism Development Plan	Tourism Planning Section of Blue House	<ul style="list-style-type: none"> • Developing international leveled tourist resort • Obtaining of foreign money through attracting foreign visitors
1985	The First Overall Specific Chejudo Development Plan	Dept. of Construction	<ul style="list-style-type: none"> • Strengthening local economy and increasing income of foreign money through coping with the tourist demand • Making various income source through expanding productive facilities and advanced industrial structure • Developing 3 sightseeing complexes and 27 sightseeing regions
1989	The Re-examination of the Overall Chejudo Development Plan	Cheju Province	<ul style="list-style-type: none"> • Considering the introducing the promoting method of tourism • Reviewing the possibility of building up an international free area • The proposal of establishing the special law
1990	The Supplementary Plan of the Overall Specific Chejudo Regions Development	Dept. of Construction	<ul style="list-style-type: none"> • Adjusting the indexes of the First Overall Specific Chejudo Development Plan • Supplementing facilities of sightseeing regions • Adjusting sightseeing regions
1994	The Overall Chejudo Development Plan	Cheju Province	<ul style="list-style-type: none"> • Designating 3 sightseeing complexes and 10 sightseeing regions • Introducing the mixed method of the area specified method and the case by case step method emphasizing the area specified method
1997	The Corrected Overall Chejudo Development Plan	"	<ul style="list-style-type: none"> • Added 10 sightseeing regions

Source: Cheju Province

The Overall Chejudo Development Plan, incorporating both the basic goals of the 3rd Overall National Land Development Plan and the original intent of the Special Law for Chejudo development, is a practical plan through which local people are the subjects of the development and the 'Cheju Spirit' is a harmonization of local characteristics. It is also a comprehensive plan which includes matters relating to material facilities, industries, the economy, a living environment, society, the traditional culture and etc. This plan also serves as a guide to overall urban planning on the island.

The basic strategies of the plan are to create and optimize new sources of local Income, establish a stable and comfortable life in a welfare society, adjust the industrial structure for a balance between regions and the primary industries and the tourism industry, establish a scenic beauty and environment preservation scheme, expand the SOC and facilities for the human settlement and give local people benefit from development.

Cheju's GRP in 2001, when the plan ends, is expected to be 6 trillion, 656 billion won which will be a 13.4% increase each year and the amount of income per person will be 11,516 million won which is a 3.5 times increase over 1990. There will be two large zones of life focused on Cheju city and Sogwipo city with the 5 middle ranging zones of life focused in the areas of Cheju, Songsanpo, Hallim, Sogwipo and Taejong.

During the planning period, there will be invested a total of 7 trillion, 390.1 billion won with 3 trillion, 591.9 billion won of that for the public sector and 3 trillion, 798.2 billion won for private sector development. In the tourism sector, 2 trillion, 106.3 billion won will be invested.

The basic tourism policy direction under this plan is to develop as an advanced tourist-escort based on local characteristics and the traditional culture geared to mesh with the globalization of the 21st century. To meet the goals of this policy, the scope of private capital investment and tourism substructure will be expanded.

If this envisioned plan succeeds, there will be 5.3 million visitor-arrivals in 2001 with 10,000 flights annually, an annual pier-side capacity of 17.96 million tons, and the total length of roads will be 2,379 Km(paving ratio: 91%). In tourist facilities, there will be 69 tourist lodging units with 11,066 rooms, 51 tourist

service facilities and 16 facility units including a convention center to handle 8,350 persons at any given time.

b. Present Tourism Policies and Strategies

1) The Goal of the Tourist Policy

The basic goal of Cheju's tourist policy for the 1990s has been to create proper conditions to make Cheju a key tourist resort in East Asia(Work Plan for Cheju Province, 1997)

That is, to develop the competitive power to meet competition by developing three resorts and 20 tourist regions or areas and fixing the conditions to meet international tourist standards under the Overall Chejudo Development Plan.

2) Basic Directions of the Cheju Tourist Policy

The basic directions of Cheju's tourist policy can be described as follows; First, to develop Cheju as an unique tourist resort which is still 'Cheju-like'. Second, to expand tourist facilities for tourists' enjoyment and participation. Third, to develop an environmentally harmonized tourism. Forth, to create greater demand by stressing domestic and international marketing activities. Fifth, to encourage tourists' return visits by stressing kind service. Sixth, to attract and support, through policies, private investment.

3) Major Strategies

a) Activating Private Investment

It can be said that the success or failure of the Overall Chejudo Development Plan rests on how much private capital is attracted. Of the total amount of 2 trillion 140.6 billion won to be invested in tourism development, 2 trillion, 68.3 billion won is slated to come from the private sector; and this is the reason the local government has appealed to the Central government to revise the provisions relating to investments as well as to tourism development.

The Cheju Provincial Administration, in promoting the "One Stop & One Room Service" system, has established an investment consultation office and seeks to more efficiently handle all civil affairs on a 'one visit' basis.

Local taxes such as acquisition tax and registration tax and national tax such as transfer Income tax, have been reduced. There are less restrictions for loan support from the development funds and recommendations are available to local banks. Foreign Capital inducement procedures have been simplified.

In consideration of efficient land use, building height limits can be adjusted according to the local characteristics within resorts and regions.

Cheju province is in the process of issuing overseas bonds totalling 500 billion won for tourism resort and urban road construction. And under the Special Law concerning Tourism Development, funds are available on a loan basis after permission to develop has been granted.

b) Developing Cheju-like Tourist Products

Cheju province is developing Cheju-related tourist products to meet changing tour patterns in this period of globalization and localization and to compete with other areas in high quality and value.

Developing and presenting events which will create new tourist demands and lead local people to participate are major projects now underway. The province now sponsors such international events as marathons, the triathlon and hunting/shooting events while continuing such events as the Cherry Blossom festival, The rape-flower Blossom festival, the Eulalia Festival and the Mandarin festival and is developing new events such as the Snow festival, the World Islands' Cultural festival(to which 20 islands will participate) and a new year's festival utilizing traditional Cheju ideas such as sending out the old year at Sunset from Cheju city's Sara Peak and meeting the new year with sunrise at Songsan peak.

The World's Islands' Cultural festival, to be held in May, 1998 will be a large event, coordinated by the local government with financing by local enterprises. The goal of this event is strengthen the idea of "the tourist image of Cheju in the world" and propel Cheju into the position of becoming the center of island cultural

exchange in 21 century.

Cheju is developing cultural products to meet tourists' need for cultural related touring. Cheju is also considering developing distinctive tourist products in which local people can participate such as a Tourism Art Village, a Diving Women's and Taewoo(a kind of raft) Village, a Traditional Crafts Village and a Local Food Village.

c) Penetrating and Expanding the Tourist Market

Cheju province has increased internal and external tourism-promoting activities. For internal promotion activities, pamphlets and promotional movies are being made and distributed and for external promotion activities, delegates attend various tour exhibitions and 9 cities in Japan have been targeted for promotional and touring and booklets are being sent to overseas travel agencies.

Under consideration is a direct air route between Cheju and Peking with a no-visa status and the opening of a Chinese Consulate to create and develop the Chinese tourist market which has great potentiality. Cheju is searching for various tourist market and is now planning a 5,000 capacity international standard convention facility¹⁾ to be constructed in the Chungmun Tourist Resort.

d) Building a Tourism Information System

Information is the main determining factor for competitive power in the tourist industry. Cheju completed a tourism information system in June, 1997 which is available through Korea's various servers in Korea and outside the country on Internet.

e) Strengthening International Exchanges and Cooperation in Tourism

With the recognition that exchanges and cooperation among regions is necessary for promoting local tourism in the period globalization in which the movement of people, goods, capital and information will be relatively cheaper and easier, Cheju is preparing the bases for international exchanges and cooperation in tourism field.

"The concept of tourism network in East Asia" is taking concrete shape. Already, the promotion of tourism between Cheju in Korea, Hainan in China, Okinawa in Japan and Bali in Indonesia under a cooperative system of inter-islands tourist policy has taken shape. A tourist policy committee chosen from among these four islands is expected to be established in 1997.

Exchanges and cooperation in tourism have been and are further being expanded through annual meetings of officials of Korean cities and provinces and Japanese cities and prefectures with 7 regions designated including Cheju, Pusan, Kyongnam, Chonnam and Saga prefecture, Nagasaki prefecture and Fukuoka prefecture participating. The goal is to develop tourist routes and seek cooperation in marketing by establishing wide-reaching tourism associations.

Beside these direct links with other areas, Cheju is also an active member of PATA and ASTA and participates in active tourism and cultural exchanges with sisterhood regions including Hawaii, Bali, Sakhalin and Hainan.

f) Environmentally-friendly Tourist Development

Cheju set environmental index and proper volume of tourist development under the limit that development doesn't hurt the environment. This will clear the argument of development or preservation and lead developers to pro-environmental developing.

The environmental index for environmental friendly development is based on the carrying Capacity of the environment. When it is developed over the carrying capacity, this is for managing and controlling the sources of environmental pollution from the beginning of development by stronger administrative restriction.

g) Cutting linkage of tourist absurdity

Recognizing that building up a sound culture of tourism to promote tourism of Cheju, the province cooperates with the national legal authorities and the police to eradicate elements detrimental to tourism and has put in place self-controlling committees in each type of business.

Ⅲ. Cooperative Model Of Inter-Islands Tourism Policy

1. Characteristics of Island Tourism

Island tourism is not a recent phenomenon. The Romans used the Isle of Capri as a holiday destination two thousand year ago(King, 1993). The allure of islands, be they in the Mediterranean, the Atlantic or the Pacific, as places where people go for relaxation and rejuvenation has a long tradition which continues unabated. Particular island destinations may come into vogue and then fall from favour, but the special attraction of islands in general continues.

An analysis of island tourism must inevitably begin with a discussion of what constitutes an island. Marshall offers the following definition: “And then there are the islands, which account for about a fifth of the UN’s membership. Many are micro-states of less than a million people. Sometimes more, rather than less, vulnerable because of an isolation that produces poverty and instability”(Marshall,1991:190). This definition encompasses several of the characteristics such as small scale, isolation and weak economies which are generally associated with the notion of islands.

Butler in his discussion of tourism development in small islands, highlights the characteristics of separateness and differences which inevitably come to mind when one think of islands: “Their appeal may relate to the very real feeling of separateness and difference, caused in part by their being physically separate, and perhaps therefore different from adjoining mainlands. Where such physical separateness is accompanied by political a separateness, the appeal can be expected to increase, and given people’s desires for the different while in pursuit of leisure, different climates, physical environments and culture can all be expected to further the attractiveness of islands as tourism destinations”(Bulter, 1993: 71).

Island tourism itself is possibly more easily defined, both in terms which are generic and with reference to those characteristics described above which apply uniquely to islands. Cooperation is generally more important in island tourism

development than is usually the case with mainland tourism.

2. Cooperative Model For Inter-islands Tourism

Cheju is a good example of how islands share common features such being small in size, isolated, very often poor economies and easily damaged natural environments and poor in transportation linkages to the outside. These are the features that attract the visitor and lend themselves to fantasies and high imagery, but they are also the very reason for additional costs.

Island tourism, as with Cheju, started with the concept of sunshine and beaches but today's political interest in Islands as places of tourism tends to develop them as "integrated cultural heritage tourism" which involves maintaining the natural environment as it is. That is, sustainability is the basic philosophy. Minimizing conflict between expanding eco-markets, environment and local cultures can give island touring competitive power.

Islands all have more things in common than they have differences. Especially from the point of view that islands have many common weak points, they have to cooperate for mutual benefit.

Generally, for there to be successful tourist exchanges between two countries, there must first be diplomatic relations which often come after informal trade; there are then tourist arrivals after tourist agreements between the two countries. In this point, the relationship between Cheju and the other islands between which discussions are proceeding is pretty close to tourist exchange. In this connection, it would be good to include more islands gradually in the cooperative strategies.

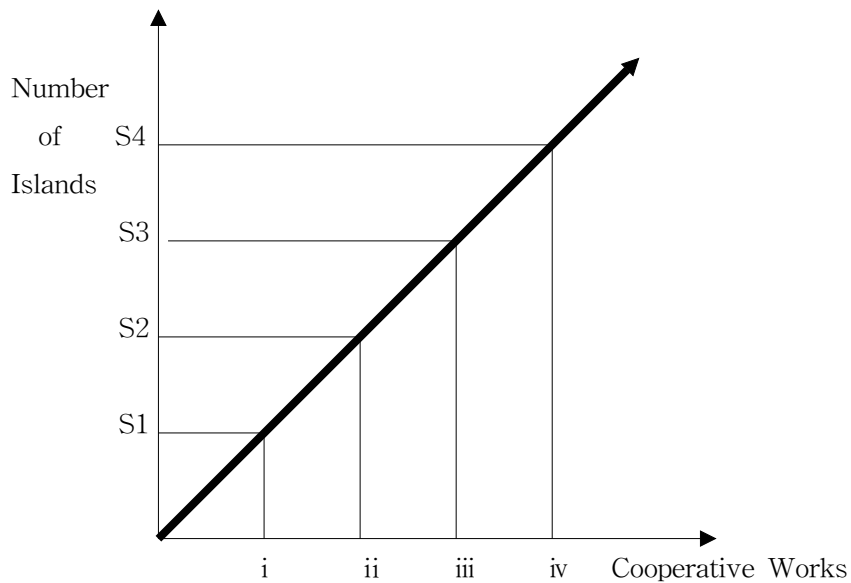
By increasing the number of cooperative works(x) and islands(y), we can see in (Figure 1) that we can get greater performance.

First of all, in the case of Cheju, we can start with a few islands on axis Y. Considering the geopolitical locations, common goal and interests as islands, and existing relationships, the number of islands can gradually be increased to the maximum level. On axis X, considering the degree of exchange, the categories and the amount of cooperative works which is helpful to developing tourist markets/destinations, to improving mutual understanding, to increasing multi-way

tourist traffic, the strategic business of inter-islands should be explored and expanded to the maximum level for the competitive world tourist market.

From the cooperative model of Figure 1, three factors such as the number of cooperative islands, the type and volume of sustainable cooperative works, and synergetic results arising from the interplay between X · Y factors are vital for the inter-islands cooperations.

<Figure 1> Cooperative Model for Inter-islands Tourism



3. Cooperative Works in Steps

The related islands in (Figure 1) may have the opportunity to be developed as tourist markets/destinations to each other. The tourist development of these regions will also attract tourists from the outside of these regions. However, it'll take time for cooperative work and decisions to become effective among the member islands, including Cheju, because of existing insufficient mutual exchanges.

However, in observing the following steps, there are possibilities:

a. The 1st Step: Agreement to Cooperate

There should first be an announcement for agreement of common cooperation based on common understanding with a formal agreement for tourist cooperation by the chiefs of the regions. The confirmation of common understanding and the pledge of cooperation will contribute to the way that political cooperation at the local governmental level will be exposed and mutual cooperation will be promoted at the private level.

b. The 2nd Step: Promotion of Social Leaders' Visits

Social leaders from various fields such as politics, economy, society, culture and academia visit each region to develop agreements in detail and study new cooperative works and make discussions on-going.

The first and second steps will attract the mass media's attention which will give a very positive publicity effect to the inter-islands tourism.

c. The 3rd Step: Activating Private Cooperations

The third step is the one wherein local governments verify support to activate private cooperation in the private tourism sector such as hotels, travel agencies, car rentals, airlines and marine transportation, the press, the research and academic world, the culture and etc. Especially in this step, followed participating fields must be expanded through the positive effect of the starting fields and new cooperative works should be explored to make the current phase mature in the future.

d. The 4th Step: Evaluating the On-going Cooperation

As there is changeableness in international cooperation according to the leaders and local situations, the degree and contents of inter-islands tourist cooperation may have to be changed from time to time. In some cases, the uselessness of cooperation can even be mentioned.

At this step, we have to remember that not only internal cooperation but foreign cooperation are very important together. We have to check the effect of

previous steps periodically and consider countermeasures to expand or increase cooperation in more possible fields.

IV. Suggestions For Cooperation Among Islands

In this section, we'll enumerate possible cooperative works to promote tourism among the member islands from the cooperative model(Figure 1).

1. Cooperatively Developing Island Tourism Policies

Recognizing that islands have much in common while lacking great differences and that one thing is a commonality of weak points, we feel keenly the necessity of cooperation with outside. Policies covering all fields of tourism development can be the object for cooperation and successful cases of development can be the object of exchanges. Cooperation must be for mutual benefit to the member islands.

2. Developing Air and Marine Tour Routes

Establishing tourist routes is most important and also most difficult. To accomplish this task, the following items must be considered;

First, opening routes for chartered plane first and then expanding them to regular airlines according to assumed future demand are the two most urgent works. Without opening such routes, it can be said that there can be no success arising from inter-island cooperation.

Second, besides initiating chartered plane routes, chartered cruise routes might also be considered and expanded to air/cruise packages according to the demand.

Third, to successfully develop such routes, each island's tourism agency need promote common investments(for example; local government with the private sector or local government with the 3rd sector) can be established or international

consortiums backing sound local firms under the support of local governments can be considered.

3. Exchanging Tourist Information

In view of the common weakness like separateness of islands, exchanging tourist information in the following fields will be very useful.

First, tourist statistics and information about domestic and foreign markets including China and other areas in Southeast Asia.

Second, information about successful cases of tourist developments with poor capital and their economic impact in the island.

Third, information on successful cases in environmental preservation and sustainable development with using the eco-technique.

Fourth, information on developing, operating and the influence of unique cultural tourism of islands and other tourist goods.

Fifth, information about programs for improving local peoples' awareness and about training for industrial personnel including tourist employees.

Sixth, information on attracting international conferences as a hall-mark event, and their related markets.

And lastly, opening information networks for mutual use among cooperating islands.

4. Introducing Joint Marketing Programs

Four P's of marketing are product, price, place and promotion. In tourism, cooperative promotion might be said to be first. Promotional activities can be broken down into advertising, personal selling, sales promotion and publicity and it is from this that we can seek the greatest effect and potential through information interchange.

a. Advertising: Cooperative advertising among the related islands can be most beneficial by increasing the audience, decreasing costs and increasing efficiency of advertising. The effect of advertising can be expanded using tourist goods consisting of tourist resources which are supplementary to each island.

b. Manpower Exchanges: Besides exchanging information on the training of industrial personnel, exchanging practical programs can bring the abilities to serve tourist specialists for eco- and cultural tourism. Such personnel will have excellent command of selling ability in the fields of hotel, travel agencies, events, exhibitions and etc.

c. Sales Promotion: Spreading understanding, interest and enjoyment of Island tourism through various events such as exhibitions of island tourism, island-cultural festivals and academic events, we can expand the tourist market and the number of islands participating.

d. Publicity: Promoting activities by such means as tourist news through internal and external TV, newspapers and magazines, documentaries, distributing island-tourism calendars and having common homepages on the internet are noncommercial and highly reliable.

5. Expanding Exchanges in the Private Sector

It can be said that tourist cooperation is successful when private exchange is active without governments' intervention. There should be active private exchanges among tourist firms, eventually excluding the local governments.

i) **Tourist Firms:** hotels, travel agencies, convention centers, car rentals, resorts, etc., should, by common investment, help push exhibitions and festivals in each island.

ii) **Socio-cultural Field:** Developing programs to introduce the resources and culture of cooperative islands and establish art missions for provincial performances.

iii) **Research and academic world:** Academic events and projects to study political models for island tourism, the method of investment and development, environmental preservation, development of cultural tourist products, foreign markets and continuous joint research could be useful.

iv) **Tourist:** Activate mutual exchanges of visitors. For active exchanges, the policy to guarantee convenient, suitable and interesting tour activities and entering/departing procedure must be in place.

V. Conclusions

The purpose of this study is to overview the current conditions of Cheju tourism and explore the possible cooperative strategies among islands, including Cheju Island, through the cooperative model for inter-islands tourism.

In spite of structural and methodological limits, the importance of tourism promotion is great for any region. Islands, especially, feel keenly the necessity of cooperation with the outside world because of small scale, differences, separateness, weak economy, etc..

Cheju needs to consider countermeasures for structural problems such as continuous changes in market structure, unbalanced development of business circles, weak competitive pricing of tourist products, poor structure of tourist mechanism and non-comprehensive tourist policy.

Political and academic interest has increased since 1990s. Expecting cooperative effectiveness from inter-island cooperation, models for inter-island cooperation were proposed even before the paradigm for island tourism had taken concrete shape.

To achieve positive results, the following steps are considered;

1. Step One: Contracting Agreement of Common Cooperation
2. Step Two: Promoting Social Leaders' Visits
3. Step Three: Activating Private Cooperation
4. Step Four: Evaluating the on-going cooperation

Details discussed include; ① cooperatively developing island tourism policies, ② developing air and marine tour routes, ③ exchanging tourist information, ④ introducing joint marketing programs and ⑤ expanding exchange in the private sector.

Everything said herein is introductive, therefore, continuous discussion and correction must follow according to the developmental steps of cooperation.

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