



Project Vanguard for Excellence in Tourism



Showing Taiwan to the World





A Message from the Director General

Project Vanguard for Excellence in Tourism



A Message from the Director General

I never stop wondering about it: what, really, is the proper role for tourism to play? What is the core of tourism development in Taiwan? What is its positioning? In what direction should we take the industry? Over the past 30 years the Tourism Bureau has built up Taiwan's tourism industry from nothing to where it is today; and now, with great caution and some trepidation, we want to give a new face to the development of tourism.

In recent years, from the “Tourism Development Strategy for the 21st Century” to the “Doubling of Tourist Arrivals” plan, we have directed our efforts at promoting Taiwan tourism in nearby countries and reinforcing our tourism image; at developing national scenic areas to promote the beauties of Taiwan and upgrade our tourism and recreational facilities; at managing the industry to promote quality Taiwan, revitalize the investment environment, and optimize the content of tourism services; and at heightening the satisfaction of travelers and the rate of repeat visitors. Our strategy is in place and our target is clear, but I still feel that our core and our positioning are not good enough. For the future we need a core focus that is high enough to bring us to international standard, so that we can guide Taiwan tourism continuously onward toward the international stage and make our island into a shining destination for the world.



To create a competitive niche for Taiwan tourism, we must bring the industry in line with the world. For this reason the “Project Vanguard for Excellence in Tourism” is comprised of three action plans: “Project Summit” to bring out Taiwan's tourism advantages, “Project Keystone” to cultivate the competitiveness of our tourism industry, and “Project Propeller” to strengthen international market development while increasing added value in the industry. The aim is to rebuild core tour routes and elevate the role of tourism so that it binds together the government's six key emerging industries and becomes the vanguard service industry for Taiwan's economic development during the 21st century.

For the formation of this Project we gathered suggestions from various quarters and, from the internal aspect, cast our attention inward to re-evaluate our bottlenecks in the areas of tourism resources, markets, industry, and manpower, and took an inventory of the special characteristics of Taiwan's northern, central, southern, and eastern regions. We also worked from the external aspect, absorbing ideas from seminar after seminar of industrial, governmental, and academic experts for the formulation of the “Tourism Elite Incubation Plan,” gathering a consensus and mapping out 14 sub-plans that include subsidy

guidelines to meet the needs of tourism operators and negotiation for cooperation with training institutions of the Disney Institute standard. For the hotel star-rating program we held more than 15 educational sessions for associations and industry representatives to relieve them of their suspicions, establish a hotel rating system that meets international standards, and enhance standards of service.

In the process of formulating the Project we were favored by the concern and direction of countless industry leaders, helping the Tourism Bureau to proceed with an equal emphasis on quality and quantity, diversified liberalization, and global deployment, opening up more dimensions of possibility for Taiwan tourism. I hope that you will join us in this effort, and help us to focus international attention on Taiwan.

Janice Seh-Jen Lai

Director-general

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Bringing Taiwan into the World's View

Taiwan lies at the center of East Asia and has unparalleled natural scenery and a rich cultural background. Far more than just a high-tech industrial base, Taiwan is also a precious repository of Chinese culture. As the financial tsunami ravaged the world Taiwan also faced the challenges of manpower transition and industrial upgrading; and of all industries, tourism is one of those best suited to meeting these challenges.

The vision of the present stage of tourism administration is “Building a tourism environment with equal emphasis on quantity and quality,” with the formation of a “Beautiful Taiwan” through the concept of package tours that encompass tourism points, routes, and areas; the packaging of competitive tourism products such as mountain climbing, farm experience, folk festivals, hot springs, fine cuisine, bicycling, and other activities that bring out “Unique Taiwan”; the development of a full-dimensional travel service network that creates a “Friendly Taiwan”; the use of guidance, training, and evaluation to assure a “Quality Taiwan”; and, through a strategy of multiform opening and global deployment, “Marketing Taiwan.” This will lay down a solid foundation for the development of international tourism and the earning of foreign exchange.



Value The Infinite Potential of Taiwan Tourism

Stable Growth of Visitor Arrivals

The global financial turmoil that erupted in the second half of 2008 had an impact on the economies of countries all over the world and affected tourism markets everywhere. The inbound arrivals of nearby Asian countries such as Japan, Thailand, Singapore, and mainland China all suffered significant downturns; only Taiwan, thanks to efforts by the Tourism Bureau, other government agencies, and the tourism industry, experienced an arrivals increase

of 14.3% to 4.4 million in 2009. The ratio of visitors coming to Taiwan for tourism broke the 50% mark and the average length of stay increased to 7.3 nights. This makes it clear that Taiwan has tremendous potential for the further development of tourism.

The numbers are especially striking for visitors from mainland China. In 2008, Chinese entering Hong Kong and remaining overnight there stayed an average of only 3.6 nights; in 2009, the average stay of mainland Chinese

entering Taiwan and staying overnight reached 7.92 nights. In other words, one Chinese visiting Taiwan was equal in effect to 2.2 of them visiting Hong Kong. This fact reflects the equal emphasis that the Tourism Bureau, in its promotional efforts, puts on number of arrivals and length of stay.

With the gradual recovery of the global economy and the steady loosening of restrictions on cross-straits travel, in addition to the continued cultivation of its primary markets the Tourism Bureau will also work vigorously to develop emerging markets in the hope of achieving 5.5 million visitor arrivals in 2012.

Chart 1: Visitor Arrivals in Taiwan

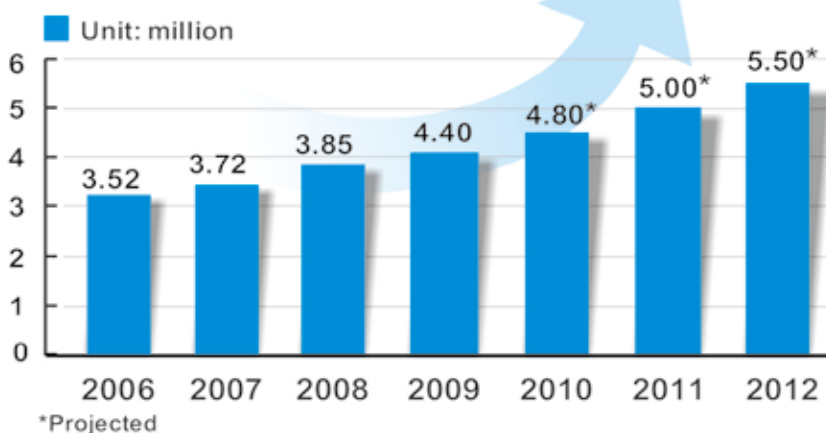
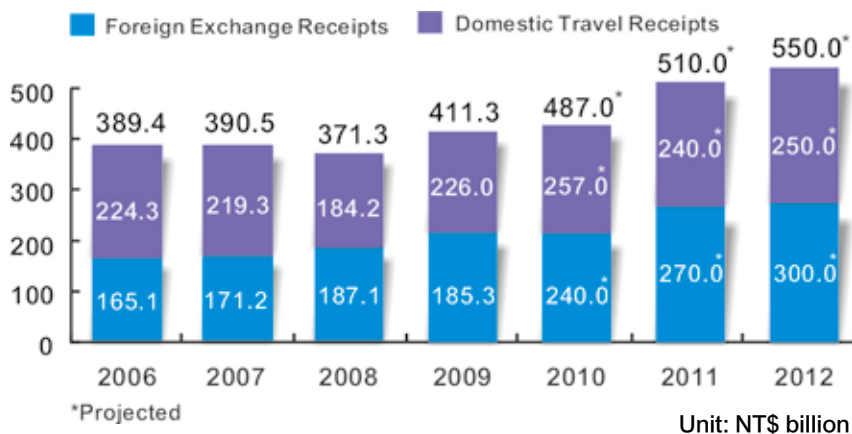


Chart 2: Tourism Receipts



Project Vanguard for Excellence in Tourism



LOOKING TO THE FUTURE AND THE PAST

Bright Prospects for Forex Earnings

The steady growth of Taiwan's overall tourism receipts depends mainly on foreign-exchange earnings from international tourism. The “development of international tourism to earn foreign exchange,” therefore, is an important goal for increasing tourism receipts in the future.

According to the World Economic Forum's (WEF's) 2009 report, Taiwan's forex tourism receipts reached US\$5.1 billion in 2007; this accounted for 1.34% of GDP, higher than the United States, Canada, Germany, Japan, and South Korea. The forex-earning potential of tourism is unlimited. The Tourism Bureau's vigorous promotion of international tourism will increase the numbers and spending of international arrivals; hopefully, forex earnings from tourism will reach US\$9.0 billion in 2012, accounting for 2% of GDP.

Stimulated by domestic travel, tourism has become important to local areas.

In recent years, the increasing popularity of domestic travel in Taiwan has brought countless business opportunities and has prompted local governments to vigorously promote tourism construction, encourage the upgrading of the tourism industry, and organize large tourism activities, developing all kinds of theme tours, pursuing in-depth local travel experiences, and attracting more travelers to invigorate local economies.

The surge in domestic travel has had a wide-reaching impact, generating NT\$185.3 billion in domestic tourist spending in 2009 and stimulating business for public transportation, public venues, restaurants, hotels, etc., thus helping to create a friendly travel environment, enhance service quality, and strengthen natural conservation.

Ratio of Forex Tourism Receipts to GDP in Top Tourist Destinations and Neighboring Asian Countries

	Country	Forex Tourism Receipts (US\$ million)/GDP	GDP (US\$ billion)	Ratio of Forex Tourism Receipts to GDP
Top Ten Competitive Tourist Destination Countries	Switzerland	12,182	427	2.85%
	Austria	18,887	371	5.09%
	Germany	36,029	3,321	1.08%
	France	54,228	2,594	2.09%
	Canada	15,486	1,436	1.08%
	Spain	15,486	1,440	4.01%
	Sweden	12,002	455	2.64%
	United States	96,712	13,808	0.70%
	Australia	22,298	909	2.45%
	Singapore	8,664	161	5.37%
Neighboring Asian Countries	Japan	9,334	4,382	0.21%
	Korea	5,797	970	0.60%
	China	37,233	3,280	1.14%
	Thailand	15,573	245	6.35%
	Hong Kong	13,776	207	6.65%
	Malaysia	14,047	187	7.52%
	Taiwan	5,137	383	1.34%

Source: WEF, 2009

Government Attention and Efforts to Achieve International Standards

Tourism will be a vanguard service industry for Taiwan in the 21st century. With changes in international political and economic conditions and in relations across the Taiwan Straits, and with demand from domestic travelers for the upgrading of tourism quality, the government is devoting a high degree of attention to the importance of tourism to economic development and has listed tourism as one of Taiwan's six key emerging industries slated for priority promotion.

When the financial tsunami struck a blow at the global tourism market, Taiwan went against the general downturn to register a 14.3% growth in tourism arrivals in 2009. Tourism generated NT\$226 billion in forex earnings that year, indicating that the development of international tourist sources has deeply implanted the image of Taiwan's unique attractions in the minds of travelers everywhere.





Focus 1 Beautiful Taiwan • Reappearance of Glory

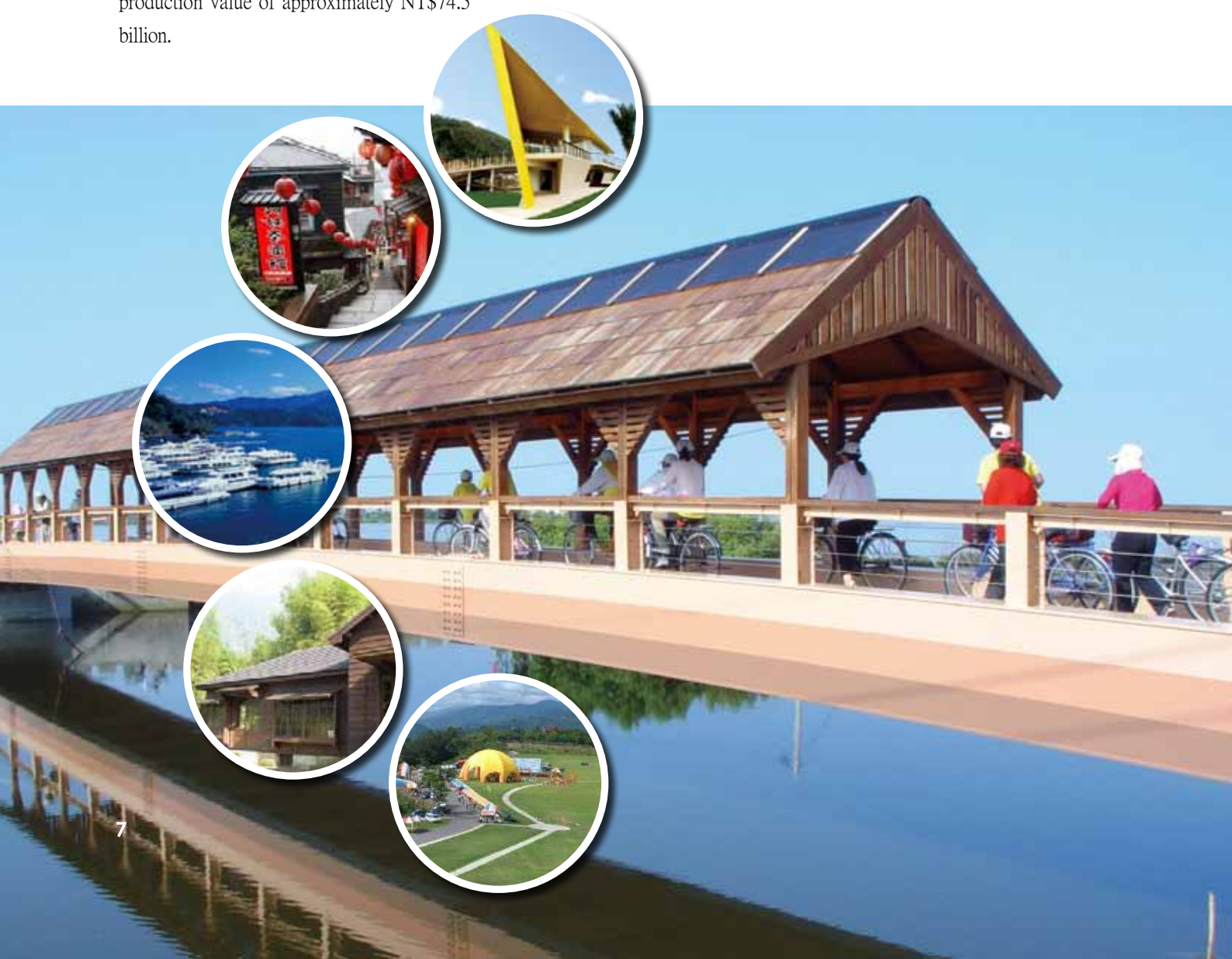
The entire island of Taiwan is rich in all kinds of tourist attractions. The Tourism Bureau is developing an island-wide tour network that includes “point,” “route,” and “area” travel, under the preconditions of preserving the ecology, reduced use of resources, priority on the environment, international standards, and convenience for travelers, to give new life to old destinations and bring about the reappearance of their glory.

Development of Round-the-island tour routes

Thanks to cooperation between the Tourism Bureau and local governments in providing assistance and subsidies, 11 key tour routes around the island attracted 37,270,000 visitors in 2008, a growth of 76.14% over 2003, and generated a tourism production value of approximately NT\$74.5 billion.

Old attractions, new image

The Tourism Bureau has cooperated with local governments in providing assistance and subsidies to give a new face to old familiar attractions and bring tourists new experiences.





Focus 2 Unique Taiwan • Theme Tours

Through the development of theme tours, advantageous products are packaged and promoted as “hot topics” to show Taiwan's unique attractions to the world.

Pop-star fan tours: Popular shows are used to market Taiwan and intensify the island's romantic image via the silver screen.

Medical tours: Medicine has a high popularization and quality in Taiwan; and by combining medical service with tourism, the more you travel in Taiwan the healthier you are!

Sports tours: Bicycling, sailing, mountain climbing; bringing the fullest beauty of Taiwan's forested mountains to the attention of sports lovers.

Wedding photography and honeymoon tours: All-in-One satisfaction of the needs of soon-to-be newlyweds, adding sweetness to love through the camera's lens.

Nostalgic culture tours: Tribal culture and railroad romance, replete with the moods of history and culture, bring back memories of times past.

Hot-spring culinary tours: Bathing in soothingly hot mineral-spring waters cleanses a traveler's body, mind, and soul, and exquisite hot-spring cuisine satisfies the most finicky of palates.





Focus 3 Friendly Taiwan • Much More Convenient

To attract visitors to Taiwan and afford them convenient travel on the island, the Tourism Bureau works to build up a full-dimensional travel service network and provide tour guidance services that bring convenient and considerate services from tour planning to the conclusion of travel.

- Assistance is given for the operation of 33 Taiwan Tour Bus routes, providing transportation between hotels in major cities and nearby scenic areas as well as foreign-language interpretation. About 40% of those who use this service are foreign travelers.
- Information counters with a uniform “i” logo are installed at airports, railway stations, and other major transportation hubs, and manned by specialized multi-lingual personnel. There are currently two tourist service centers, 38 travel information service centers, and 66 visitor centers.
- Local governments are assisted and subsidized in setting up guide map signboards at places where foreign tourists congregate; currently, these Chinese-English signboards are providing information at 204 sites.
- A 24-hour toll-free Chinese, English, Japanese, and Korean tourist information hotline (0800-011-765) was established in cooperation with Chunghwa Telecom, and six language versions of the Taiwan tourist information website (<http://taiwan.net.tw>) were set up.
- A national “Taiwan Tourist Highway Map” brochure, and northern, central, southern, and eastern regional tourist map brochures, were produced and offered free of charge.
- Tourism operators are encouraged to provide Japanese and Korean tourist services, using Jiufen as a demonstration site.





Focus 4

Quality Taiwan • Enhancement of Satisfaction

To heighten tourist satisfaction, it is necessary to improve tangible facilities and even more so to upgrade intangible services and professional training. The Tourism Bureau starts out with service quality and uses guidance, training, and evaluation to enhance standards of accommodation and front-line service personnel, so that tourists will be satisfied with their lodging and enjoy considerate professional services.



Guidance for quality upgrading in general hotels:

Professional consultation, loan interest subsidies, planning and design subsidies, and training courses are provided to encourage operators to renovate their properties. Under this program, facilities were improved in 18,102 rooms in 278 hotels from 2004 through 2009.

Training of tourism professionals:

Training is provided for front-line tourism service professionals such as travel agency managers, guides, tour managers, hoteliers, taxi drivers, tour bus drivers, and restaurant personnel to augment their professional know-how, vocational skills, basic foreign-language ability, courtesy, and service concepts, so that they can provide high-quality services to travelers from foreign countries and mainland China.



Evaluation of service quality in the tourism industry:

Tourism industry management and evaluation are strengthened by issuing legal emblems that provide consumers with identification labels that assure quality.





Focus 5 Marketing Taiwan • Eyes on the World

The Tourism Bureau positions itself as the general sales agent for Taiwan tourism, concentrating efforts on target markets, making nimble use of different marketing channels and advertising and promotion methods that bring Taiwan to the attention of the world.



Cultivating target markets and developing emerging markets:

Spokespersons are used to arouse a “Taiwan vogue” in the Japanese, Korean, Hong Kong, Singaporean, and Malaysian markets, and PR companies are hired to strengthen the deployment of sales channels in Europe and America and to vigorously develop the newly wealthy markets in mainland China, India, the Middle East, Southeast Asia, and the Muslim community.



Multidimensional innovative advertising and development of new marketing channels:

1. Internet marketing, key words, and blogs.
2. New and innovative channels such as advertising in MRT coaches and stations, and on highway bridges.
3. Cooperation with prominent media such as *Forbes*, *Monocle*, and *National Geographic*.
4. Strengthened alliances with businesses such as Giant bicycle, domestic wedding photo companies, and the Industrial Technology Research Institute.
5. Participation in major tourism fairs and exhibitions.



Project Vanguard for Excellence in Tourism



LOOKING TO THE FUTURE AND THE PAST

Large PR and marketing activities create word-of-mouth promotion and focus attention:

The Taiwan Lantern Festival, fan performances in Taiwan by heavyweight singers, acupressure massage, Love 101 Wedding Proposal activity, elite travelers touring Taiwan, the Taiwan open-air banquet experience, and “Taiwan Miracle” bicycle activities were held.



Incentive measures:

To boost the attraction of traveling to Taiwan, the Tourism Bureau provided “Gifts of the Four Seasons,” free half-day tours for transit passengers, five-star hotel stays for one dollar (or euro), gifts for millionth arrivals, charter flight subsidies, docking subsidies for foreign cruise ships, sharing of advertising expenses, subsidies for providing quality itineraries, development of the incentive travel market, and subsidies to schools for hosting educational travelers.





Showing Taiwan's New Tourism Allure to the World

Only by understanding trends can opportunities be grasped. According to the 2009 report of the World Economic Forum, Taiwan's foreign-currency tourism receipts reached US\$5.1 billion and accounted for 1.34% of GDP in 2007. This was a higher ratio than the U.S., Canada, Germany, Japan, and mainland China, reflecting the unlimited forex-earning potential of the island's tourism industry.

“Project Vanguard for Excellence in Tourism” is one of the Executive Yuan's six emerging-industry invigoration programs. Its aim is to make use of the advantages created by the opening of direct transportation, communication, and postal links with mainland China, the increase of flights across the Taiwan Straits, and the development of fifth-freedom rights; and to strengthen the tourism infrastructure, develop manpower, and build up to international standards so that Taiwan tourism will be able to break through more of the bottlenecks it faces, bring tourism innovation to the peak of achievement, and make the island into a tourism hub for East Asia and the most desirable destination in the region.

In the future, “Project Vanguard for Excellence in Tourism” will further realize the core values of “reaching for the summit,” “laying the keystone,” and “propelling upward,” and advance toward the goals of “developing an international vision, upgrading domestic travel quality, and increasing foreign-currency income.” It will manifest Taiwan's advantages by creating “Regional Flagships,” “International Spotlights,” and “Realization of Advantages,” and will cultivate competitiveness by re-engineering industrial upgrading and developing tourism elites, and will generate added value by developing international markets and enhancing quality.



Six Major Emerging Industries Create New Opportunities


Promoting the Six Emerging Industries

For a long time now Taiwan has been a base for technology industries, and also an island that fully preserves Chinese culture. When the financial tsunami struck a blow at the world economy, Taiwan also confronted bottlenecks of manpower transition and industrial upgrading. The island's future development will be toward the generation of foreign-currency income, while considering quality of life, by the fostering of six emerging industries: tourism, health care, biotechnology, green energy, cultural and creative, and high-end agriculture. These industries will succeed semiconductors and ICT by creating the next wave of economic opportunity.

Taiwan's Six Emerging Industries are inextricably linked to each other. The tourism industry can be combined with health care and high-end agriculture and extended to cultural and creative industries, not only changing the industrial structure but also creating new lifestyles in the pursuit of a better life.

Creating new opportunities for the tourism industry

Change brings new opportunities! Taiwan is located at the hub of Asia, and the new direct links across the Taiwan Straits open a channel for international travelers to visit Taiwan and then travel onwards. In the future, more convenient visa arrangements, increased flights between Taiwan and mainland China, the ongoing development of international flight connections and charter flights, and the encouragement of international cruise lines to call at Taiwan will boost the number of the island's visitor arrivals.

To build Taiwan into a major international tourist destination, the government will strengthen the travel service facilities at international airports, reinforce railway travel services, and, together with public transportation systems and the information technology industry, establish seamless travel services that will build Taiwan into a true "tourism hub of East Asia." 

Linkage of the Six Major Emerging Industries





Project Vanguard for Excellence in Tourism

ACTION AND CHALLENGE



Initiation of Project Vanguard for Excellence in Tourism


The Executive Yuan has initiated “Project Vanguard for Excellence in Tourism” to link tourism with the rest of the six key emerging industries and develop international tourism, upgrade the quality of domestic travel, and increase foreign-currency earnings. The formation of the unique attractions of Taiwan tourism will be reinforced, along with industrial re-engineering and the training of international tourism personnel, so as to attract foreign tourists to visit Taiwan and experience the island's natural and cultural resources as well as the fruits of industrial transition.

A budget of NT\$30 billion will be allocated for implementation of “Project Vanguard for Excellence in Tourism” over the next four years. The targets are to create NT\$550 billion in tourism receipts, create 400,000 jobs in tourism, attract NT\$200 billion in private investment, and bring at least 10 major international hotel chain brands into Taiwan.

Implementation of three action plans:

- "Project Summit": Employment of regional flagships and international spotlights to bring out Taiwan's advantages in the international tourism market.
- "Project Keystone": Development of international tourism standards to create competitiveness through industrial re-engineering and the cultivation of tourism elites.
- "Project Propeller": Enhancement of value-added in tourism through market development and quality upgrading.

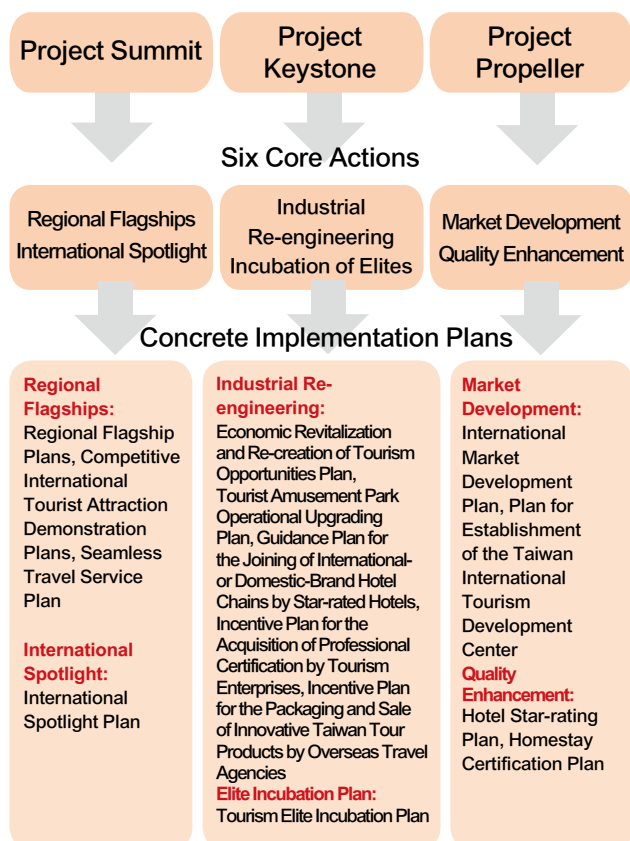
Breaking Through Bottlenecks

Current developmental bottlenecks are viewed from the market, resource, industry, and manpower aspects, and efforts are strengthened to break through the bottlenecks and create new conditions for tourism. 

- **Market:** Taiwan's tourism image is unclear and there is a large gap between peak and off-peak periods; it is necessary to strengthen Taiwan's image and develop international visitor sources.
- **Resources:** Tourism resource integration is inadequate, the unique features of tourist spots are unclear, and improvement is still needed in internationalization and friendliness. The integration of tourism resources should be strengthened, and tourism features and attractiveness should be better expressed.
- **Industry:** More capacity to receive tourists is needed, and both quantity and quality should be upgraded so as to achieve service quality and consumer satisfaction.
- **Manpower:** Professional service quality and international standards still need strengthening, international marketing manpower is inadequate, and flexibility in hiring and the utilization of funds is needed.

Project Vanguard for Excellence in Tourism

Three Action Plans





Repositioning of the Focus of Regional Development





ACTION AND CHALLENGE

Project Vanguard for Excellence in Tourism



Project
Summit

Building Regional Flagships, Changing Lifestyles

To create flagship attractions, the Tourism Bureau is implementing a “Regional Tourism Flagship Plan” designed to create unique tourist features in five regions, and is promoting a “Competitive International Tourist Attraction Plan” and “Seamless Travel Service Plan” to create unique tourist sites with international allure along with seamless travel information services.

Development of Five Regional Tourism Flagship Plans

The Tourism Bureau has adopted a top-down guidance mechanism that entails commissioning professional teams and inviting foreign tourism professionals to help formulate five tourism development plans for the northern, central, southern, eastern, and offshore island regions. In places where tourist sites and the tourism environment are deficient, the Bureau also cooperates directly with local governments in strengthening the infrastructure, forming flagship attractions for each area, and creating regional flagship attractions so that more travelers will be able to see the diverse beauty of Taiwan.

Implementation of the Plan for 10 Internationally Competitive Attractions

To increase the frequency and lengthen the time of tourist visits, the Tourism Bureau will adopt a top-down competition mechanism and subsidize local governments in developing 10 tourist sites with international allure. Preliminary selection was made of five projects with international allure: Rebirth of Tourism in the Taipei Confucius Temple Historical City, Integrated Development of the International Attraction of the Jiufen-Jinguashi Areas in Taipei County, Urban Greening Renewal on JingGuo Parkway and Fine Arts Parkway in Taichung, Rebirth of Lugang's Allure in Changhua County, and View of Pingtung Beauty in Southern Taiwan.

Deepening of Seamless Travel Services at 10 Tourist Sites

To develop a friendly tourism environment, the Tourism Bureau is enhancing the quality of transportation access for tourist sites with international development potential, the transportation linkage between sites within scenic areas, and the provision of information, and is pursuing “sustainable autonomous transportation services” and “upgrading of tourist site quality” with the aim of attaining the autonomous operation of seamless transportation services and marketing of at least 10 tourist destinations. Ten destinations have been preliminarily selected for strengthened guidance: Taoyuan County (Two Chiangs Culture Park), Nantou County (Sun Moon Lake and Xitou areas), Miaoli County (Nanzhuang area), Chiayi County (Chiayi City and Alishan area) Yilan County (Jiaoxi, Luodong, and Suao areas), Hsinchu County (Beipu, Emei, and Lion's Head Mountain), Taitung County (Rift Valley, area around Taitung City, and East Coast area), Pingtung County (Kending area), Hualien County (Taroko Gorge, Rift Valley, Hualien City area), and Tainan City (old capital city area, Anping and Taijiang route).

In addition, the “Tourist Information with Integrated Technology Services Application Project” is designed to integrate the existing tourism resources of local governments and implement value-added applications (such as PDAs and mobile phones) to allow the public rapid access to information and encourage the establishment of a system of international advertising and the provision of friendly services for international travelers, including the integrated use of 3D virtual itineraries, two-dimensional quick response (QR) codes, and smart phones.





Project
Summit

Life and Culture in Northern Taiwan • Meeting of Nostalgia and Art



Northern Taiwan has long been a center of Chinese art and culture, a place where the fashionable aura of a modern metropolitan area meets with the nostalgic allure of culture, art, Hakka settlements, and the “Two Chiangs” culture.

Life, Art, and Fashion Attract the Young

What are the coolest ways for young folk in Taipei to have fun? They can take a turn on the North Coast, where in the small town of Fulong they can surf in the sea or bicycle the Old Caoling Tunnel; they can explore the geological formations at Yeliu; or they can go to Fisherman's Wharf in Danshui and enjoy the beauty of the infinite horizon over the sea. Or they can go to the Ximending district of Taipei itself and sway to the music at an open-air rock 'n roll concert in front of the Red House Theater.

To nourish their culture and enrich their spirit, young people in Taipei can enjoy concerts and cultural performances on weekends at the Huashan Culture Park; savor leisurely relaxation as they stroll in the Yongkang Street or Shida (National Taiwan Normal University) areas; spend late nights in a 24-hour bookstore; or take a good book and savor a cup of coffee at Spot-Taipei Film House.

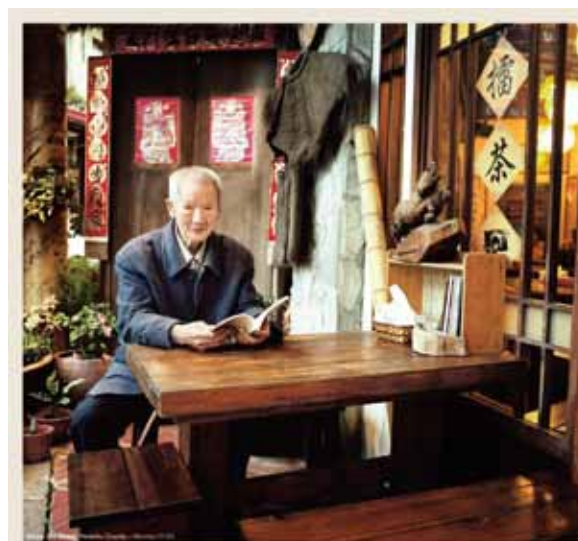
Two Chiangs Culture Park and New Hakka Shangri-la

Taoyuan County has enchanting scenery, and Chiang Kai-shek and Chiang Ching-kuo once liked to visit the Jiobanshan Resort, Jiobanshan Park, and Cihu (Lake Ci), leaving behind many historical relics and artifacts which have been incorporated into the planning of the Two Chiangs Cultural Park. In addition, the richly fragrant and nourishing ground tea, the creative thick rice noodles, and other reminders of the arduous past of the Hakka people are being used to give a new face to Hakka culture—a face of bright flowered Hakka clothing, the mouth-watering

delicacies of Hakka cuisine, and other cultural aspects that are on full display in tung blossom-bedecked northern Taiwan. All are welcome to come and enjoy this “new Shangri-la” of Hakka culture.

Alluring Destinations Catch the International Spotlight

The Tourism Bureau has pinpointed tourist sites with international potential for repackaging in new tour development plans. These plans include the rebirth of tourism in the Taipei Confucius Temple Historical City and reconstruction work for Taipei International Flora Exposition and the Dalongdong system, to allow travelers to experience the beauties of historical culture and the Confucian way. The beauty of mountain towns, the old-time lifestyles of miners, and historic sites are abundantly manifested in the integrated tourist development plan for the Jinguashi and Jiufen areas of Taipei County, which is designed to attract international attention to mining ecology tours.



*How can you find the
essence of Taiwan?
Ask for directions*

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ACTION AND CHALLENGE

Project Vanguard for Excellence in Tourism



Project Summit

Enterprise and Fashion in Central Taiwan • Urban and Rural Scenes



Take a deep breath: the air of central Taiwan is free of tension but redolent of the aromas of flowers and coffee. Leisure agriculture, horticulture, forest railroads, and the history of forestry--all can be linked together in tour itineraries from the central locations of Taichung City, Sun Moon Lake, or Alishan.

An Awesome City of Art

On the streets of Taichung, the blue sky and broad thoroughfares provide a backdrop for closely packed shopping centers, fashionable entertainments, and creative cuisine in a tolerant, embracing city where all kinds of professions can freely take succor and blossom forth in all kinds of creative expression. JingGuo Parkway and Fine Arts Parkway have been designed on the concept of a “Rebirth of Urban Green Belts,” using ecological and scenic green belts to create an outdoor plaza that links the city's tourism resources together. A casual stroll along JingGuo Parkway will bring you to fountains, Citizen Plaza, Flower Fragrance Park, and the Taichung City 100th Anniversary Monument. Your way will be shaded by green trees, and you will enjoy expansive vistas; on holidays, there are also cultural activities that add substance to the name, “City of Art.”

Elite Handicrafts – Rebirth of Lugang's Allure

Lugang and Fuxing Townships in Changhua County, known especially for sculptural handicrafts, have a long history and an abundance of handicraft creativity. Here you can experience the beauty of Taiwan's traditional handicrafts, savor the sight of historic sites, and feel the area's cultural romance.

Where Exquisite Mountain Scenery, Industry, and Culture Mix

Rich in produce and beautiful in scenery, from Taichung and Nantou to the expansive vistas of the Jianan Plain you can see gatherings of high mountains and fertile plains. Central Taiwan also offers a diversified range of local cultures and unique farm products.

Living on the shores of Sun Moon Lake, its lovely countenance swathed in mountain mists all year round, the Thao Tribe welcomes visitors with its famous singing, dancing, and bamboo handicrafts. The plain and rustic town of Puli attracts countless visitors, with its fame as a wine country and center of hand-made paper, to experience the beauty of life. In Changhua County, the Tianwei Highway Garden blossoms all year round in a show of floral beauty rivaling that of Holland, and tea farming and forestry clusters help bring people in to savor the majestic mountains and exotic Tsou tribal culture of Alishan. This rich mixture of natural scenery and human culture expresses the unique beauty that has long attracted crowds of domestic and international tourists to central Taiwan.





Project
Summit

Historical and Oceanic Southern Taiwan • Witness to Centuries of Glory




The ocean has had a very deep influence on the development of southern Taiwan, with the gathering of ships large and small, the flourishing of port cities, the long history of the ancient capital of Tainan, Kending at the southern tip of the island, and Dapeng Bay all owing their existence to the selfless nurturing of the great blue seas.

Infinite Allure of the Ocean City

The eternally sunny harbor city of Kaohsiung has a history of flourishing industry and marine shipping. With the cleaning up of the Love River and the planned beautification of its banks in recent years, navigation has become an important tool of tourism. You can now take a boat between the different harbors and travel among Xiziwan, Kaohsiung Harbor, and Fisherman's Wharf, traveling at your leisure and experiencing a romantic feel that is different from that of other oceanic cities. Take a boat along the Love River, view the sea and the sunset at Xiziwan, take a ferry to Qiñin and enjoy a delicious seafood meal, or climb to the old British Consular Residence and look down on the expansive harbor scene for an entirely new kind of experience.

The Southern Extremity • Where the Sky is Clear

Sunshine, beaches, and the shoreline at the southern tip of Taiwan have been made famous by the popular movie Cape No. 7 and the concerts that are held there every year. Fun-lovers flock to Pingtung all year round to enjoy the relaxed South Seas resort atmosphere. Here, you can move around as you wish through rustic country villages, pass through the ancient city gate at Hengchun, think back on scenes from the movie, or just relax and listen quietly to local folk songs.

In addition to the internationally known Kenting National Park, the Tourism Bureau is striving to create a world-class multi-purpose recreation area through the Dapeng Bay National Scenic Area build-operate-transfer (BOT) project that is expected to bring private investment in excess of NT\$10 billion, create local business opportunities, and provide 2,000 jobs. Other plans include the building of a convenient transportation network, development of a shoreline green corridor, and creation of a Dapeng Bay bikeway network; the establishment of a tropical coastal hot-spring resort corridor linking Kending and Sichongxi; improvement of peripheral recreational facilities; and the formation of Little Liuqiu into a coral-reef honeymoon ecological island that will attract more lovers of marine ecology. 





Project Summit

Leisurely Living and Naturel Eastern Taiwan • Pure Land of Rolling Whitecaps



Facing the vast Pacific and with the Central Mountain Range to the west, eastern Taiwan possesses wondrous natural scenery and rich cultural features. Here, where the mountains meet the sea and the everyday world seems far away, the pace slows down to match the charming beat of a more leisurely life.

Here, you can follow the blue ocean along the shoreline and enjoy the soothing sea breezes that caress your face. Follow the highway until you round a mountain and your eyes are struck by the sight of hillsides carpeted in daylilies, and you sigh in wonder at the swath of brilliant yellow as you snap away in an orgy of desire to preserve the moment forever.

Building a LOHAS Travel Paradise

The area of Hualien and Taitung counties has an abundance of natural scenery and other resources—the fine rice of the Rift Valley, daylilies, roselle, and sugar apples, as well as seafood products such as swordfish and dried chipped fish. The most enchanting feature of the area is its many indigenous tribes and other ethnic groups, each with its own interesting history and mythology.

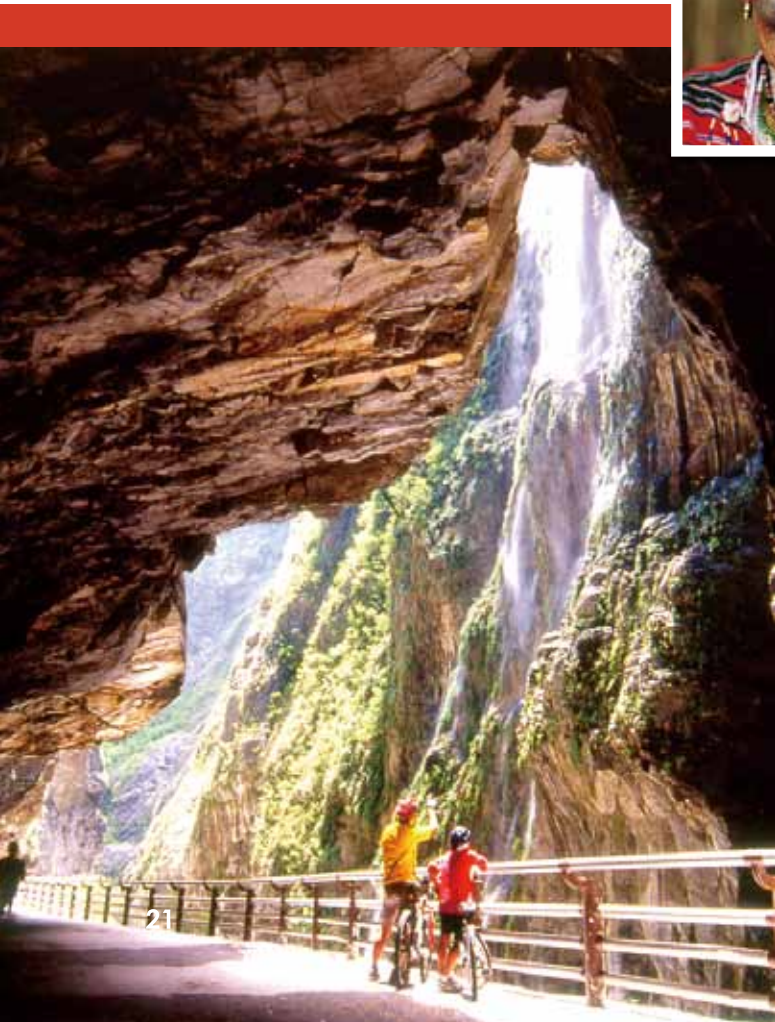


Eastern Taiwan, with its scenic splendors, has many choice destinations for travelers. Liyu (Carp) Lake has been developed as an international-class water sports center, and the famous Luye Highland is a major paragliding base (also international class). What is grabbing attention right now, however, is the Eastern Taiwan Bikeway Network Demonstration Plan, which involves

the formation of Taiwan's most comprehensive bikeway at Guanshan, in Taitung County, which takes riders through marvelous scenes of natural beauty. The East Coast area will be developed into a veritable bicyclers' paradise, which will be made known worldwide through advertising. The plan calls for the completion of 13 bikeways, including those in the Fulong area, Yilan coastal area, East Rift Valley, and East Coast, totaling 155.1 kilometers in length, along with 15 service stations. This is expected to increase visitors to the Northeast Coast and East Coast by 700,000 in 2012.

Rich Indigenous Cultures

Eastern Taiwan is filled with the features of many cultures, especially those of indigenous tribes. The area has abundant offerings of tribal cuisine, unique homestays, creative foods, and aborigine song and dance performances, as well as exciting harvest festivals.





ACTION AND CHALLENGE

Project
Summit

Unique Islands Taiwan • Resort Paradise on the Sea




Thanks to its special geographic location, Taiwan is surrounded by a number of offshore islands which, after the removal of military administration, retain unique cultural features and natural scenery. Visiting them is almost like going back in time.

Unique Islands, Fine Vacation Spots

Like a string of green pearls scattered on the sea, the islands of the Penghu archipelago offer marvelous geological landscapes and rich fishery resources. A brilliant display of fireworks on a summer night raises the curtain on a far-flung tour of Penghu, making it seem as if you had come to an international resort paradise. Here travelers can slow down and visit the homeland of the song “Grandma’s Penghu Bay” or take a boat to the spectacular basalt-column scenery of Tongpan Island and the “Double Heart” stone fish trap that exhibits the wisdom of former residents of Qimei. Or they can see something thoroughly modern: the huge wind generators at the Zhongtun Windmill Power Park, which form a new landmark for the islands.

This tranquil paradise in the sea is not only a vacation heaven. It also includes the Green Turtle Tourism and Conservation Center on the island of Wangan, which promotes ecological preservation and co-existence with nature.

The islands of Matsu also exude a unique aura of romance at such sites as the Peace Memorial Park, North Sea Recreation Area, Wusha Recreation Area, and Andong Tunnel, attracting numbers of visitors to experience the battlefield atmosphere or take wedding photos. The Tianhou Temple, with its tomb purportedly containing the clothing of the goddess Mazu, and the near-mythical Chinese crested tern have helped draw international attention to Matsu.

The island of Kinmen, once a military stronghold, is now more important for its traditional southern-Fujian villages with their unique architecture and residential lifestyle. 





ACTION AND CHALLENGE

Project Vanguard for Excellence in Tourism



Project Summit

Diverse Taiwan • Wowing the World

Taiwan is an island with unique natural and cultural riches, a convenient location, and diversified socioeconomic development. And it also has countless other attractions waiting to draw international attention and wow the world.

Unlimited MICE Potential and Culinary Excellence


A convenient island-wide transportation network, world-class hotels, and comfortable meeting and exhibition venues give infinite potential to Taiwan's MICE industry. MICE events can stimulate the tourism industry and generate surprising amounts of foreign-exchange earnings.

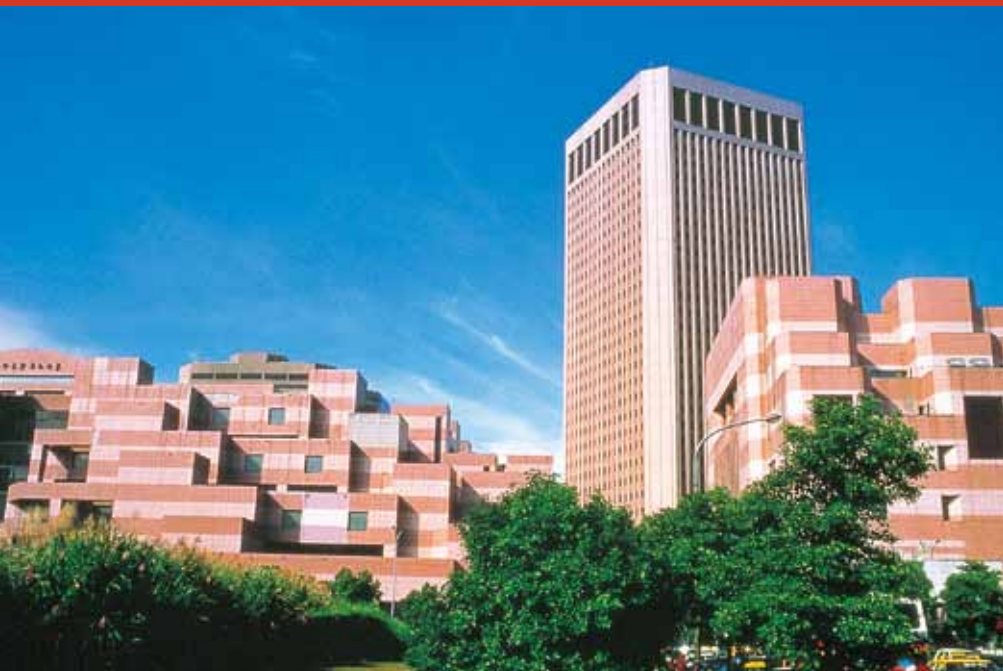
A Culinary Image that Wows the World

Taiwan is a repository of all the best Chinese culinary traditions, with chefs that constantly strive to improve and challenge the palates of gourmands of all kinds. Especially notable are the

special local snacks that have developed all over the island, each known for its own unique taste. Taiwan also has fine restaurants serving foods from other parts of Asia, including Thailand, Japan, and Korea, as well as other parts of the world. Taiwan is, indeed, a place where culinary cultures from all over the world meet and mix to produce a diner's paradise that few other places can match.

Growing Demand for Medical Tourism

With modern facilities and first-rate professionals, Taiwan has one of the world's highest densities of hospitals and clinics; and compared with the high cost of medicine in Europe and America, Taiwan's medical care is strongly competitive. Even as they undergo medical care in Taiwan, tourists can relax and experience the local lifestyle. It is no wonder that medical tourism is becoming more and more popular in Taiwan, and that its future is bright. 





Project
Summit

International Spotlight Shines on Taiwan

How can seasoned travelers who have been all over the world be enticed to visit Taiwan, and come back again and again? In addition to the island's unparalleled scenery, the unique history and culture of each township, and the coffee shops, bookstores, and nightlife attractions of the cities provide an endless variety of ways to tour Taiwan. But how can Taiwan be made to stand out among all the destinations that are available throughout the world? The "International Spotlight" plan offers a way to do this.

Through the "International Spotlight" plan, the Executive Yuan's Tourism Development and Promotion Committee aims to select 15 unique, international-class travel products from the northern, central, southern, and eastern regions of Taiwan that can offer shows to attract international tourists at scheduled times and places every day, to be packaged into focal points of international attention in the hope of drawing at least 1,000 international travelers each six months. These products can also be packaged by domestic and foreign travel agencies into in-depth travel products for widespread promotion. In the northern region the focus will be on life and culture, in the central region on industry and fashion, in the south on history and the ocean, in the east on LOHAS and nature, and all-Taiwan on diversity. The aim is to make Taiwan more interesting and varied for tourists both day and night.

Why attract the international spotlight?

All-night stores and night markets with an endless variety of fun and dining possibilities will surely give foreign travelers a deep impression of Taiwan. The main goal of the "International Spotlight" plan is to make up for the insufficiency of the

island's scheduled and night-time performances and, through the integration and strengthening of in-depth travel products that feature the unique elements of different regions, to attract repeat visits by international travelers.

How can the spotlight be focused on Taiwan?

The Tourism Bureau has divided Taiwan into five regions, and each year selects a theme "spotlight plan" designed to develop unique performances or itineraries for each region. For example, international competitions and other activities will be packaged together with the 2010 Taipei International Flora Exposition, 2011 World Design Congress, and ROC Centennial celebrations into travel products that will have immediate effect in marketing Taiwan. Those applying for inclusion in the International Spotlight program must submit plans that include regular annual activities or programs, to include at least one activity venue where tourists can watch the performances; they must also cooperate with travel agencies in packaging special in-depth products that can attract international tourists to Taiwan. The aborigine-themed accommodation that has received such favorable comment in recent years, for instance, can be combined with local aborigine activities, bicycle tours, and other activities into two-day, one-night or three-day, two-night itineraries. In addition, existing domestic performance groups and venues (such as Taipei Eye and Taipei Dome) can be used in combination with internationally known groups such as the Ming Hwa Yuan Taiwanese opera troupe and Cloud Gate Dance Theatre. If regular annual shows by the underground bands, rock'n roll bands, and pop bands of the Simple Life Festival at Huahsan Culture Park in Taipei could be organized, they also could be packaged into popular itineraries.

International Spotlight Plan

- Deepening the content of tourism by introducing world-class in-depth travel products that embody unique regional characteristics and are available over the long term at scheduled times and places, and can attract international tourists.
- Organize, or invite to Taiwan, internationally prominent competitions and other events that can be combined with the unique characteristics of different regions.
- Carry out the marketing of Taiwan in coordination with 2010 Taipei International Flora Exposition, 2011 World Design Congress, ROC Centennial, and other large-scale events.



ACTION AND CHALLENGE

Project Vanguard for Excellence in Tourism



Project Keystone

Consolidating Tourism Competitiveness

Is it beautiful scenery that most moves you in the progress of your travels? Rich culture? Five-star hotel service? Many people have similar travel experiences; they like to check into hotels with bright modern design and luxurious, comfortable appointments, and from the demeanor and behavior of the smiling service staff enter into a friendly and happy holiday atmosphere that clears troubles from their mind and makes them feel at home.

In terms of hardware tourism facilities, Taiwan has a good number of quality tourist hotels and well-known general hotels, along with an abundant capacity to receive tourists (see Table 1). At the present stage the industry should seek the further upgrading of both quantity and quality along with an accelerated pace of linkage with the world so as to avoid the development of a gap between travel service quality and the

expectations of travelers. There is still room for improvement in the quality of Taiwan's tourism professionals, international linkage needs to be strengthened, and international marketing personnel are a bit inadequate. To transform Taiwan's tourism in its industrial and manpower aspects, the Tourism Bureau is implementing "Project Keystone" to boost competitiveness via two major efforts: industrial re-engineering and the cultivation of elite professionals.

Five major industrial re-engineering projects boost international linkage

1. Economic revitalization and creation of new tourism opportunities plan: Interest subsidies are provided for loans to tourism enterprises for the upgrading of facilities and to help



alleviate short-term operating difficulties so as to create new business opportunities.

2. Upgrading of tourist amusement parks plan: Assistance is provided, in accordance with the results of the Tourism Bureau's annual amusement park operations and safety inspection and supervision competition, for the upgrading of operations and the enhancement of service quality.
3. Guidance for star-rated hotels to join international or domestic hotel chain brands plan: Hotels are provided guidance in improving their operating structures, enhancing their quality, and linking with the world.
4. Provision of incentives for tourism enterprises to acquire international certification plan: This includes certification and accreditation by such standards as ISO, HACCP, hotel environmental-protection label, green-construction label, hot-spring label, 5S, and fire-prevention label.
5. Incentive program for the sale of innovative product packages by overseas travel agencies: Overseas travel agencies are offered incentives for developing Taiwan tour products and sending tourists to Taiwan.

Broadening international vision and using personnel to their full potential

International tourism professionals are the tourism industry's most important resource. Besides encouraging students in tourism-related and special language departments to participate in practical tourism-industry training, international tourism promotion, and the reception of tourists, the Tourism Bureau continuously strengthens pre-employment and on-the-job skills training of tourism workers, and introduces tourism management concepts and success cases from abroad. In addition, outstanding tourism workers and tourism-related teachers are chosen each year to go abroad for 10-40 days of training at prominent foreign schools, hotels, and training institutions so as to improve their professionalism and international vision. Heavyweight foreign experts and scholars are also invited to participate in international training camps and seminars, and subsidies are offered for the development of advanced tour manager courses in order to strengthen the international competitiveness of Taiwan's tourism industry and strengthen the island's image for quality tourism.

Linking with the world and attracting major international hotel chains to Taiwan

Major international brands and tourist hotels are attracted to set up operations in Taiwan and bring in their sophisticated service and travel environments, not only to help burnish Taiwan's international image but also to bring in more foreign-currency earnings. Taiwan was home to seven international hotel brands in 2008 (see Table 3), and the number is expected to continue growing.

Table 1: Tourist Reception Capacity (as of December 2009)

Category	Number of Establishments	Branches/No. of Rooms
Travel Agencies	Consolidated: 89 Grade A: 1,926 Grade B: 148	315 branches 337 branches 10 branches
Tourist Hotels	95	22,459 rooms
Other Hotels	2,684 475 hotels capable of receiving	106,251 rooms (38,611 rooms)
Homestays	3,265	13,779 rooms
Tourist Amusement Parks	23	

Table 2: Tourism Workers (as of December 2009)

Category	Number of Workers
Travel Agencies (including tour guides and tour managers)	36,414
Tourist Hotels	20,307
General Hotels	41,601
Homestays	2,383
Tourist Amusement Parks	4,423

Table 3: International Chain Brand Hotels in Taiwan

Chain Brand	Group Affiliation	Hotel Name
Four Points	Starwood	Four Points by Sheraton
Sheraton	Starwood	Sheraton Taipei
Westin	Starwood	The Westin
Grand Hyatt	Hyatt	Grand Hyatt Taipei
Nikko	Nikko	Hotel Royal Taipei
Prince	Prince	Gloria Prince Hotel Nice Prince Hotel
Shangri-la	Shangri-la	Far Eastern Plaza Hotel Taipei Far Eastern Plaza Hotel Tainan



ACTION AND CHALLENGE

Project Vanguard for Excellence in Tourism



Project Propeller

Added Value in the Tourism Industry

A cat napping beside a wall, the aroma of fresh grass wafting in the air, face after face of warm smiles—happy memories of your visit will keep calling you back, time after time.

In the past Taiwan's beauty attracted countless travelers to visit, and today the questions of how to deepen existing travel products and entice those who have visited to come again, and how to develop new tour routes and new tourist sources (see Table 1), are challenging our determination to provide more depth to our tourism industry. From regional development and industry re-engineering to the cultivation of elite professionals, the next steps after improvement of the tourist infrastructure are vigorous market development and pursuit of overall quality upgrading.

**Come more!
Stay longer!
Spend more!**

The keys to the pursuit of upgraded quality in Taiwan tourism are, in concrete terms, market development and quality enhancement. The cultivation of target tourist markets, the development of emerging markets, and the recruitment of world-class experts and market development professionals through civic organizations are the key means of developing markets.

- **Development of international markets:** Efforts focus on the varying characteristics of major source markets and emerging markets in the planning of international advertising and promotion campaigns. The Tourism Bureau also cooperates with prominent international media companies and participates in large international travel fairs and conferences, and works with domestic and foreign tourism operators in developing quality travel products so as to strengthen the name recognition of Taiwan tourism.
- **Taiwan International Tourism Development Center:** With the reorganization of Taiwan's Executive Yuan, or Cabinet (planned for 2012), a Taiwan International Tourism Development Center will be set up to handle international tourism marketing, development, and training with the aim of promoting Taiwan tourism internationally, cultivating tourism professionals, attracting international investment, and developing innovative products.

Quality enhancement involves checking the safety and quality of travel-agency transactions, implementing a hotel star-rating system, certifying homestays, and providing travel services with guaranteed quality. All of these efforts are aimed at enhancing added value in the tourism industry and pursuing the further upgrading of the industry.

Chart 1 : Tourism Market Product Analysis


	Old Products	New Products	
Deepening of Old Markets	Japan	Mountain climbing, pop-star fan tours, railroad tours, hot-spring culinary tours, golf, study tours	Nostalgia tours, life esthetics tours, MICE, high-end culinary tours
	Korea	Mountain climbing, pop-star fan tours, golf	Life esthetics tours, MICE
	Hong Kong, Singapore, Malaysia	Salon photography and honeymoon tours, leisure agriculture, night-market snacks	Life esthetics tours, MICE, high-end culinary tours
	Europe, America	Culture tours, religious tours, eco-tours, mountain-climbing and hiking	Chinese-language study, leisurely tours, meditation tours, life esthetics tours, MICE
Development of New Markets	Mainland China	Round-the-island tours	In-depth regional tours, MICE, high-end culinary tours, medical tours, in-depth holiday tours
	Muslims	Leisure agriculture	Culture tours, observational learning tours, theme-park tours, urban shopping
	Newly Affluent in Five Southeast Asian Countries		High-end culinary tours, shopping, theme parks, medical tours, in-depth holiday tours, golf

- **Hotel star-rating evaluation:** Tourist- and general-class hotels will undergo a star-rating evaluation every three years and be granted one to five stars based on building facilities and service quality.
- **Homestay certification:** The certification of homestays is being carried out with the aim of enhancing their quality. The production of homestay certification training materials as well as a homestay evaluation standards and operations manual has been outsourced so as to further upgrade quality through training, assessment, and the certificate issuance procedure, as well as to assure that Taiwan's legal homestays have the ability to serve international travelers.



Results

Four Major Achievements for New Prosperity in the Tourism Industry

To build up the capacity to move forward, the Tourism Bureau has kept a constant watch on the process and results of each policy and has reviewed the current development of travel support systems from the market, resources, industry, and manpower aspects; it has worked out responsive strategies and formulated accompanying programs with the aim of injecting new vitality into the tourism industry so as to bring out its special characteristics and attractiveness, enhance the friendliness of the travel service interface, and stimulate the heightening of the quality of tourism workers. 

Expected tourism performance in 2012

Creation of Business Opportunities	Overall tourism receipts: NT\$550 billion Foreign-currency tourism receipts: NT\$300 billion (boosting ratio of overall receipts from 45% to 55%) Domestic tourism receipts: NT\$250 billion
Stimulation of Employment	Tourism industry employment: 400,000 Direct employment: 130,000 Indirect employment: 270,000
Attraction of Investment	Total private investment: NT\$200 billion
Bringing in of International Brands	Attraction of major international hotel chain brands: 10 brands



Let Taiwan Touch Your Heart

Taiwan is the most beautiful blue pearl in the Pacific, with the awesomely majestic Taroko Gorge, the roiling sea of clouds at Alishan, the vast horizons of the Lanyang Plain, and the bustling excitement of the urban areas.

You can climb to the top of the cloud-bedecked modern Taipei 101 tower, or savor the glorious colors of the sunset at the ancient Chikan Towers. Taiwanese, Hunanese, and Hakka foods, foreign delicacies, and night-market snacks are waiting for your choice. When you tire yourself out seeing the sights and eating, you can lie quietly in the soothing breezes of a clean white beach and do nothing at all but listen to the rhythm of the waves lapping gently on the shore. Pleasant weather, rich natural landscapes, precious cultural and historic sites, and plain and friendly people attract countless travelers from at home and abroad to come and visit. When these attractions are strung together into tourist routes, they will provide endless possibilities for touring Taiwan.

Project Vanguard for Excellence in Tourism is designed to give visitors an in-depth experience of the special attractions of “life and culture in northern Taiwan,” “enterprise and fashion in central Taiwan,” “history and the sea in southern Taiwan,” “leisurely living in eastern Taiwan,” and “unique islands and diverse Taiwan.” Besides participating in “tourist allure” and “international spotlight” activities, travelers will be able to make use of “seamless travel and information services” to travel at will throughout the different parts of Taiwan.

Looking back at the past, we see that Taiwan now possesses a solid tourism infrastructure; in the future, we will continue building on this foundation to strengthen our international competitiveness and develop the island into a major international tourist destination. At the present stage, urgent tasks in this effort include the creation of business opportunities, the attraction of international attention, and the molding of Taiwan's tourism image. It is our hope and expectation that through the implementation of Project Vanguard for Excellence in Tourism, travelers from both at home and overseas will discover the unique delights of travel in Taiwan.

Project Vanguard for Excellence in Tourism



ACCOLADES FOR A RICH HARVEST

Attachment Project Vanguard for Excellence in Tourism



1. Project Summit Action Plan

Regional Flagships

	Plan Name	Key Action Points	Plan Applicants	Implementation Plan or Subsidy Directions
1-1	Regional Tourism Flagship Plan	Top-down (guidance) Five major regional flagship sub-plans cover Northern, Central, Southern, and Eastern Taiwan, as well as offshore islands (Kinmen, Matsu, Penghu), providing guidance for environmental preparation work by local governments and Tourism Bureau administrations.	Local governments, national scenic area administrations	Regional Tourism Flagship Plan and related subsidy regulations (announcement expected in September 2010)
1-2	Competitive International Tourism Attraction Demonstration Plan	Bottom-up (competitive) Ten Major Attractions Demonstration Plans Guidance will be provided to local governments in creating 10 international attractions that feature unique and topical characteristics and can manifest special international allure. Each case will be given a subsidy up to NT\$300 million for two-year software and hardware environmental preparation.	Local governments	Competitive International Tourism Attraction Demonstration Plan
		Plan for Regeneration of Local Tourist Site Splendor Subsidies will be given to local governments for the improvement of facilities at major local tourist sites, and for improvement of the recreational environment, so as to regenerate the splendors of local scenic spots.	Local governments	Implementation Directions for Tourism Bureau Subsidies for the Construction of Public Facilities at Scenic Spots
1-3	Seamless Travel Service Plan	Seamless Travel Service Plan 1. Local governments will be subsidized in providing shuttle services and information at 10 tourist sites for a period of three years, with progressively autonomous operation. 2. Subsidies will be given for the provision by Taiwan Tour Bus package products of hotel and station pickup and multilingual guide interpretation services, with the aim of daily departures.	1. Local governments 2. Taiwan Tour Bus operators	1. Seamless Travel Service Plan 2. Directions for Tourism Bureau Subsidies for Taiwan Tour Bus Marketing and Service Quality Upgrading
		Application Plan for the Integration of Technological Services with Tourism Information Local governments will be offered subsidies for the uploading of tourism information onto common platforms and for the development of various value-added services; in addition, the database platform will be used to establish international promotion and provide a friendly international tourist service system, including 3D virtual itineraries, QR codes, and integrated use for smart mobile phones.	Local governments	

International Spotlight

1-4	International Spotlight Plan	<ul style="list-style-type: none"> To internationalize Taiwan's unique local products, enhance travel quality, and heighten international awareness and competitiveness, five international-class projects with unique characteristics are chosen each year (one each for Northern Taiwan, Central Taiwan, Southern Taiwan, Eastern Taiwan, and All-Taiwan) and provided subsidies up to NT\$15 million for a maximum period of three years. The Executive Yuan's Tourism Development and Promotion Committee has organized an inter-agency task force to implement this plan, with Stanley Yen serving as convener. 	Corporate groups, civic groups, and colleges and universities	Subsidy Directions for the Tourism Bureau International Spotlight Plan
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Project Vanguard for Excellence in Tourism



ACCOLADES FOR A RICH HARVEST

2. Project Keystone Action Plan (Cultivation of competitiveness)

Industrial Regeneration

	Plan Name	Key Action Points	Plan Applicants	Implementation Plan or Subsidy Directions
2-1	Plan for Economic Revitalization and Re-creation of Business Opportunities in the Tourism Industry	<p>Interest Subsidy Measures for the Extension of Preferential Loans for Upgrading of the Tourism Industry</p> <ul style="list-style-type: none"> ●The maximum amount of loans to tourist hotels, general hotels, and tourist amusement parks is increased from NT\$100 million to NT\$300 million, and is kept at NT\$60 million for travel agencies. The maximum term of the loans is extended from 10 years to 15 years. ●The interest subsidy is 1.5% of the annual rate, and the maximum term is extended from three years to five years. <p>Measures for Recovery of the Travel Agency Industry</p> <ul style="list-style-type: none"> ●The Tourism Bureau and the Credit Guarantee Fund have cooperated in allocating NT\$40 million to provide counter-guarantees for loans to travel agencies, with a maximum financing amount of NT\$400 million and a 90% percentage of guarantee. ●Amount of loans eligible for counter-guarantees and interest subsidies: Consolidated travel agencies, NT\$5 million; Class-A agencies, NT\$3 million; Class-B agencies, NT\$2 million. ●The maximum period of interest-rate subsidies is two years. Subsidy standards are as follows: <ol style="list-style-type: none"> 1. Loans examined by the Tourism Bureau and approved for transfer to the Credit Guarantee Fund are eligible for a subsidy of up to 1.5% of the annual interest rate. 2. Travel agencies that take out loans in accordance with the loan-approval rules of the different lending institutions are eligible for a subsidy of up to 4% of the annual interest rate. 	<ul style="list-style-type: none"> ●Tourist hotels, general hotels, tourist amusement parks ●Travel agencies 	<ul style="list-style-type: none"> ●Directions for Preferential Loans for Tourism Industry Upgrading ●Implementation Directions for Travel Agency Loans and Interest Subsidies
2-2	Operational Upgrading Plan for Tourist Amusement Parks	<p>Local Government Supervision Competition Awards for Outstanding Performance</p> <ul style="list-style-type: none"> ●Cash awards are given to amusement parks that are graded "Outstanding" or "Excellent" and are in the top third of the competitive rankings. <p>Guidance for Operational Upgrading</p> <ul style="list-style-type: none"> ●Subsidies are provided for the upgrading of service quality, to a maximum of NT\$6 per previous-year visitor. 	Tourist amusement parks	<ul style="list-style-type: none"> ●Operating Directions for Amusement Park Management and Safety Maintenance Inspections and Supervision Competition ●Implementation Directions for Tourism Bureau Subsidies for the Operational Upgrading of Amusement Parks
2-3	Plan for the Guidance of Star-rated Hotels to Join International or Domestic Hotel Chain Brands	Subsidies are offered to hotels that are star-rated and have newly joined international or domestic hotel chain brands to help cover the cost of chain joining fees, management fees, franchise fees, royalty fees, brand licensing fees, international hotel reservation system fees, domestic and international marketing costs, and technical guidance costs. The subsidies are available for up to 50% of actual spending on these items, or NT\$5 million, for a period of three years.	Tourist hotels, general hotels	<ul style="list-style-type: none"> ●Directions for Tourism Bureau Subsidies for Star-rated Hotels Joining International- or Domestic-brand Hotel Chains ●Directions for Tourism Bureau Subsidies for the Upgrading of Quality in Tourist Hotels
2-4	Incentive Plan for the Acquisition of Professional Certification by Tourism Enterprises	Subsidies are offered to encourage tourism enterprises to acquire ISO certification, HACCP certification, hotel environmental protection labels, green building labels, and 5S or fire-prevention labels. The subsidies cover the entire cost of verification-related fees and 50% of actual spending on hardware improvement or inspection related to participation in the certification process. The maximum subsidy per enterprise is NT\$5 million.	Tourist hotels, general hotels, tourist amusement parks, travel agencies	Tourism Bureau Subsidy Directions for the Acquisition of Certification by Tourism Enterprises
2-5	Incentive Plan for the Packaging and Sale of Innovative Taiwan Travel Products by Overseas Travel Agencies	Legally registered overseas travel agencies are encouraged to develop and sell innovative travel products by covering up to 49% of actual spending on advertising, promotion, and marketing of such products. The aim of this plan is to develop new products, expand overseas sales channels, and attract new tourist sources.	Legal overseas travel agencies	Tourism Bureau Subsidy Directions for Innovative Taiwan Travel Product Packaging and Sale by Overseas Travel Agencies

Project Vanguard for Excellence in Tourism



ACCOLADES FOR A RICH HARVEST

Elite Development

	Plan Name	Key Action Points	Plan Applicants	Implementation Plan or Subsidy Directions
2-6	Tourism Elite Development Plan	<ul style="list-style-type: none"> ● Elite tourism professionals are sent abroad for training. ● High-level leadership courses, international educational camps, and lectures by international masters are organized. 	<ul style="list-style-type: none"> ● Tourist hotels, general hotels, tourist amusement parks, travel agencies, college professors ● Civic groups 	<ul style="list-style-type: none"> ● Tourism Bureau Subsidy Directions for Overseas Training of Elite Tourism Professionals ● Implementation Directions for Tourism Bureau and National Scenic Area Administration Subsidies for the Organizing of Tourism Activities and Projects by Agencies and Groups

3. Project Propeller Action Plan

Market Development

3-1	International Market Development Plan	<ul style="list-style-type: none"> ● Marketing and promotion strategies are formulated in accordance with the characteristics of major tourist markets and emerging markets with good potential. ● International, competitive advertising and promotion, and marketing activities are planned. ● Development is carried out through cooperation with prominent international media, participation in major international travel fairs and conferences, and the holding of promotional activities. ● New itineraries and other quality travel products are developed in cooperation with domestic and foreign travel agencies. ● "Tour Taiwan and Feel the Centennial Excitement" has been established as the marketing focus for the ROC's Centennial Year. 	Depends on nature of business	<ul style="list-style-type: none"> ● Implementation Directions for Tourism Bureau Subsidies for the Holding of Tourism Advertising and Promotion Activities by Domestic and Foreign Travel Operators ● Implementation Directions for Tourism Bureau and National Scenic Area Subsidies for the Tourism Activities and Projects of Agencies and Groups ● Tourism Bureau Subsidy Directions for the Promotion of Overseas Tourist Charter Flights to Taiwan ● Tourism Bureau Subsidy Directions for Schools Receiving Overseas Students on Educational Tours of Taiwan ● Implementation Directions for Tourism Bureau Subsidies for the Establishment of Special-language Service Mechanisms by Travel Operators
3-2	Plan for Establishment of the Taiwan International Tourism Development Center	Plans for the establishment of the Center are being formulated in line with the timetable for reorganization of the Executive Yuan. The aim is to recruit international experts and carry out international tourism marketing, promotion, R&D, and training so as to enhance international marketing, promotion, and product-development capabilities and stimulate the upgrading of both quality and quantity in the tourism industry.		



Project Vanguard for Excellence in Tourism



ACCOLADES FOR A RICH HARVEST

Quality Enhancement

	Plan Name	Key Action Points	Plan Applicants	Implementation Plan or Subsidy Directions
3-3	Hotel Star-rating Appraisal Plan	<ul style="list-style-type: none"> To provide travelers with a reference for choosing accommodation and bring Taiwan in line with the international system, the initial implementation of the hotel star-rating appraisal system in Taiwan is being carried out in two stages. The first stage, assessment of facilities, is being accomplished via on-site appraisal by an evaluation committee, which will assign ratings of one, two, and three stars to the hotels. Hotels receiving a three-star rating may apply for second-stage assessment of services, which will be carried out by members of the evaluation committee via unannounced overnight stays in the applicant hotels. Following this assessment, the hotels that pass the evaluation will be granted four- or five-star ratings. To encourage hotels to cooperate, no appraisal fee will be charged for the initial hotel rating evaluation. In addition, explanatory seminars will be held, promotional materials will be produced, and a special website page will be set up. To enhance understanding of the system among the public, consumer-directed publicity will be stepped up, related news will be broadcast via the media, and participation in international travel fairs will be used. 	Tourist hotels, general hotels	<ul style="list-style-type: none"> Operating Directions for Hotel Star Rating Operating Directions for Hotel Star-rating Evaluation Fee-charging Standards Set by the Tourism Bureau of the MOTC for Conducting Rating Evaluations of Tourist Hotels and Other Hotels Directions for the Provision of Subsidies by the Tourism Bureau, MOTC to Encourage the Quality Upgrading of Tourist and General Hotels
3-4	Homestay Certification Plan	<ul style="list-style-type: none"> To guide homestays in linking with international standards, operators are encouraged to participate in homestay certification training and, after passing on-site evaluation, are granted homestay certification labels. This program is designed to upgrade homestay service quality and ability to receive guests, mold an image of homestay quality, and provide domestic and foreign travelers with needed information. To boost the incentive to participate, the first homestay certification is carried out free of charge, a special website (in Chinese, English, and Japanese) has been established, and the media are used to strengthen public acceptance of homestay certification. 	Operators of legal homestays	Homestay Certification Plan

Allocation of Spending

Action Plan	2009	2010	2011	2012	Total
Project Summit (Manifestation of Advantages)	681	4,550	5,625	6,609	17,465
Project Keystone (Cultivation of Competitiveness)	345	734	789	841	2,709
Project Propeller (Addition of Value)	1,960	2,473	2,586	2,807	9,826
Total	2,986	7,757	9,000	10,257	30,000

Unit: NT\$ million

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