

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**DEVELOPING TOURISM IN THUA THIEN HUE
IN LINKAGE WITH THE CENTRAL PROVINCES
OF VIETNAM**

SUMMARY OF DOCTORAL THESIS

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INTRODUCTION

1. The necessity of the thesis

Tourism development has consistently been one of the major priorities emphasized throughout the history of our Party and State. The 6th National Congress of the Party (1986) stated: “Along with boosting the export of goods, we must place great importance on and create favorable conditions for foreign currency-earning activities, such as tourism and remittances...” Similarly, the Party’s Socio-Economic Development Strategy for 2021-2030 emphasized: “Promote the restructuring of the tourism sector, ensuring professionalism, modernization, comprehensive and sustainable development, and international integration. Focus on linking tourism with other sectors and fields within the value chain to create tourism products, turning tourism into a leading economic sector.”

Tourism is a multifaceted economic sector with strong inter-sectoral, inter-regional, and social characteristics. In recent years, economic linkages in tourism development have emerged as a new trend in regional economic cooperation, becoming a central strategy for many localities, regions, and nations. Various studies highlight that regional economic linkages in tourism development are an objective necessity, playing a crucial role in fostering tourism growth. Under these circumstances, tourism in any locality must transcend administrative boundaries-of a region or even a country-to thrive. Collaboration between localities, provinces, and regions unlocks new strengths, paving the way for sustainable long-term tourism development.

Thua Thien Hue, situated in the southern part of the North Central region, is one of the five provinces/cities forming the Central Key Economic Region. This historical and culturally rich land, with its distinctive tangible and intangible heritage, is considered a “symbolic treasure” of Vietnamese culture, hosting seven UNESCO-recognized world heritage sites. The province’s tourism industry has developed early, and in recent years, tourism in Thua Thien Hue has increasingly become a key economic sector, characterized by relatively rapid and sustainable growth (with tourism revenue increasing by an average of 11.4% annually from 2016-2019). Thua Thien Hue is now recognized as a special destination in Central Vietnam. The province’s tourism linkages with other provinces in Central Vietnam, such as Quang Nam, Da Nang, Quang Binh, and Quang Tri, have advanced positively, showing significant breakthroughs and enhanced, more substantial cooperation in several areas. Programs such as the “Central Heritage Road,” “Three Localities - One Destination,” “Amazing Heritage Region,” and the “North Central Ecological, Cultural, and Spiritual Road” have contributed to promoting tourism resources and fostering tourism development in Thua Thien Hue and the broader Central region. However, the development of tourism in Thừa Thiên Huế in linkage with the Central provinces continues to encounter significant challenges. The interprovincial collaboration remains limited, with most initiatives still in their early stages, lacking an effective coordination mechanism and often being implemented in a superficial manner. The prevailing mindset of “local self-reliance” and competition among provinces in the region remains strong. Despite longstanding efforts to foster tourism linkages between Thừa Thiên Huế and the Central provinces, these connections have not been given adequate priority by local authorities. The development of innovative and distinctive tourism products remains insufficient, joint tourism promotion and marketing activities have not undergone substantial improvements, and resources allocated for interprovincial tourism development remain inadequate. Consequently, the full potential of the province and the region’s tourism assets has not been fully leveraged, and the synergistic benefits of regional collaboration have yet to be realized. This lack of progress has hindered the ability to meet the demands of market-driven development and sustainable growth objectives.

These challenges highlight the necessity for further research to enhance theoretical and practical understanding of the development of tourism in a province in linkage with other regional provinces. It is crucial to clarify the current situation and propose solutions to promote the development of tourism in Thua Thien Hue in linkage with other provinces in Central Vietnam. Accordingly, the author has selected the topic “*Developing tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam*” as the focus of this doctoral dissertation in Political Economy.

2. Research purposes and tasks

2.1. Research purposes

This study aims to examine the current state of tourism development in Thừa Thiên Huế in linkage with the Central provinces of Vietnam during the period 2011-2022. The analysis is grounded in a theoretical framework and practical experiences related to tourism development in a province in connection with others in the region. Based on these insights, the dissertation proposes strategic orientations and key solutions to enhance tourism development in Thừa Thiên Huế in linkage with the Central provinces of Vietnam by 2030, with a vision toward 2045.

Based on both theoretical and practical foundations of the development of tourism in a province in linkage with other regional provinces, the dissertation aims to clarify the current status of the development of tourism in Thua Thien Hue in linkage with other Central Vietnam provinces from 2011 to 2022. It will also propose strategies and solutions to promote the development of tourism in Thua Thien Hue linked with other Central provinces by 2030, with a vision to 2045.

2.2. Research tasks

To achieve these objectives, the thesis will undertake the following tasks:

Firstly, conduct a comprehensive review of domestic and international research related to the topic, summarizing previous contributions, identifying research gaps, and outlining the specific issues the dissertation will address.

Secondly, examine theoretical aspects of the development of tourism in a province collaborating with other regional provinces. This will involve investigating practical experiences of the development of tourism in similar provincial linkages within the country and extracting lessons applicable to Thua Thien Hue.

Thirdly, analyze and assess the current status of the development of tourism in Thua Thien Hue in linkage with the Central Provinces of Vietnam from 2011 to 2022, highlighting achievements, limitations, and their underlying causes.

Fourthly, propose strategic directions and solutions to advance the development of tourism in Thua Thien Hue in linkage with the Central Provinces of Vietnam through to 2030, with a vision extending to 2045.

3. Objects and limitations of the research scope of the thesis

3.1. Research subjects

The research subject of the dissertation is the development of tourism in a province in linkage with other provinces in the region, approached from the perspective of Political Economy.

3.2. Limited scope of the research

Scope of Content:

The dissertation primarily focuses on the provincial-level local government as the central actor in tourism development. Accordingly, the research scope is centered on key issues that

provincial authorities must address to advance the development of tourism in a province in linkage with other provinces in the region. The core areas of investigation include formulating strategic planning, policies, and management structures for developing tourism in a province in linkage with neighboring regional provinces; improving tourism products and promotional activities within the province while working in tandem with other regional provinces; mobilizing resources to support the development of tourism in a province in linkage with other provinces in the region; conducting monitoring and evaluation of development of tourism in a province in linkage with other regional provinces. Particularly, the content ensures the alignment of interests among stakeholders involved in development of tourism in a province in linkage with other regional provinces. This includes examining the relationships between the provincial government and key stakeholders such as tourism product suppliers, tourists, local communities, and the local governments of neighboring provinces.

** Spatial Scope:*

The dissertation focuses on the development of tourism in Thua Thien Hue in linkage with the Central provinces of Vietnam. In this context, Central Vietnam refers to the geographic region comprising 14 provinces/cities, extending from Thanh Hoa to Binh Thuan.

** Temporal Scope:*

This dissertation investigates the development of tourism in Thừa Thiên Huế in linkage with the Central Vietnamese provinces during the period 2011-2022 and proposes strategic solutions for its advancement through 2030, with a long-term vision toward 2045.

4. Research methodology and methods

4.1. Research Methodology

The dissertation is grounded in the theoretical and methodological principles of dialectical and historical materialism from Marxism-Leninism, integrated with Ho Chi Minh's Thought, as well as the perspectives, policies, and guidelines of the Communist Party of Vietnam. It also incorporates the State's policies and laws related to the development of tourism and economic linkages. Moreover, the thesis applies relevant economic theories, including modern tourism economics, market failure theory and the role of the state, economic linkage theory, comparative advantage and value chain theory, labor division and cooperation theory, and theories on decentralization and delegation, among others.

4.2. Research Methods

To accomplish the outlined objectives and tasks, the thesis utilizes a comprehensive set of research methods, drawing from both the traditional approaches of social sciences and the specialized field of political economy. These methods include scientific abstraction, analysis and synthesis, logical and historical analysis, deduction and induction, modeling, statistical analysis, and comparative evaluation, SWOT analysis method, and so on.

5. New scientific contributions of the thesis

5.1. Theoretical contributions

The theoretical contributions of the thesis include identifying and clarifying the fundamental theoretical issues related to the development of tourism in a province in linkage with other provinces in the region. Specifically, the thesis addresses: defining and explaining the concept and scope of the development of tourism in a province in linkage with other provinces in the region; understanding the characteristics and role of the development of tourism in a province in linkage with other provinces in the region; detailing the content of the development of tourism in a province in linkage with other regional provinces, considering the unique aspects from the

perspective of Political Economy; developing evaluation criteria and clarifying the factors affecting the development of tourism in a province in linkage with other regional provinces.

5.2. Practical contributions

Firstly, the thesis extracts valuable lessons on the development of the development of tourism in Thua Thien Hue in linkage with the Central Provinces of Vietnam by analyzing experiences from various regions, including Ho Chi Minh City, Da Nang, and Quang Ninh.

Secondly, the thesis provides a detailed assessment of the status of the development of tourism in Thua Thien Hue in linkage with the Central Provinces of Vietnam for the period 2011-2022. This assessment, grounded in the theoretical framework established in Chapter 2, identifies the key achievements, existing limitations, and the underlying causes of these outcomes, along with the challenges that need to be addressed in the development of tourism within this context.

Thirdly, the thesis draws on the theoretical and practical insights discussed in Chapters 1-3, the thesis examines the new context and proposes strategic directions. It outlines a comprehensive set of seven core groups of solutions to advance the development of tourism in Thua Thien Hue in linkage with the Central Provinces through 2030, with a vision extending to 2045.

Fourthly, the research findings presented in this thesis provide a valuable resource for research and teaching in the social sciences, particularly in the field of Political Economy. They are intended for use at universities, colleges, academies, provincial political schools, and relevant departments and agencies.

6. Structure of the dissertation

Excluding the introduction, conclusion, list of the author's published works, references, and appendices, the thesis is organized into 4 chapters and 10 sections.

Chapter 1

OVERVIEW OF PUBLISHED STUDIES ON THE DEVELOPMENT OF TOURISM IN A PROVINCE IN LINKAGE WITH OTHER PROVINCES IN THE REGION

1.1. PUBLISHED STUDIES RELATED TO THE DISSERTATION TOPIC

1.1.1. Research on The development of tourism

*** International Research**

Regina Scheyvens và Robin Biddulph (2017) "*Inclusive the development of tourism*"; Bogdan Sofronov (2018), "*The development of the travel and tourism industry in the world*"; Kusubakti Andajani và cộng sự (2018), "*Development of Tourism Industry and National Economic Security*"; João Romão (2018), "*Tourism, Territory and Sustainable Development*"; Konstantinos Andriotis và cộng sự (2022), "*Tourism Planning and Development in Western Europe*".

*** Domestic Research**

Nguyen Hoang Phuong's doctoral thesis (2017) on the topic: "*The development of tourism in the Mekong Delta in International Integration*"; Le Minh Hieu's doctoral thesis (2017) on the topic: "*The development of tourism in Dong Thap in the Context of International Economic Integration*"; Vo Thi Thu Ngoc's doctoral thesis (2018) on: "*Sustainable The development of tourism in Thua Thien Hue Province*"; Trinh Thi Phan's work (2019) titled: "*A Study of The development of tourism in the North Central Region*"; Bui Trong Tien Bao and Quyen Dinh Ha's article (2019) on: "*Factors Affecting The development of tourism in the Dong Thap Muoi Region*".

in the Context of Integration”; Nguyen Tuan Anh's doctoral thesis (2021) on: “The development of tourism in Thua Thien Hue in the Context of International Economic Integration”; Tran Thi Yen Anh's work (2022) on: “Rural The development of tourism in the Red River Delta.”

1.1.2. Research on Tourism Linkages, and Tourism Linkages in Central Vietnam

1.1.2.1. Research on Tourism Linkages

*** International Research**

Cevat Tosun et al. (2005), “Cross-Border Cooperation in Tourism Marketing Growth Strategies”; Cathy Hsu, Zheng Gu (2009), “Regional tourism collaboratinon in the Pearl river delta, China”; Katazyna Czernek (2013), “Determinants of cooperation in a tourist region; Bozena Krce Mioči và cộng sự (2016), “Management of sustainable tourism destination through stakeholder cooperation”; Kuznetsova et al. (2017), “Mega-Clusters as a tool of interregional cooperation in tourists field”; Halina Kiryluk et al. (2020), “Benefits and barriers to cooperation in the process of building a place’s brand: perspective of tourist region stakeholders in Poland”.

*** Domestic Research**

Trần Hữu Sơn (2016), in the article “Establishing Mechanisms and Policies for Regional and Sub-regional Linkages in Northwestern Tourism”; Phạm Thị Hồng Cúc and Phan Thị Hồng Dung (2018), in the article “Spatial Linkages in Tourism in the Western Mekong Delta: Current Situation and Solutions”; Nguyễn Thị Ngọc Anh (2018), in the doctoral thesis “The development of tourism along the Lang Son - Hanoi Economic Corridor” (Geography major); and Nguyễn Minh Tuấn (2019), in the article “Factors Influencing and Solutions for Strengthening Regional The development of tourism Linkages in the Current Context”.

1.1.2.2. Research on Tourism Linkages in Central Vietnam

Trần Ngọc Ngoạn and Hà Huy Ngọc (2013), in “Regional Linkages in The development of tourism in the North Central Region: Approaches and Policy Recommendations”; Trần Xuân Quang (2020), in “Linkages for The development of tourism in the North Central Region”; Nguyễn Quốc Toàn (2020), in “Regional Linkages in Economic Development in the South Central Coast”; Bùi Thị Quỳnh Thơ (2021), in “The Implementation of Regional Linkage Policies and Laws in The development of tourism in the North Central Provinces”; and Trần Văn Anh (2021), in “Tourism Linkage Development in Central Vietnam: Current Situation and Sustainable Development Solutions”.

1.1.3. Research on the Development of Tourism in a Province in Linkage with Other Provinces in Vietnam

Associate Professor Dr. Trần Thị Minh Hòa (2015), in the article “Linkages in Local The development of tourism”; Nguyễn Thị Hồng Hải (2018), in her doctoral thesis (Geography major) “The development of tourism in Hải Phòng City through Linkages with the Red River Delta and Northeastern Coastal Regions”; Nguyễn Phú Thăng’s doctoral thesis (2019), “The development of tourism in An Giang Province through Linkages with Neighboring Regions”; Lê Đức Trọng (2022), “Regional Connectivity in Sustainable The development of tourism in Quảng Bình Province”; Nguyễn Hồng Nhung (2023), “Economic Linkages in The development of tourism in Vĩnh Phúc Province”.

In addition to the aforementioned comprehensive studies on the development of tourism through regional linkages that have emphasized the role of local authorities, there are specific studies focused on the role of provincial-level local governments in the development of tourism and inter-regional tourism linkages. These include: Nguyễn Mạnh Cường (2015), “The Role of Provincial Local Governments in Sustainable The development of tourism in Ninh Bình

Province”; Nguyễn Xuân Nhân (2016), “*Provincial Local Government Management of Sustainable The development of tourism*”; Trần Thị Diệu Oanh (2016), “*On the Authority and Autonomy of Local Governments in Vietnam Today*”; Nguyễn Hoàng Tứ (2016), “*Local Government Management of Sustainable The development of tourism in the Central Provinces of Vietnam*”; Ngô Nguyễn Hiệp Phước (2018), “*State Management of Tourism in Cần Thơ City in the Context of International Integration*”; Vũ Lan Hương (2022), “*State Management of The development of tourism in Hòa Bình Province*”; Lê Thị Bình (2022), “*State Management of Sustainable The development of tourism in Thanh Hóa Province*”; Nguyễn Thị Thu Phương (2024) “*The Role of Provincial Governments in Tourism Linkages - A Study in the Southern Red River Delta Region*”, etc.

1.2. CONCLUSIONS FROM PUBLISHED RESEARCH AND AREAS FOR FURTHER INVESTIGATION ON THE DEVELOPMENT OF TOURISM IN A PROVINCE IN LINKAGE WITH OTHER PROVINCES IN THE REGION

1.2.1. Conclusions from Published Research on the Thesis Topic

1.2.1.1. Observations and Evaluations of Results Achieved by Published Works Related to the Thesis Topic

Firstly, numerous studies have broadly explored the development of tourism and its various approaches. These studies have systematically and comprehensively addressed theoretical aspects of tourism, including its definition, development processes, key characteristics, influencing factors, and criteria for assessing tourism growth. This has allowed the author to build upon, refine, and expand their theoretical framework for the development of tourism in a province in linkage with other regional provinces.

Secondly, several studies have examined the development of tourism in Thua Thien Hue through multidisciplinary lenses, such as business administration, international economics, geography, and political economy. These works have successfully presented a comprehensive overview of the tourism sector in Thua Thien Hue province.

Thirdly, research on economic linkages between localities within regions has yielded significant insights, including a deeper understanding of the content, forms, levels, and influencing factors of these linkages. Additionally, these studies have examined the role, significance, and fundamental relationships that underpin regional economic cooperation. When it comes to the development of tourism linkages, researchers generally agree that such linkages stem from the inherent characteristics of the industry, market demands, and the substantial benefits gained by participating entities. These studies have defined key concepts, content, principles, and factors influencing tourism linkages, as well as developed criteria to evaluate and measure the strength of these connections, particularly among businesses. Research has been conducted at various scales, from local to sub-regional and regional levels.

Fourthly, a number of studies have investigated the development of tourism in a locality linked to other areas within a broader national geographical region. These studies have contributed significantly to defining the concept, principles, influencing factors, and the importance of the development of tourism in a province in linkage with other regional provinces.

Fifthly, some studies have highlighted the crucial role of local governments in organizing and managing tourism activities. This includes analyzing the structure of provincial-level state management agencies, summarizing their functions and responsibilities, and evaluating the role of local authorities in fostering the development of tourism. These studies offer valuable insights that inform our research.

1.2.1.2. Gaps in Research Related to the Thesis Topic Not Yet Covered by Published Studies

Overall, research findings from both domestic and international studies have covered a wide range of topics related to the dissertation's research direction. However, the author identifies certain limitations. For instance, while numerous studies have examined tourism development from various perspectives and approaches, and recent research on regional tourism linkages has been explored, studies on tourism development in a province in linkage with other regional provinces remains insufficiently analyzed from the perspective of Political Economy. Specifically:

**** From a theoretical perspective***

There is a lack of research that defines and clarifies the concept of the development of tourism in a province in linkage with other regional provinces.

No studies have systematically and comprehensively analyzed the characteristics, roles, and influencing factors of the development of tourism in a province in linkage with other provinces in the region. Existing research has not explored the development of tourism in a province in linkage with other regional provinces from a unified perspective that integrates the role of provincial local governments. Furthermore, there is no established framework of evaluation criteria for assessing the development of tourism in a province in linkage with other regional provinces, especially in a unique province like Thua Thien Hue.

**** From a practical perspective***

To date, there has been no systematic and thorough analysis of the current state of the development of tourism in Thua Thien Hue in linkage with other Central Vietnam provinces, nor have there been proposals for strategic directions and solutions to enhance this development through 2030 and with a vision towards 2045, based on Political Economy principles. For these reasons, the topic "Developing Tourism in Thua Thien Hue in Linkage with Central Vietnam Provinces" has been chosen for research. This topic is innovative, unexplored, and does not overlap with existing studies, offering both theoretical and practical significance.

1.2.2. Research Results Adopted by the Dissertation and Issues to Be Addressed

1.2.2.1. Research Results Adopted by the Dissertation

A comprehensive review of the research related to this dissertation topic reveals that various aspects have been explored from different perspectives and at different levels by scholars. Both theoretical discussions and practical analyses pertaining to the research problem offer valuable scientific contributions that this dissertation will adopt and build upon. These insights provide a solid foundation for further in-depth analysis and evaluation from the author's research perspective, enabling the dissertation to address the specific research objectives and tasks.

1.2.2.2. Issues to Be Resolved in the Dissertation

Drawing from the findings of previous studies, this dissertation aims to fill the existing research gaps and contribute to the promotion of the development of tourism in Thua Thien Hue in linkage with other provinces in Central Vietnam. From a Political Economy perspective, the dissertation focuses on addressing the following key issues, in line with its research objectives, scope, and tasks:

Theoretical Aspects

The dissertation develops a theoretical framework for the development of tourism in a province in linkage with other regional provinces, viewed through the lens of Political Economy.

Specifically, it clarifies the key concepts, characteristics, roles, and scope of the development of tourism in a province in linkage with other regional provinces. Additionally, it establishes a system of evaluation criteria and identifies the factors that influence this development. The research emphasizes the role of provincial governments in steering the development of tourism in linkage with other provinces, focusing on core activities such as planning, policy formulation, institutional frameworks, and management structures. Further, the dissertation addresses tourism product development, promotional activities, resource mobilization, and the assessment of the development of tourism in a province in linkage with other regional provinces. Crucially, it highlights the need to balance the interests of all relevant stakeholders involved in regional the development of tourism.

Practical Aspects

The dissertation reviews and analyzes the experiences from other provinces with similar characteristics to Thua Thien Hue, examining both successful and unsuccessful cases to extract valuable lessons.

Building on the theoretical framework, the dissertation conducts a comprehensive study of the current state of the development of tourism in Thua Thien Hue in linkage with other Central Vietnam provinces during the period 2011-2022.

The dissertation proposes strategic directions and actionable solutions to foster the development of tourism in Thua Thien Hue in linkage with other provinces in Central Vietnam by 2030, with a long-term vision extending to 2045.

Chapter 2

THEORETICAL FOUNDATIONS AND PRACTICAL INSIGHTS OF DEVELOPING TOURISM IN A PROVINCE IN LINKAGE WITH OTHER PROVINCES IN THE REGION

2.1. CONCEPTS, CHARACTERISTICS, AND ROLES OF THE DEVELOPMENT OF TOURISM IN A PROVINCE IN LINKAGE WITH OTHER PROVINCES IN THE REGION

2.1.1. Concept of the Development of Tourism in a Province in Linkage with Other Provinces in the Region

There are currently various approaches, resulting in different concepts of tourism, tourism development, economic linkages, tourism development within economic linkages, and the development of tourism in a province in linkage with other provinces in the region. Based on a selective review and assimilation of these concepts, within the scope of this dissertation, the author adopts a unified approach to the following terms

2.1.1.1. Concept of the Development of Tourism

Concept of Tourism: Tourism is a diverse and multifaceted industry designed to support travel to destinations beyond one's usual place of residence for a defined period (less than one year). Its primary purposes include sightseeing, relaxation, recreation, and entertainment. As a large-scale industry involving numerous stakeholders, tourism not only delivers economic benefits but also contributes significantly to political and social spheres.

Concept of the Development of Tourism: The development of tourism refers to the process of evolving and advancing from simpler to more complex stages, and from less developed to more sophisticated levels, within a specific timeframe. This development encompasses improvements in various dimensions of the industry, such as scaling up operations, enhancing

quality, refining organizational structure, and harmonizing the interests of all stakeholders. The objective is to achieve effectiveness across economic, cultural, social, and environmental aspects.

2.1.1.2. Concept of the Development of Tourism within Economic Linkage

Economic linkage refers to the economic relationship between entities grounded in specific principles and constraints. This relationship is facilitated through economic activities that enable the division of production and the effective utilization of the participants' potential, with the aim of delivering stable and sustainable economic benefits.

The development of tourism within economic linkages involves advancing the tourism industry through cooperative economic efforts among partners. This cooperation is based on defined principles and constraints, emphasizing economic activities that promote the division of labor and the optimal use of each participant's potential. The objective is to ensure that all parties involved benefit economically in a stable and sustainable manner.

2.1.1.3. The Concept of the Development of Tourism in a Province in Linkage with Other Provinces in the Region

Based on the inherited concepts and from the perspective of Political Economy, the author proposes the following definition: Developing tourism in a province in linkage with other provinces in the region involves advancing the tourism industry within a province through coordinated connections and cooperation with neighboring provinces. This approach adheres to specific principles and constraints designed to maximize benefits for all participating entities, foster sustainable the development of tourism in the province/region, and positively impact the economic, cultural, and social development of the province/region.

2.1.2. Characteristics of the Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.1.3. Key Stakeholders in the Development of Tourism in a Province in Linkage with Other Provinces in the Region

From the perspective of the study on the development of tourism in a province in linkage with other regional provinces, it is evident that the local government will engage with various stakeholders, including tourists, tourism product suppliers, and local residents. Moreover, there will be interactions between the local government of the province under study and the local governments of the neighboring provinces involved in the linkage.

2.1.4. The Role of the Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.2. CONTENT, CRITERIA FOR EVALUATION, AND FACTORS AFFECTING THE DEVELOPMENT OF TOURISM IN A PROVINCE IN LINKAGE WITH OTHER PROVINCES IN THE REGION

2.2.1. Content of the Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.2.1.1. Formulating Strategic Planning, Policies, Mechanisms, and Management Organizational Structures for the Development of Tourism in a Province in Linkage with Other Provinces in the Region

** Formulating Strategic Planning for the Development of Tourism in a Province in Linkage with Other Provinces in the Region*

The content of developing plans for the development of tourism a province in linkage with other regional provinces involves the measures and methods that the provincial government must implement based on the principles and constraints of the linkage. This aims to create plans that guide the development of tourism in the province in linkage with other provinces in the region.

** Establishing Policy Mechanisms for the Development of Tourism in a Province Linked with Other Provinces in the Region*

To facilitate the implementation of the proposed planning and development plans and to create a supportive environment, the provincial government must define state policies and add any necessary policies. This should be based on general regulations, specific local conditions, and the principles and constraints of regional linkages. Such policies will enhance the effectiveness of tourism management within the linkage, modify the behavior of participating entities, and address the requirements of integrated the development of tourism.

** Organizing the Management Structure for the Development of Tourism in a Province in Linkage with Other Provinces in the Region*

For effective the Development of Tourism in a Province in Linkage with Other Provinces in the Region, the provincial government's management structure for tourism should be organized with clear responsibilities, authority, and structure to ensure efficiency and effectiveness. The public administration management system for linked tourism must align with the province's strategy, planning, and development plans for tourism linkage, ensuring effective governance. Additionally, specialized departments for linked tourism should be established to support relevant agencies.

2.2.1.2. Developing Tourism Products and Promoting Tourism in a Province in Linkage with Other Provinces in the Region

** Developing tourism products in a province in linkage with other regional provinces*

Tourism product development through regional cooperation typically involves creating joint tourism offerings that highlight the unique features of each locality, developing distinctive regional products to avoid duplication, and collaborating on products with other regions and countries. Based on shared plans, development strategies, and established standards within the linkage, provincial authorities implement initiatives to continually enhance the quality and appeal of the province's linked tourism products.

** Promoting tourism in a province in linkage with other regional provinces*

Leveraging regional partnerships, provincial authorities undertake actions to strengthen and clearly position the province's tourism image and brand within the broader regional branding strategy. They formulate tailored promotional strategies within the framework of the regional linkage, develop engaging promotional content, and organize targeted campaigns aimed at key markets for both the province and the region. These initiatives include advertising campaigns, cultural events, festivals, promotional programs, tourism exhibitions, and more, all in coordination with the linked localities. Additionally, the provincial government collaborates with and supports tourism businesses in their promotional efforts, while also gathering feedback from tourists to refine future strategies.

2.2.1.3. Mobilizing Resources for the Development of Tourism in a Province in Linkage with Other Provinces in the Region

Mobilizing resources for the development of tourism in a province in linkage with other regional provinces, involves implementing a range of measures and policies by the provincial government. These efforts aim to attract key resources, including capital, human talent, infrastructure, and technology, in alignment with the principles and constraints governing the regional linkage.

2.2.1.4. Monitoring and Evaluating the Development of Tourism in a Province in Linkage with Other Provinces in the Region

The process of monitoring, inspecting, and evaluating the development of tourism in a province in linkage with other regional provinces is undertaken by state authorities to ensure that the tourism sector aligns with the strategic goals of both the province and the regional

collaboration. This is a vital function to enforce legal compliance, safeguard state interests, and protect the rights and legitimate interests of all stakeholders involved. The development of tourism within such linkages may encounter numerous challenges and risks, including non-compliance with agreed principles and commitments between provinces, inconsistencies in development, violations of planning regulations, damage to landscapes, disruption of local cultures, and delays or breaches in investment that result in economic, social, environmental, or even national security impacts. Effective inspection, monitoring, and the resolution of complaints and grievances play a key role in addressing these issues.

2.2.1.5. Ensuring Equitable Benefits for Stakeholders in the Development of Tourism in a Province in Linkage with Other Provinces in the Region

To ensure equitable benefits for stakeholders in the development of tourism in a province that linked with other regional provinces, local authorities must effectively manage relationships with all relevant parties, including tourism product suppliers, tourists, local communities, and the governments of the linked provinces. This involves fostering cooperation and ensuring that the interests of all parties are balanced and mutually beneficial.

2.2.2. Criteria for Evaluating The Development of Tourism in a Province in Linkage with Other Provinces in the Region

Building on the foundation of established economic theories, synthesizing findings from published research, and adhering to legal regulations and the evaluation criteria for state management in the development of tourism proposed by scholars, along with the principles of the Asian Development Bank (focusing on relevance, effectiveness, efficiency, and sustainability in state management evaluation), this dissertation has developed a framework of evaluation criteria for assessing the development of tourism in a province in linkage with other regional provinces.

2.2.2.1. Criteria for Evaluating the Formulation of Strategic Planning, Policies, Mechanisms, and Organizational Structures for Tourism Management in a Province in Linkage with Other Provinces in the Region

2.2.2.2. Criteria for Evaluating the Development of Tourism Products and Promotion Activities in a Province in Linkage with Other Provinces in the Region

2.2.2.3. Criteria for Evaluating the Mobilization of Resources for The Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.2.2.4. Criteria for Evaluating Monitoring and Avaluation of The Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.2.2.5. Criteria for Evaluating the Assurance of Benefits for Stakeholders in The Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.2.3. Factors Affecting The Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.2.3.1. Objective Factors

- The perspectives, policies, and guidelines of the The Communist Party of Vietnam, along with state policies and legislation on the development of tourism and regional tourism linkages.

- Natural conditions, geographic location, tourism resources, and the economic, political, and social circumstances of the province and its neighboring linked provinces.

- The development of tourism objectives of the region/cluster, the institutions overseeing regional linkages, and the form, content, and depth of tourism collaboration between the province and other provinces in the region.

- The influence of vested interest groups.

- Factors related to tourism demand and tourists' sense of responsibility.
- The quantity, scale, quality, and sense of responsibility of tourism enterprises.
- Global trends in the development of tourism, international economic integration, and the impact of the Fourth Industrial Revolution.

2.2.3.2. Subjective Factors

- The province's perspectives, policies, and strategies on socio-economic development, tourism growth, tourism linkages, coordinated the development of tourism with other regional provinces, and localism in relation to the issue of linkage
 - The level of expertise and awareness of provincial state management officials responsible for tourism.
 - The organizational structure of the provincial state apparatus for managing the development of tourism.
 - Capacity for Applying Scientific and Technological Advances.
 - Quantity, Scale, Quality, and Sense of Responsibility of Tourism Businesses
 - The Capacity for Coordination and the Synergistic Effects of the Province's Policies with Those of Linked Provinces, Both of Which Play a Critical Role.
 - The state of tourism infrastructure and technical facilities.
 - Local Cultural Factors

2.3. EXPERIENCE IN THE DEVELOPMENT OF TOURISM IN A PROVINCE IN LINKAGE WITH OTHER PROVINCES IN THE REGION AND LESSONS FOR THUA THIEN HUE

2.3.1. Experience in the Development of Tourism in a Province in Linkage with Other Provinces in the Region

2.3.1.1. Experience from Ho Chi Minh City

2.3.1.2. Experience from Da Nang City

2.3.1.3. Experience from Quang Ninh Province

2.3.2. Lessons Learned in the Development of Tourism in a Province in Linkage with Other Provinces in the Region for Thua Thien Hue

- *Firstly*, there must be consensus and efforts from all relevant stakeholders when implementing the development of tourism in a province in linkage with other provinces in the region.
- *Secondly*, each local government must choose an appropriate direction for linked the development of tourism that aligns with the specific characteristics of both the province and the region. Active innovation, creativity, and breakthroughs are needed to attract tourists.
- *Thirdly*, mechanisms and policies related to the development of tourism in collaboration should be improved.
- *Fourthly*, diversifying tourism products to fully satisfy the needs of tourists, develop unique local tourism products, and extend the life cycle of these products through close linkage within the regional tourism product chain.
- *Fifthly*, improving the quality of tourism human resources and coordinate with linked provinces in the region for human resource development.
- *Sixthly*, focusing on developing tourism infrastructure and technical facilities, ensuring synchronized, close, and effective connections with provinces in the region.
- *Seventhly*, actively apply scientific and technological advancements in tourism, coordinate research and implementation, and promote the development of science and technology in collaboration.

Chapter 3

CURRENT STATUS OF THE DEVELOPMENT OF TOURISM IN THUA THIEN HUE IN LINKAGE WITH THE CENTRAL PROVINCES OF VIETNAM

3.1. GENERAL OVERVIEW OF NATURAL CONDITIONS, SOCIO-ECONOMIC FACTORS OF THUA THIEN HUE PROVINCE, AND THE TOURISM POTENTIAL OF CENTRAL VIETNAM

3.1.1. Natural Characteristics, Socio-Economic Conditions, and Tourism Resources in Thua Thien Hue

3.1.2. Tourism Potential of Central Vietnam

3.1.3. Status of Tourism Linkages Between Thua Thien Hue and the Central Provinces of Vietnam

Table 3.1. History of Tourism Linkages between Thua Thien Hue and Central Vietnam Provinces

Year of Agreement	Linkage with Central Vietnam Provinces
1993	Thua Thien Hue - Quang Nam, Da Nang (Government Resolution No. 45-CP dated June 22, 1993, directing "Thua Thien Hue - Quang Nam - Da Nang region" as one of the three national key tourism areas)
2002	Thua Thien Hue - localities along the "Central Heritage Road"
2004	Thua Thien Hue - Quang Tri (utilizing the East-West Economic Corridor route via National Route 9, connecting Laos, Thailand, and Myanmar)
2006	Thua Thien Hue - Da Nang, Quang Nam ("Three Localities - One Destination")
2010	Thua Thien Hue - provinces in the Central Key Economic Region and the South-Central Coastal provinces (from Thua Thien Hue to Ninh Thuan)
2012	Thua Thien Hue - six provinces of the North Central region (from Thanh Hoa to Thua Thien Hue)
2017	Thua Thien Hue - Quang Binh, Quang Tri
2021	Thua Thien Hue - Da Nang, Quang Nam, Quang Binh ("Four Localities, One Destination")
2022	Thua Thien Hue - Quang Nam, Da Nang, Quang Tri, Quang Binh

Source: Thua Thien Hue Provincial People's Committee (2023), Comprehensive Report on Thua Thien Hue Provincial Planning for the Period 2021-2030, Vision to 2050, Thua Thien Hue, November 2023.

Overall, the collaboration activities between Thua Thien Hue and the Central provinces, as well as with other provinces/cities nationwide, have gradually seen significant breakthroughs. Relationships have been increasingly strengthened and enhanced, with some becoming more in-depth and of higher quality, positively impacting the development of the tourism sector in Thua Thien Hue and the linked regions. The main aspects of the collaboration include cooperation in state management of tourism, development of tourism products, and joint promotion and marketing efforts and so on. However, the scope of collaboration remains limited, the depth of the linkage is not substantial, there is a high degree of spontaneity, and the achievements have not yet been clearly marked.

3.1.4. Opportunities and Challenges in The Development of Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

3.2. CURRENT STATUS OF THE DEVELOPMENT OF TOURISM IN THUA THIEN HUE IN LINKAGE WITH THE CENTRAL PROVINCES OF VIETNAM

3.2.1. Formulating Strategic Planning, Policies, and Management Structures for Tourism in Thua Thien Hue in Partnership with the Central Provinces of Vietnam

3.2.1.1. Formulating Strategic Planning and Strategies for the Development of Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

In general, the tourism planning, development strategies, and programs of Thua Thien Hue have increasingly considered the development of tourism in linkage with the provinces in the region. This demonstrates a progressive shift in the provincial government's mindset compared to the previous singular focus on tourism development.

3.2.1.2. Establishing Policy Mechanisms for the Development of Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

The government of Thua Thien Hue has undertaken numerous collaborative activities with the governments of other provinces/cities in Central Vietnam to implement major policies and directives from the Party and the State related to the tourism sector. In particular, there has been regular information exchange with these linked provinces regarding tourism management, the state of tourism activities, tourism incentive programs, and policies. Additionally, there has been sharing of experience in areas such as IT application, digital transformation in tourism, creating a unified tourism environment, and developing joint tourism strategies and policies. Together, the provinces have worked on establishing a cohesive tourism management mechanism (while ensuring compatibility with the linked provinces), creating favorable conditions, and encouraging economic sectors to participate in investment and tourism development. They also collaborate to protect the rights of tourists and the interests of businesses bringing tourists to the linked areas.

To ensure effective and sustainable tourism development, the province has implemented policies such as tax reductions, corporate income tax relief, and discounts on land and water surface leases. It has also focused on facilitating projects and addressing the difficulties faced by tourism businesses within its jurisdiction. Furthermore, a range of national and local policies has contributed to positive transformations in Thua Thien Hue's tourism sector.

3.2.1.3. Organizing the Management Structures for the Development Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

The organizational structure of tourism development management in Thua Thien Hue is similar to that of other provinces in Vietnam. The People's Council and the People's Committee are the highest provincial-level authorities responsible for unified state management of tourism, followed by the Department of Tourism and other related departments. Vertically, the provincial tourism management authorities also fall under the supervision of the Ministry of Culture, Sports and Tourism and the Vietnam National Administration of Tourism. Currently, the provincial government views tourism collaboration with Central Vietnam provinces as one of many tasks in the tourism sector. However, due to limited personnel in the tourism sector relative to the workload, it has not yet been possible to assign dedicated staff solely for this collaborative work.

3.2.2. Developing Tourism Products and Promoting Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

3.2.2.1. Developing Tourism Products in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

The Department of Tourism of Thua Thien Hue regularly collaborates with the tourism management bodies of Central Vietnam provinces to develop and enhance tourism products. It facilitates tourism associations and businesses in maintaining and improving the quality of distinct tourism products associated with the linked region, such as the "Central Heritage Road"

chain and the tourism products connecting Vietnam's ancient capitals (Hoa Lu Ancient Capital, Ho Citadel, Lam Kinh, Phuong Hoang Trung Do, Hue Imperial City, My Son Sanctuary), as well as craft villages like Sinh Village painting, Thanh Tien paper flowers (Thua Thien Hue), Non Nuoc stone carving (Da Nang), and Co Tu ethnic brocade weaving (Quang Nam), among others.

Based on its tourism strengths and resources, Thua Thien Hue coordinates with provinces in the region to organize surveys, develop new products, and promote tourism (famtrips/presstrips) aimed at travel agencies and the media. It also cooperates with regional localities in organizing festivals and events to avoid scheduling overlaps, such as Hue Festival, Da Nang International Fireworks Festival, OVOP (One Village One Product) Vietnam Exhibition, Quang Nam Heritage Festival, and the Central Vietnam Key Tourism Event. The tourism products of Thua Thien Hue have been the focus of development efforts aimed at diversifying and improving the quality of linked tourism products in Central Vietnam (such as heritage tourism products, nighttime tourism products, festivals, events, community-based tourism models, etc.).

3.2.2.2. Promoting Tourism in Thua Thien Hue in linkage with the Central Provinces of Vietnam

Thua Thien Hue is an active participant in media campaigns and promotional events held by Central Vietnam provinces. The province also organizes survey programs for domestic and international tourism businesses, aiming to develop connected tours, routes, and products. In linkage with other provinces, Thua Thien Hue engages in market promotion efforts by creating joint exhibition booths at international tourism fairs such as VITM Hanoi, JATA, ITE - HCM, and TRAVEX in Chiang Mai.

The province works closely with regional authorities to guide and support Central Vietnam's tourism associations in formulating collaborative policies, stimulating tourism demand, and developing new products. Additionally, Thua Thien Hue encourages tourism businesses to actively promote and connect the province's image with its partner localities. The province regularly shares information and events with its partner regions, posts updates about joint activities via media channels, and contributes to the development and management of linked fan pages. It also shares best practices in the application of information technology for tourism promotion. Moreover, Thua Thien Hue collaborates with provinces like Quang Nam, Da Nang, and others in the Central Key Economic Region to produce joint tourism brochures, further promoting the region's collective offerings.

3.2.3. Mobilizing Resource for the Development of Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

3.2.3.1. Mobilization of Investment Capital

Based on regional and provincial planning, the government of Thua Thien Hue has worked with ministries, sectors, and Central Vietnam provinces to organize investment promotion conferences and mobilize foreign investment (FDI, ODA) as well as domestic capital. The main areas of investment cooperation focus on developing tourism infrastructure.

The government of Thua Thien Hue considers planning, policies, and mechanisms as the "key" to attracting investment. The provincial government has developed a list of tourism investment projects to encourage and attract investment. Developing infrastructure is one of the province's priorities for drawing investment into tourism. By developing tourism products, the province also aims to attract businesses and investors.

One of the measures to attract investment is to significantly improve indexes such as PCI (Provincial Competitiveness Index), PAPI (Public Administration Performance Index), and PAR INDEX (Public Administration Reform Index).

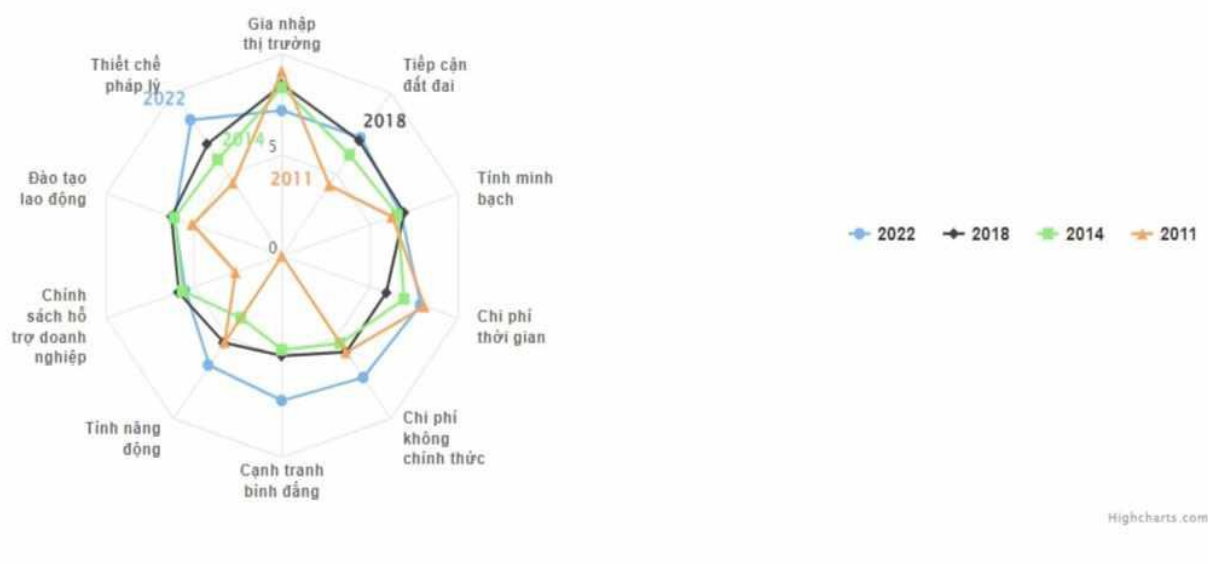


Chart 3.2. Ten Components of Thua Thien Hue's PCI (1-100) from 2011-2022

Source: <https://pcvietnam.vn/ho-so-tinh/tthue>

The amount of investment in tourism services in Thừa Thiên Huế, such as dining, accommodation, arts, entertainment, and recreation, has been gradually increasing over the years.

Table 3.2. Actual Investment in Thừa Thiên Huế at Current Prices by Economic Sector from 2015-2022

Unit: Billion VND

Indicator	2015	2018	2019	2020	2021	2022
Total Investment in Economic Sectors	16021,4	19723,4	23865,3	26457,8	25043,3	26911,6
Percentage (%)	100	100	100	100	100	100
1. Accommodation and Food Services	692,5	1390,7	1178,7	2612,9	571,9	685,4
Percentage of Total Investment	4,32	7,05	4,94	9,88	2,28	2,55
2. Arts, Entertainment, and Recreation	258,4	184,4	195,7	1201,7	388,0	452,4
Percentage of Total Investment	1,61	0,93	0,82	4,54	1,55	1,68

Source: Thừa Thiên Huế Provincial Statistics Department

3.2.3.2. Mobilization of Human Resources for Tourism

Thừa Thiên Huế Province and its linked provinces/cities frequently exchange information on training courses, short-term training programs, and capacity-building in tourism-related fields such as travel agency operations, hotel management, and tour guiding. Cooperation in training to enhance the quality of labor in the tourism sector is developed according to general guidelines and standards aligned with the demands of the Fourth Industrial Revolution. Regarding labor utilization, Thừa Thiên Huế and regional localities have started to coordinate labor use, particularly for labor moving between locations.

The provincial government of Thừa Thiên Huế is committed to improving the quality of tourism human resources through various plans and measures. The development of tourism human resources is emphasized with numerous training and capacity-building activities for businesses and local residents. From 2016 to 2020, the province organized several training and retraining programs for over 1,000 tour guides; collaborated with related units to enhance service skills for many transport workers such as cyclo drivers (100 people), taxi drivers (100 people), and tourist vehicle drivers (668 people); cooperated in training and capacity-building for sales

skills in tourism for vendors at Dong Ba Market (100 people); organized over 100 training courses (for 1,500 people) for local residents in community tourism models. The provincial government has also organized and coordinated numerous competitions and training sessions to improve skills and proficiency, including e-marketing training for tourism leaders and staff. It actively cooperates with organizations such as ADB, SNV, JICA, EU, UNESCO, and ILO in community tourism training, etc.

3.2.3.3. Mobilization of Tourism Infrastructure and Facilities

Based on regional and provincial planning, the Thừa Thiên Huế government has worked with ministries, sectors, and Central Vietnam localities to organize investment promotion conferences, mobilize foreign investment (FDI, ODA), and domestic capital. Investment coordination focuses mainly on developing infrastructure for tourism. In terms of road transport, major projects contribute to completing inter-provincial and inter-regional linkages such as the upgrade and expansion of National Highway 1 through Thừa Thiên Huế, Bình Định, and Quảng Ngãi; the upgrade and expansion of Highway 14; the construction of the Cam Lộ - La Sơn - Túy Loan expressway; and expressways connecting Quảng Ngãi - Bình Định, Thừa Thiên Huế - Quảng Trị, Bình Định - Phú Yên, etc. These projects enhance infrastructure quality, regional connectivity, and promote exchanges between Thừa Thiên Huế and other provinces in North-Central and South-Central Vietnam, as well as with the northern and southern development poles of the country, laying the foundation for socio-economic development and boosting tourism activities. As a crucial link in the region, the Thừa Thiên Huế government has prioritized building and improving infrastructure for socio-economic development in general and tourism in particular. The province is developing urban areas in a green, modern, and smart direction, focusing on building information and communication infrastructure, developing e-government, smart urban services, improving ICT readiness, and establishing specialized databases.

Thừa Thiên Huế has seen significant development in accommodation infrastructure in recent years. From 2011 to 2019, the number of accommodation establishments increased from 535 to 592, and the number of rooms grew from 9,570 to 11,224. In 2020 and 2021, many new and upgraded accommodation facilities have enhanced the quality, attractiveness, and competitiveness of this service.

Unit: rooms

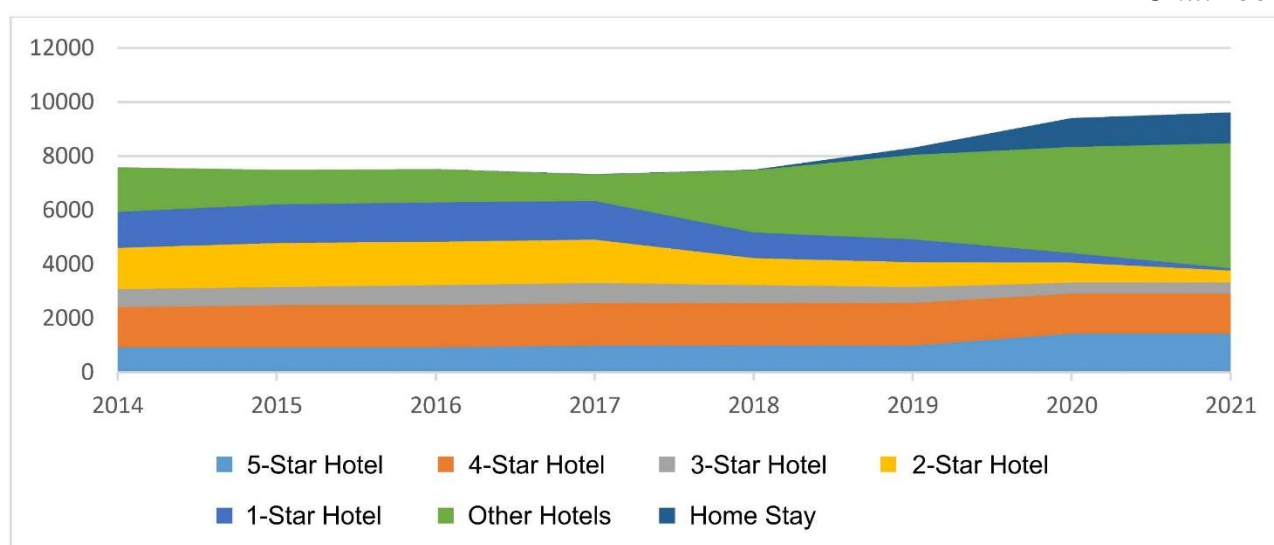


Chart 3.3: Structure of Major Accommodation Types in Thừa Thiên Huế from 2014 to 2021

Source: Compiled data from Thừa Thiên Huế Tourism Department

Additionally, the system of dining establishments, restaurants, travel agencies, entertainment facilities, and other supplementary services has developed over time. However, there are still many limitations in the entertainment and recreational facilities.

3.2.3.4. Mobilization of Scientific and Technological Resources

The province has cooperated with Central Vietnam provinces to apply scientific and technological advancements to tourism promotion activities and to conduct tourism research projects. Tourism is genuinely considered by the Thừa Thiên Huế government as one of the four priority sectors for digital transformation. The provincial government has issued projects and plans to promote the application of IT and digital transformation in tourism. The province has built an intelligent tourism database system including information on tour guides, international travel businesses, and accommodation establishments. It has implemented smart tourism, including: specialized management software from the Tourism Department at csdlsdl.thuathienhue.gov.vn; the Tourism Portal at visithue.vn; the *visithue* application on Android and iOS platforms; accommodation management systems for lodging facilities; and virtual reality (VR) and augmented reality (AR) applications, etc. The Thừa Thiên Huế government has leveraged IT developments to promote Thừa Thiên Huế tourism destinations in conjunction with Central Vietnam provinces. It encourages tourism businesses to actively use websites, tourism applications, and social networks to promote their brands, introduce products, and provide information to visitors.

3.2.4. Monitoring and Evaluating the Development of Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

Annually, Thừa Thiên Huế Province conducts regular and unscheduled inspections of tourism activities including tour guides, travel businesses, accommodation, and dining, as well as pre-, during-, and post-event inspections for festivals, cultural and tourism events, etc. Inspections mainly focus on compliance with legal regulations. Generally, tourism businesses and households adhere well to regulations. However, some tourism businesses do not fully comply with reporting business results, do not publicly display rules and regulations for tourists and employees, do not properly display and charge according to listed prices, and do not ensure fire safety, while some dining establishments fail to fully comply with regulations, etc. Through inspections and monitoring, the province has promptly addressed and corrected violations, guided and ensured compliance with legal regulations, contributing to improved service quality, protection of tourists' rights, maintenance of security, and promotion of sustainable development and effective tourism linkage in the area.

3.2.5. Ensuring Equitable Benefits for Stakeholders in the Development of Tourism in Thua Thien Hue in Linkage with the Central Provinces of Vietnam

The Thừa Thiên Huế government has implemented various measures to ensure benefits for tourism businesses, such as creating a favorable business environment, providing policy support, investing in infrastructure, promoting tourism, training and improving human resources quality, developing smart tourism systems, enhancing cooperation and linkage with regional provinces, and conducting supervision and protecting business interests.

The government has actively built a secure, safe, and friendly tourism environment, strictly addressing issues negatively affecting tourists and the tourism environment. It has increased inspections and monitoring of tourism activities to ensure fair competition and

transparent pricing, while addressing issues of solicitation and begging. Additionally, tourism management agencies also supervise and handle violations and negative issues that arise with increased visitor numbers, ensuring compliance with laws and local regulations, maintaining a secure, safe, and healthy tourism environment.

The government promotes awareness and understanding among locals about the benefits of tourism development. It establishes mechanisms to enable the local community to share benefits from tourism activities, promoting tourism development closely linked with community benefits.

The Thừa Thiên Huế government has actively and proactively expanded and strengthened close and in-depth linkages with the governments of Central Vietnam provinces.

Moreover, the provincial government conducts inspection and supervision activities to prevent, detect, address, and rectify violations by businesses, citizens, and tourists, as well as public administration agencies in a timely manner, promoting legal compliance, and protecting state interests, as well as the legitimate rights and interests of agencies, organizations, and individuals involved in tourism activities.

3.3. OVERALL ASSESSMENT OF THE DEVELOPMENT OF TOURISM IN THUA THIEN HUE IN LINKAGE WITH THE CENTRAL PROVINCES OF VIETNAM

3.3.1. Achievements and Causes

3.3.1.1. Achievements

- The formulation and implementation of plans, strategies, and policies for tourism development in Thua Thien Hue, in collaboration with Central Vietnam provinces, have garnered preliminary attention from various governmental levels, sectors, and local authorities.

- The interprovincial tourism offerings linking Thừa Thiên Huế with the Central Vietnam provinces have demonstrated increasing diversification over time, accompanied by a progressive enhancement in quality.

- Tourism promotion and marketing initiatives have been progressively enhanced to improve professionalism, effectiveness, and strategic alignment with each stage of development and thematic focus, facilitated through coordinated efforts with regional provinces.

- In the domain of capital mobilization, Thừa Thiên Huế has achieved notable progress.

- The social infrastructure in Thua Thien Hue is being upgraded and newly constructed, with a focus on connecting infrastructure with neighboring provinces.

- Some training programs for tourism human resources in Thua Thien Hue involve cooperation between tourism training institutions and Central Vietnam provinces.

- Significant achievements have been made in ensuring security, order, social safety, and the friendliness of local residents, which not only facilitates tourism development but also enhances tourism linkages with other regions in Central Vietnam.

- Efforts to link and cooperate with Central Vietnam provinces in tourism have yielded notable results, contributing positively to the development of Thua Thien Hue's tourism industry.

The successes mentioned have led to encouraging results for tourism development in Thua Thien Hue in linkage with Central Vietnam provinces, reflected in the following aspects:

- Increasing numbers and growth rate of tourists over the years.

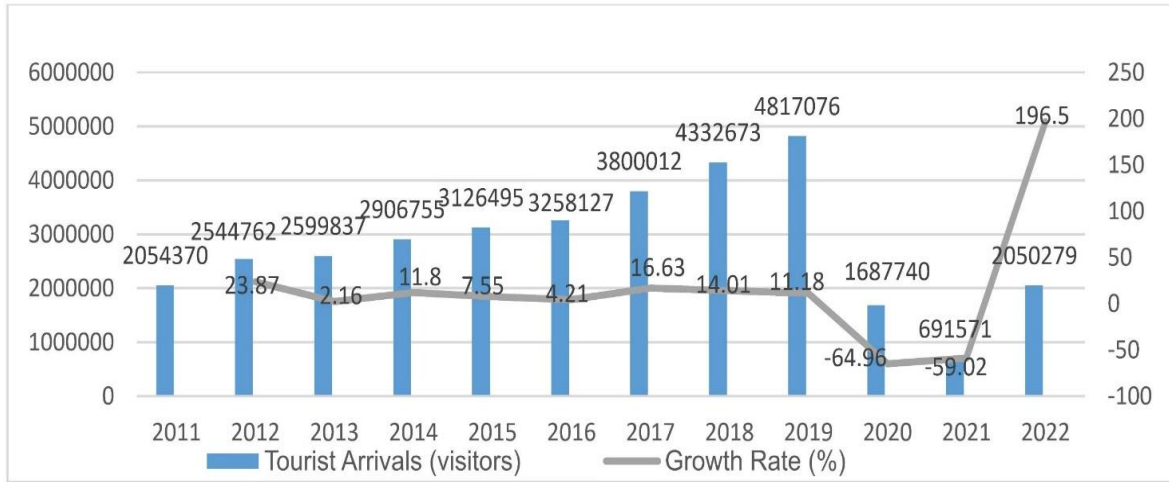


Chart 3.4. Number of Tourists and Growth Rate of Tourism in Thua Thien Hue Province, 2011-2022

Source: Data compiled from the Department of Tourism of Thua Thien Hue Province

- The structure of tourists visiting Thua Thien Hue from 2011 to 2022 has remained fairly balanced.

Unit: Number of visitors

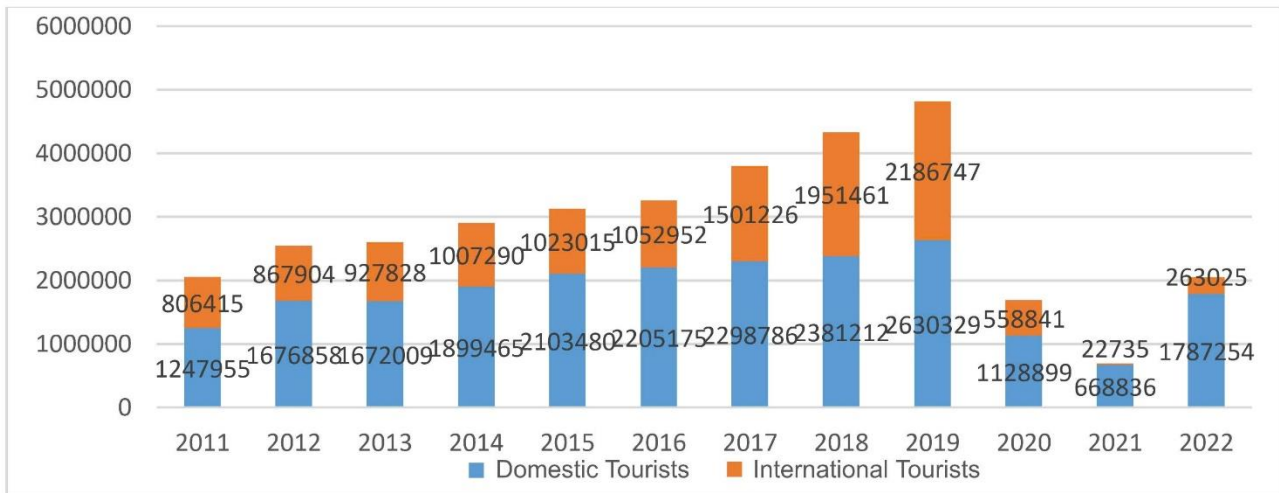


Chart 3.5. Number of International and Domestic Tourists Visiting Thua Thien Hue from 2011 to 2022

Source: Department of Tourism of Thua Thien Hue Province

- Tourism revenue in Thua Thien Hue increased steadily from 2011 to 2022

Unit: billion VND

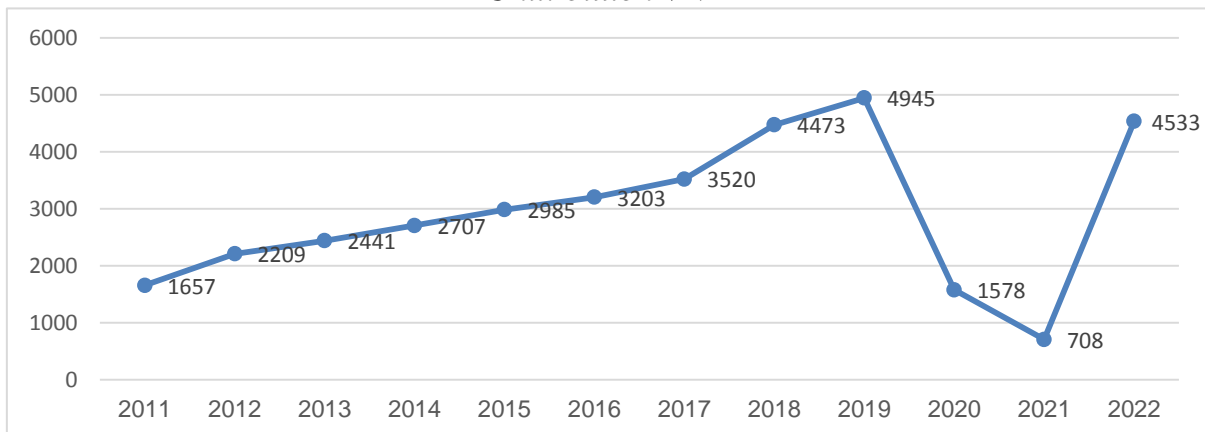


Chart 3.7. Tourism Revenue in Thua Thien Hue Province from 2011 to 2022

Source: Department of Tourism, Thua Thien Hue Province

- Increasing contribution of the tourism sector to Thua Thien Hue's GRDP



Chart 3.8. Contribution of Tourism's Value Added to Thua Thien Hue's GRDP for the Period 2011-2020

Source: Thua Thien Hue Provincial People's Committee (2023), Report on Provincial Planning for Thua Thien Hue 2021-2030, Vision to 2050, Thua Thien Hue, November 2023.

3.3.1.2. Causes of the Achievements

* Objective Causes

* Subjective Causes

3.3.2. Limitations and Underlying Causes

3.3.2.1. Limitations

- Firstly, the formulation of strategic plans, policy mechanisms, and the organizational framework for tourism management in the province in linkage with the Central Vietnam provinces has not received sufficient attention.

- Secondly, the development of interprovincial tourism products and the promotion of tourism linkages with the Central Vietnam provinces remain constrained, lacking transformative breakthroughs and yielding outcomes that fall short of the region's potential.

- Thirdly, resources for tourism development, particularly those designated for interprovincial cooperation, remain inadequate.

- Fourthly, monitoring and evaluation efforts have not been systematically implemented but rather conducted on an ad-hoc basis. Additionally, law enforcement regarding violations has not been sufficiently stringent, leading to repeated infractions. In some cases, persistent violations have negatively impacted tourism service quality.

- Fifthly, ensuring equitable benefits for stakeholders in tourism development in Thừa Thiên Huế in linkage with the Central Vietnam provinces has, in general, not resulted in significant conflicts among involved parties.

- Sixthly, interprovincial tourism linkage between Thừa Thiên Huế and the Central Vietnam provinces continues to face substantial challenges.

These limitations lead to specific challenges:

- Developing tourism in Thua Thien Hue in linkage with Central Vietnam provinces is not commensurate with the province's potential and comparative advantages, nor with the advantages of the Central Vietnam region.

- The number of tourists visiting Thua Thien Hue remains relatively low compared to other provinces in the region.

Unit: individuals

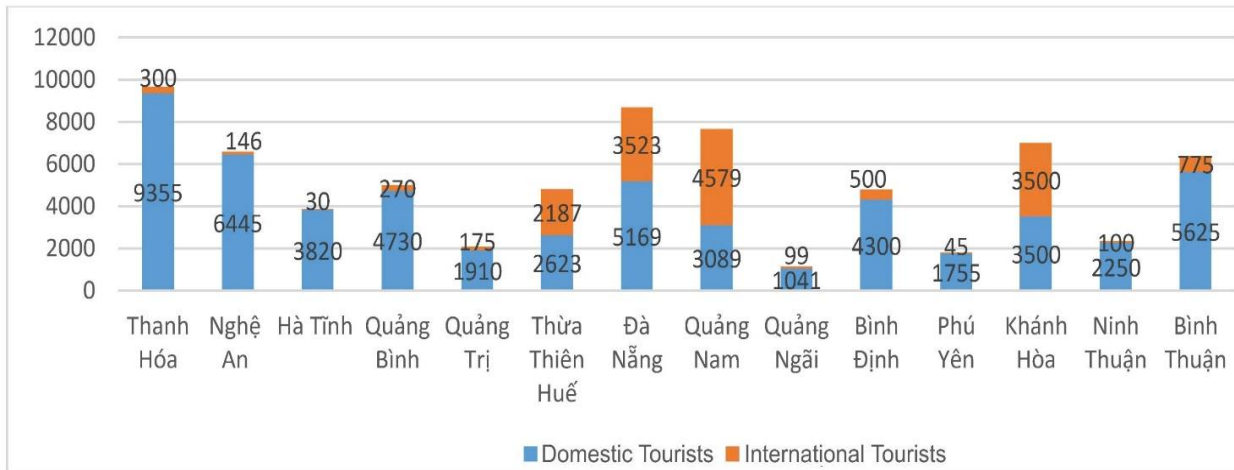


Chart 3.9. Total Number of Tourists to Thua Thien Hue and Central Vietnam Provinces in 2019
 Source: Le Duc Trong (2022), *Regional Connectivity in Sustainable The development of tourism in Quang Binh Province, Ph.D. Dissertation, University of Economics, Hue University, Hue City*

- The rate of overnight stays, length of stay, and expenditure of visitors to Thua Thien Hue are still low

Unit: days

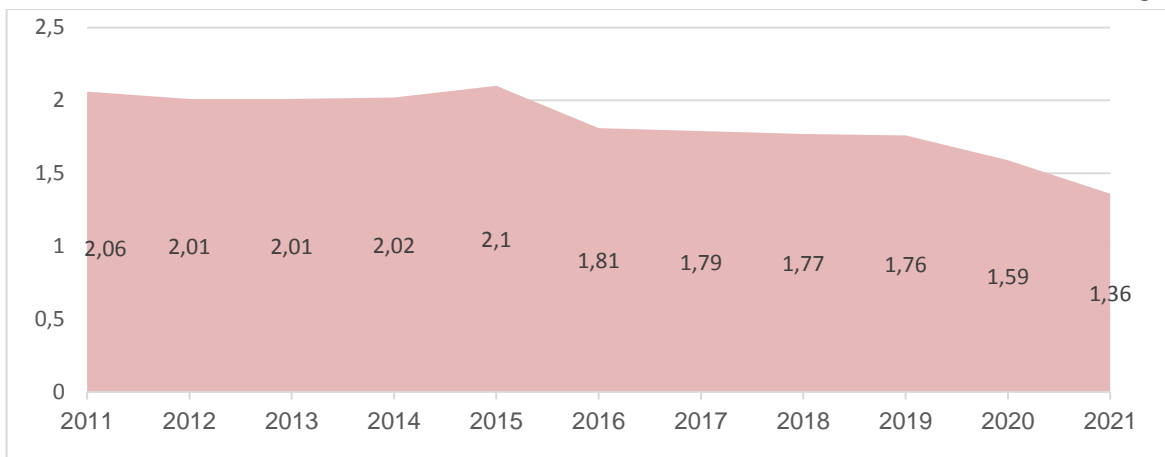


Chart 3.10. Average Length of Stay per Visitor to Thua Thien Hue (2011-2021)

Source: Compiled and calculated data from the Department of Tourism of Thua Thien Hue Province

3.3.2.2. Causes of the Limitations

- * Objective Causes
- * Subjective Causes

Chapter 4

DIRECTIONS AND SOLUTIONS FOR THE DEVELOPMENT OF TOURISM IN THUA THIEN HUE IN LINKAGE WITH THE CENTRAL PROVINCES OF VIETNAM BY 2030, WITH A VISION TOWARD 2045

4.1. STRATEGIC DIRECTIONS FOR THE DEVELOPMENT TOURISM IN THUA THIEN HUE IN LINKAGE WITH THE CENTRAL PROVINCES OF VIETNAM UNTIL 2030, WITH A VISION FOR 2045

4.1.1. Emerging Contexts Impacting the Development of Tourism in Thua Thien Hue and Its Linkage with the Central Provinces of Vietnam

4.1.2. Goals and Strategic Directions for the Development of Tourism in Thua Thien Hue in Partnership with the Central Provinces of Vietnam

4.1.2.1. The development of tourism Goals for Thua Thien Hue in Linkage with the Central Provinces of Vietnam

4.1.2.2. Principal Strategic Directions

- *Firstly*, improving the efficiency and effectiveness of public management agencies responsible for the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces.

- *Secondly*, expanding and enhancing the quality of linked tourism products in Thua Thien Hue, with a focus on its unique cultural values. Strengthen linkages for product development with regional provinces and nationwide.

- *Thirdly*, enhancing the quality of tourism promotion and marketing strategies for the province, ensuring effective, professional, and practical coordination of promotional activities for Thua Thien Hue and surrounding localities.

- *Fourthly*, ensuring sufficient resources are allocated for developing tourism in Thua Thien Hue in linkage with Central Vietnam provinces.

- *Fifthly*, implement regular and systematic inspections and evaluations of the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces, ensuring objectivity, rigor, and accuracy, while maintaining close coordination with partner provinces.

- *Sixthly*, ensuring that the benefits for all stakeholders involved in the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces are balanced.

- *Seventhly*, developing Thua Thien Hue's tourism through close collaboration not only with provinces in the North Central Coast, South Central Coast, Central Key Economic Zone, and Central Highlands but also with major tourism centers like Ho Chi Minh City, Hanoi, the East-West Economic Corridor, and ASEAN regions.

4.2. STRATEGIES TO ENHANCE THE DEVELOPMENT OF TOURISM IN THUA THIEN HUE IN LINKAGE WITH THE CENTRAL PROVINCES OF VIETNAM UNTIL 2030, WITH A VISION FOR 2045

4.2.1. Renewing the perceptions and thinking of stakeholders involved in the development of tourism in linkage with other provinces in Central Vietnam

4.2.2. Formulating and Refining the strategic planning, policy, and the organizational structure for the development of tourism in Thua Thien Hue in linkage with other provinces in Central Vietnam

4.2.3. Developing tourism products and improving the quality of tourism promotion activities in Thua Thien Hue in linkage with other provinces in Central Vietnam

4.2.4. Increasing the effectiveness of resource mobilization for the development of tourism in Thua Thien Hue in linkage with other provinces in Central Vietnam

4.2.5 Strengthening monitoring and evaluation mechanisms for the development of tourism in Thua Thien Hue in linkage with other provinces in Central Vietnam

4.2.6. Fostering benefit-sharing relationships among stakeholders involved in the development of tourism in Thua Thien Hue in linkage with other provinces in Central Vietnam

4.2.7. Strengthening tourism linkages and cooperation between Thua Thien Hue and other provinces in Central Vietnam

CONCLUSION

Thua Thien Hue is a province in Central Vietnam which has had a relatively early start in developing its tourism sector compared to many other regions in the country. In recent years, the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces, has achieved significant milestones. Nevertheless, numerous challenges and limitations persist in the development process. Consequently, the study on “Developing Tourism in Thua Thien Hue in Linkage with Central Provinces Vietnam” is of substantial practical relevance to the province. The candidate has derived several key conclusions from the research:

1. Building on the scientific insights from prior research, the candidate has constructed a theoretical framework for the development of tourism in a province in linkage with other regional provinces. This includes defining the development of tourism in a province in linkage with other regional provinces, clarifying the main actors, characteristics, conditions, and content, establishing evaluation criteria, and analyzing factors affecting the development of tourism in a province in linkage with other regional provinces. The research also examines experiences from developing tourism in a province linked with other regional provinces in Vietnam, providing valuable insights for Thua Thien Hue.

2. The dissertation analyzes and assesses the current status of the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces through five main aspects: (1) Formulating strategic plan, policies, mechanisms, and organizational structures for tourism management in Thua Thien Hue in linkage with Central Vietnam provinces; (2) Developing tourism products and promoting tourism in Thua Thien Hue in linkage with Central Vietnam provinces; (3) Mobilizing resources for developing tourism in Thua Thien Hue in linkage with Central Vietnam provinces; (4) Inspecting and evaluating the results of the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces; (5) Ensuring equitable benefits for all stakeholders involved in the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces. This analysis identifies achievements, existing limitations, and the underlying causes of the current situation.

3. The dissertation explores the context, forecasts, and establishes objectives and directions for the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces. It proposes several feasible solutions to enhance the development of tourism in Thua Thien Hue in linkage with Central Vietnam provinces by 2030, with a vision towards 2045. These solutions include: (1) Updating the awareness and mindset of stakeholders involved in the development of tourism in collaboration with Central Vietnam provinces; (2) Formulating and refining the strategic plans, policies, mechanisms, and organizational structures for the development of tourism in Thua Thien Hue in collaboration with Central Vietnam provinces; (3) Developing tourism products and enhancing the quality of promotional activities in Thua Thien Hue in collaboration with Central Vietnam provinces; (4) Increasing the effectiveness of mobilizing resources for the development of tourism in Thua Thien Hue in collaboration with Central Vietnam provinces; (5) Enhancing the effectiveness of inspection and evaluation of the development of tourism in Thua Thien Hue in collaboration with Central Vietnam provinces; (6) Promoting balanced relationships among stakeholders involved in the development of tourism in Thua Thien Hue in collaboration with Central Vietnam provinces; (7) Strengthening tourism linkage and cooperation between Thua Thien Hue and Central Vietnam provinces.

“Developing Tourism in Thua Thien Hue in linkage with the Central provinces of Vietnam” is a new topic requiring detailed, systematic, and multi-faceted research. From a political economy perspective, the dissertation initially explores some methodological issues, though it is not without limitations and gaps. Based on the content and preliminary research results, the candidate will continue to investigate and address additional issues related to the dissertation topic, contributing to a clearer understanding of The development of tourism in a province in linkage with other regional provinces.

LIST OF AUTHOR'S PUBLISHED WORKS RELATED TO THE THESIS

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