

The Travel & Tourism Competitiveness Index 2013: Contributing to National Growth and Employment

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Two years after the last edition of *The Travel & Tourism Competitiveness Report*, the world economy remains somewhat fragile. Growth in emerging markets is returning tentatively, but rising inequalities, macroeconomic concerns, and high unemployment—particularly among the young—continues to afflict many advanced economies.

Despite the mixed global economic picture, prospects for the Travel & Tourism (T&T) industry are not entirely gloomy. According to the World Tourism Organization (UNWTO), international tourist arrivals grew by 4 percent between January and August 2012 compared with the same period in 2011, and total expenditure on tourism has also increased. Although most of the increase in spending was from travelers from developing countries such as Brazil, China, and Indonesia, advanced-economy travelers—even those from economies where the economic outlook appears more pessimistic—increased their spending. Even amid shrinking household and business budgets, spending on travel is continuing, although the structure is changing. While the frequency, distance, and length of international trips tend to be shorter, the number of international travelers has increased—perhaps indicating that travel is increasingly seen as necessity rather than a luxury.

Travel & Tourism remains a critical sector for development and economic growth for advanced and developing economies alike. Developing a strong T&T sector supports job creation, raises national income, and also benefits the general competitiveness of economies through improvements in hard and soft infrastructure (as highlighted by Global Agenda Issue Survey; see Box 1).

Additionally, the industry is adapting to the changing international context and showing progress on multiple fronts. Some of the most important advances are in elements that affect aviation (see Box 2).

Given the importance of the T&T industry for economic development, seven years ago the World Economic Forum, with its Industry and Data Partners, embarked on a multi-year effort with industry experts to analyze the factors and policies that make it attractive to develop the T&T industry in different countries. The result of this effort is the *Travel & Tourism Competitiveness Report* series, with, at its heart, the Travel & Tourism Competitiveness Index (TTCI).

Through detailed analysis of each pillar and subpillar of the Index, businesses and governments can better understand the particular challenges to the sector's growth and then formulate appropriate policies and actions to tackle weaknesses.

This *Report* aims to serve two purposes. First, by providing a cross-country analysis of the drivers of T&T competitiveness, we intend to provide the industry with useful comparative information and an important benchmarking tool for making decisions related to business and industry development. Second, the

Box 1: Priority issues for Travel & Tourism: Perspectives from the Global Agenda Issue Survey

We live in a highly complex, interdependent, and interconnected era. Companies are increasingly confronted by major adaptive challenges as well as profound transformational opportunities. To be successful in this new context requires organizations in every sector of society to master strategic agility and build resilience to risk. Indeed, Resilient Dynamism was the theme of the World Economic Forum's 2013 Annual Meeting, where discussions centered on how best to facilitate global, regional, and industry transformations to cope most effectively with today's complexity.

Each year, in an effort to better understand what is on the minds of the world's leaders, the World Economic Forum carries out a survey of experts from business, government, academia, and civil society. Their responses shape our agenda, initiatives, and activities, including the program of the Annual Meeting in Davos. In July 2012, the most recent Global Agenda Issue Survey was sent to nearly 2,800 individuals in business and non-business sectors; it generated more than 800 responses from chief executive officers and senior executives and government, academic, and civil society leaders.

The most critical issues identified through the survey include major systemic financial failure, chronic fiscal imbalances, severe income disparities, and persistent structural unemployment. These results are perhaps not surprising, given recent global geopolitical and economic difficulties.

In addition, a deep dive into the results from business-sector respondents alone showed differences of perception between respondents from various industry sectors. Although some commonalities do exist (e.g., all sectors are highly concerned about chronic fiscal imbalances and major systemic financial failure), the survey revealed some important differences.

For example, one issue that is perceived as more critical for the mobility industries than for others is the presence of constraints in critical infrastructure. Respondents from the sector were also particularly concerned about the ease of movement of goods across borders and disruptions in supply chains, issues that they are eager to address as an industry.

More specifically, the priority issues identified through the survey for the aviation and travel community include:

- rising protectionism,
- consolidation and liberalization,
- emerging-market challenges, and
- travel facilitation and eVisa programs.

The survey helped us wto identify issues that remain high on the global agenda as well as those that are priority themes for the T&T sector. These are areas that the World Economic Forum will continue to explore through *The Travel & Tourism Competitiveness Report*, the Open Borders Initiative, and other related workstreams.

analysis provides an opportunity for the T&T industry to highlight for national policymakers the obstacles to T&T competitiveness that require policy attention, and to enable dialogue between the private and public sectors for improving the environment for developing the T&T industry at the national level. Indeed, since its introduction, the *Report* has become an important component in the toolkits of government ministries around the world.

This year's *Report*, published under the theme "Reducing Barriers to Economic Growth and Job Creation," explores and highlights the relevance of the T&T industry in generating new jobs and fostering economic development. The Forum is committed to publishing this *Report* every two years in an effort to ensure that it continues to provide a leading strategic tool for both business and governments to use in creating blueprints for sustainable and viable T&T development.

THE TRAVEL & TOURISM COMPETITIVENESS INDEX

The TTCI has been developed within the context of the World Economic Forum's Industry Partnership Programme for the Aviation, Travel & Tourism sector. The TTCI aims to measure the *factors and policies that make it attractive to develop the T&T sector in different countries*. The Index was developed in close collaboration with our Strategic Design Partner Booz & Company and our Data Partners Deloitte, the International Air Transport Association (IATA), the International Union for Conservation of Nature (IUCN), the UNWTO, and the World Travel & Tourism Council (WTTC). We have also received important feedback from a number of key companies that are Industry Partners in the effort, namely Airbus/EADS, BAE Systems, the Bahrain Economic Development Board, Bombardier, Delta, Deutsche Lufthansa/Swiss, Embraer, Etihad Airways, Hilton, Jet Airways, Lockheed Martin, Marriott, Safran, Starwood Hotels & Resorts, and VISA.

The TTCI is based on three broad categories of variables that facilitate or drive T&T competitiveness. These categories are summarized into the three subindexes of the Index: (1) the T&T regulatory framework subindex; (2) the T&T business environment and infrastructure subindex; and (3) the T&T human, cultural, and natural resources subindex. The first subindex captures those elements that are policy related and generally under the purview of the government; the second subindex captures elements of the business environment and the "hard" infrastructure of each economy; and the third subindex captures the "softer" human, cultural, and natural elements of each country's resource endowments.

Each of these three subindexes is composed in turn by a number of pillars of T&T competitiveness, of which there are 14 in all. These are:

1. *Policy rules and regulations*
2. *Environmental sustainability*
3. *Safety and security*
4. *Health and hygiene*
5. *Prioritization of Travel & Tourism*
6. *Air transport infrastructure*
7. *Ground transport infrastructure*
8. *Tourism infrastructure*
9. *ICT infrastructure*
10. *Price competitiveness in the T&T industry*
11. *Human resources*
12. *Affinity for Travel & Tourism*
13. *Natural resources*
14. *Cultural resources*

Figure 1 summarizes the structure of the overall Index, showing how the 14 component pillars are allocated within the three subindexes. The figure also shows a notional 15th pillar on climate change. Although we acknowledge its importance for the future of the T&T sector, data constraints and difficulties related to measuring various aspects of this phenomenon prevent us from including the concept in the calculation. It remains our intention to integrate this pillar into the Index in the future as reliable data become available.

Each of the pillars is, in turn, made up of a number of individual variables. The dataset includes both survey data from the World Economic Forum's annual Executive Opinion Survey (the Survey), and quantitative data from publicly available sources, international organizations, and T&T institutions and experts (for example, IATA, the IUCN, the UNWTO, WTTC, the United Nations Conference on Trade and Development [UNCTAD], and the United Nations Educational, Scientific and Cultural Organization [UNESCO]). The Survey is carried out among chief executive officers and top business leaders in all economies covered by our research; these are the people making the investment decisions in their respective economies. The Survey provides unique data on many qualitative institutional and business environment issues, as well as specific issues related to the T&T industry and the quality of the natural environment.

The **policy rules and regulations** pillar captures the extent to which the policy environment is conducive to developing the T&T sector in each country. Governments can have an important impact on the attractiveness of developing this sector, depending on whether the policies that they create and perpetuate support or hinder its development. Sometimes well-intentioned policies can end up creating red tape or obstacles that have the opposite effect from that which was intended. In this pillar we take into account the extent to which

foreign ownership and foreign direct investment (FDI) are welcomed and facilitated by the country, how well property rights are protected, the time and cost required for setting up a business, the extent to which visa requirements make it complicated for visitors to enter the country, the openness of the bilateral Air Service Agreements into which the government has entered with other countries, and the commitments made within the international trade regime to opening tourism and travel services under the General Agreement on Trade in Services (GATS).

The importance of the natural environment for providing an attractive location for tourism cannot be overstated, and it is clear that policies and factors enhancing **environmental sustainability** are crucial for ensuring that a country will continue to be an attractive destination going into the future. In this pillar we measure the stringency of the government's environmental regulations in each country as well as the extent to which they are actually enforced. Given the environmental impacts that tourism itself can sometimes bring about, we also take into account the extent to which governments prioritize the sustainable development of the T&T industry in their respective economies. In addition to policy inputs, this pillar includes some of the related environmental outputs, including carbon dioxide emissions and the percentage of endangered species in the country.

Safety and security is a critical factor determining the competitiveness of a country's T&T industry. Tourists are likely to be deterred from traveling to dangerous countries or regions, making it less attractive to develop the T&T sector in those places. Here we take into account the costliness of common crime and violence as well as terrorism, and the extent to which police services can be relied upon to provide protection from crime as well as the incidence of road traffic accidents in the country.

Health and hygiene is also essential for T&T competitiveness. Access to improved drinking water and sanitation within a country is important for the comfort and health of travelers. And in the event that tourists do become ill, the country's health sector must be able to ensure they are properly cared for, as measured by the availability of physicians and hospital beds.

The extent to which the government **prioritizes the T&T sector** also has an important impact on T&T competitiveness. By making clear that Travel & Tourism is a sector of primary concern, and by reflecting this in its budget priorities, the government can channel needed funds to essential development projects for the T&T sector. This can also send a signal of the government's intentions, which can have positive spillover effects such as attracting further private investment into the sector. Prioritization of the sector can be reflected in a variety of other ways as well, such as government efforts to

Box 2: The A to Z of aviation and T&T trends, 2013

The World Economic Forum's Aviation & Travel Community has identified a number of critical trends for the industry:¹

ALLIANCES The year 2012 has seen its share of alliances, mergers, acquisitions, and strategic investment activities. Notwithstanding the legal and regulatory hurdles, a number of carriers now see a benefit in strategic investments: Etihad has a 29 percent stake in Air Berlin, Air Asia has a 20 percent stake in Malaysian Airlines, Qatar has a 35 percent stake in Cargolux, and Delta has recently acquired 49 percent of Virgin Atlantic. With the US Airways–American Airlines merger creating the world largest airline and mid-tier airlines seeking investment in Europe, this trend should continue in 2013. The same trend is seen in the online travel services industry, with the latest acquisition of Kayak by Priceline.

BARRIERS Structural barriers such as market access, trade, and environmental constraints have been the biggest impediments to the sustained growth of transport and the travel sector. Reform will be necessary to avoid a rise of protectionism that hampers industry growth.

COMPETITIVENESS According to the World Travel & Tourism Council, the Travel & Tourism (T&T) sector currently accounts for 9 percent of GDP—a total of US\$6 trillion. It generates 120 million direct jobs and another 125 million indirect jobs—that comes to one in eleven jobs on the planet.² With Travel & Tourism being a key sector for many emerging and developed economies, understanding at a political level how to eliminate its structural barriers is essential. Competitiveness in the global manufacturing sector is a crucial issue for aerospace manufacturers because of the increased complexity of issues arising from managing global value chains.

DATA Advances with analytics are identifying “best customers,” building loyalty, and improving operations using customer reviews and social media as a management tool. Big Data is also affecting the travel industry in areas that range from online bookings to the traveler's service experience in the hotel.

EMISSIONS The inclusion of international aviation emissions in the European Union's Emission Trading System, which caused political backlash in many countries, has been suspended on the premise that a global framework to regulate aviation emissions will be agreed on at the next International Civil Aviation Organization (ICAO) General Assembly in 2013. Will the ICAO General Assembly be able to deliver a global framework?

FUEL The erratic and now impossibly difficult task of predicting fuel price changes is leading the aviation industry to either look at new business models (e.g., Delta's acquisition of the Phillips 66 refinery in Pennsylvania) to offset possible hikes, or search for a way to kick-start commercial production of alternative fuels plants for flight. Will 2013 see a breakthrough in the commercial production of alternative fuels for aviation?

GDS Global distribution systems are coming under more pressure to innovate, and the International Air Transport Association (IATA) is calling for a standard for a new distribution capability. Multimillion dollar airline product investments cannot break free of product descriptions limited to booking classes such as first class, business class, and economy class and their derivatives. Personalized offers based on availability, customer needs, preferences, or histories are effectively impractical in the current structure.

HEADWINDS An anemic global economy and a weak growth forecast have been the headlines of 2012. It was a terrible year for the euro zone, and the region's instability caused great concern for European carriers as well as Europe's travel and hospitality industry. The looming United States' “fiscal cliff” provided no respite either. The outlook for growth in Europe and the United States in 2013 remains uncertain and low at best. This gloomy point of view will definitely have repercussions on the transport, travel, and hospitality sectors.

INTEGRATION Passengers are demanding a seamless travel experience. Given the technological advances in the different transportation modes, intermodal integration is perceived as a solution to the many transport problems facing modern societies (e.g., rising levels of accidents and emissions and noise from transport), and it plays an important role by enabling better mobility for the traveler. Integration can also help carriers rethink how they can maximize the effectiveness of their networks. Intermodal integration is already on European policymakers' agendas, and new business models tackling this need are emerging.

JOBS According to Oxford Economics, workers who begin their careers in the travel industry have greater access to educational opportunities, enjoy better career progression, and achieve higher wages. Moreover, at a time of high unemployment, especially among youth, the aviation and travel industries remain a resilient vector of growth in many countries that have growing employment figures despite the economic crisis. WTTC is expecting that, by 2022, the T&T industry it will account for 328 million jobs, or one in every eleven jobs on the planet.³

KYOTO The Kyoto Protocol was set to expire in 2012. At the same time, international climate diplomacy remains fairly intractable, although discussions are continuing under the UN Framework. The outcomes of the meetings in Doha in December 2012 had a fairly limited impact on environmental regulations and action plans intended to reduce the sector's emissions at both domestic and international levels.

LEISURE Inbound and domestic leisure travel spending generated 76.0 percent of direct T&T GDP in 2011 (US\$3,056.9 billion), compared with 24.1 percent for business travel spending (US\$968.4 billion). With the new middle class in emerging countries, leisure travel will continue to outgrow business travel, which is already maturing in many emerging countries.

MOBILE From online to mobile, new communication platforms are being used for searching, choosing, and—to a certain degree—booking travel and accommodations in most countries for medium-cost travel. However, will online become the method-of-choice for booking high-end travel where human interface and concierge-like services are still important, and for emerging markets where travel agents still play an important role? Social local mobile applications have become more prevalent in 2012, with companies such as rome2rio and Airbnb. Will these new companies significantly change the business models of travel and stay?

NEXTGEN The budget, delay, and governance issues in implementing next-generation air traffic management systems, such as NextGen in the United States and the Single European Sky in Europe, will continue to occupy the attention of the industry in 2013.

Box 2: The A to Z of aviation and T&T trends, 2013 (cont'd.)

OPEN SKIES Government regulation has not kept pace with the commercial realities of operating global airlines. Few highly capital-intensive global industries remain as fragmented as the airline industry. Over the years, the multilateral approach has given way to bilateral deals between countries to open their skies to each other. In 2013, the International Civil Aviation Organization (ICAO) is committed to putting forward an action plan for a global regulatory framework that will address impediments in areas such as air carrier ownership and control, market access, consumer protection, and taxation.

PERSONALIZATION Customer expectations in the aviation and travel industry have never been higher, and they are increasing with the new social and mobile technology at hand. Consumers in the future will want their travel experience to be personalized. Despite technological availability, in order to deliver on this consumer expectation, the travel and hospitality industry will need to address regulatory, infrastructure, and financial constraints and be able to create new business models.

QUAKES Earthquakes and other natural disasters (e.g., plumes of volcanic ash, tsunamis, violent storms such as Superstorm Sandy, and flooding) continue to impact Travel & Tourism. Despite the resilience the industry has learned to build into its operations to manage unexpected events, it will require not only smart regulation to avoid inappropriate responses, but also an update of regulations that hinder timely and effective response and damage the industry.

RESILIENCE The industry is resilient. Year-to-date T&T performance, especially international demand, remains impressively solid against a difficult economic backdrop. However, annual growth is slower now than it was in 2011, and it is evident that this slowdown in growth is continuing across a range of industry indicators.

SLOWDOWN Even though they still account for the bulk of the world travel growth, the increase in travelers from Latin America, the Middle East, and Asia has diminished while the growth of Brazil, China, and India faced a sustained slowdown as the euro zone crisis takes its toll.

TECHNOLOGY Information technology is everywhere—iPads are now used even in cockpits. The ability to stay connected is gaining momentum, and 2012 was no exception. In 2013, companies should consider providing more, faster, and higher-quality connectivity in cabins on planes, boats, and trains, as well as developing new applications that would allow travelers to self-check into hotels, car rentals, and so on.

UP-AND-COMING Low-cost carriers are making a big entry into emerging markets, especially Africa (with Sir Stelios's fastjet). And their role in Latin America is increasingly important, with companies such as GOL Linhas Aereas Inteligentes S.A. allowing more middle-class travel on the continent. New players are found in all industry segments: Google now has a part in global distribution systems, booking and selling tickets for multiple carriers; startups in hospitality (Airbnb, HomeExchange, CouchSurfing) are plentiful. Google's plans to enter the travel reservation space are not news, but new applications—such as Google Glasses, which might allow travelers to visit a cultural site and, through the augmented reality they provide, actually experience what it looked like in the past, thereby obviating the need for tour guides—could prove to be revolutionary for the industry.

VISA Visa facilitation and simplification were the mantras of tourism industry players and were slated for sweeping reforms by President Calderon at the G-20 meeting in Los Cabos. Visa facilitation reforms were initiated by President Obama as a strategic priority for the United States to stimulate economic growth and job creation. The important link between facilitation of travel and the creation of jobs was successfully made in a joint study by the World Travel & Tourism Council (WTTTC) and the World Tourism Organization (UNWTO), supported by the Forum's New Models for Travel & Tourism Global Agenda Council. The issue will continue to be a top priority of many nations and regional associations in 2013.

WARS The war on terrorism continues not only at the political level but also at the industrial and societal levels. Travel has become more frustrating and invasive, with long waits at security check points. Cybercrimes, which can present huge security concerns at borders, are the plague of the 21st-century fight against an enemy without a face. New government agencies have been trying to provide responses to un-nameable, and undefinable, threats.

X-FACTOR Uncertainty is the new norm. Risk management techniques have improved so that they always now account for the unknown—the x-factor. New discoveries and emergent phenomena may impact economies, companies, and individuals in unforeseen ways. New information technology has the potential to revolutionize the industry, with innovations ranging from driverless vehicles to complete, virtual, 3D meeting technology—and the industry must be ready.

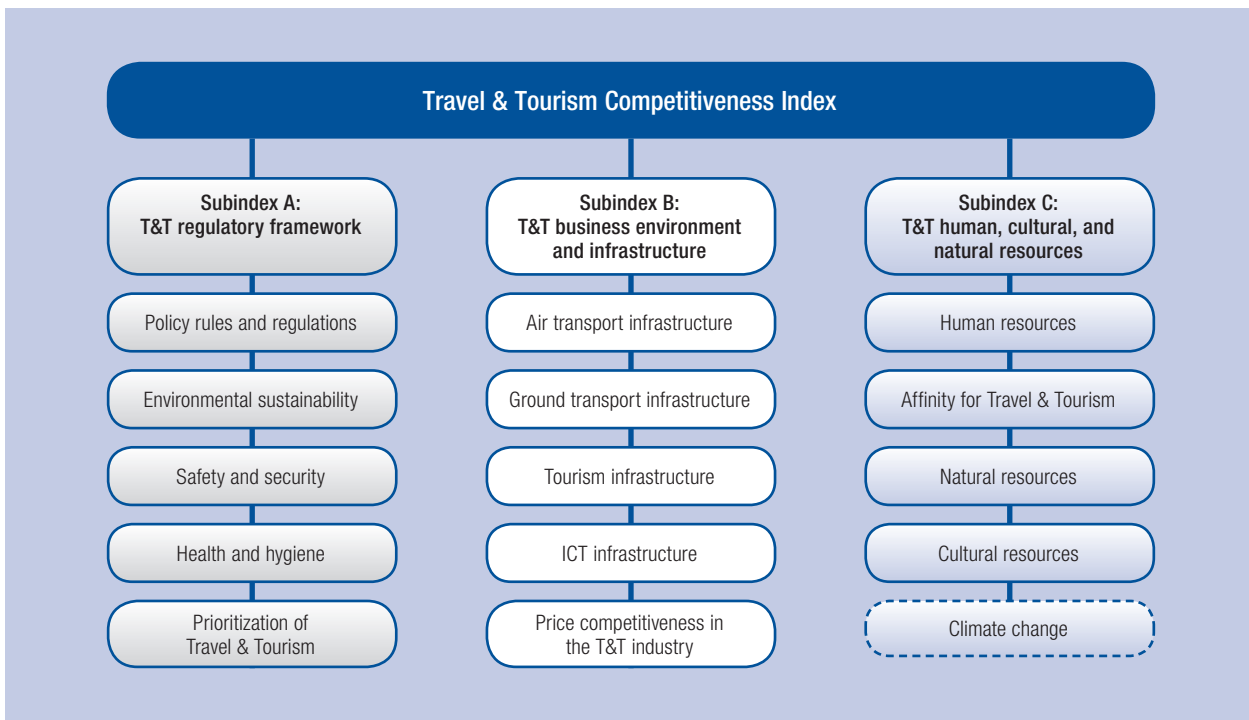
YOUTH The travel needs of the Millennial Generation differ from those of previous generations. Social and mobile T&T practices will be required to address them. Personalization and affiliation seem to be the characteristics of these new Millennials. For example, the average Millennial can switch among 27 different media in an hour. Evolving business models are likely to emerge as a consequence.

ZERO Zero environmental impact is the long-term goal to which eco-aviation and eco-hospitality aspire. The industry has done much to demonstrate its commitment to a low-carbon economy through the active demonstration of alternative, optimized operations such as retrofitting, recycling, and preserving rainforests and reforestation, but more needs to be done to integrate people into the process. The industry has done a fantastic job in talking to itself. But the public—customers and passengers—still perceives the industry as being a heavy polluter. Integrating passengers and customers as stakeholders in working groups to address this issue should become best practice for the future. If the public understands what they stand to benefit by reducing the environmental impact of Travel & Tourism, political barriers will be easier to remove.

Notes

- 1 The Aviation & Travel Community comprises selected member companies of the World Economic Forum that are actively involved in pursuing the Forum's mission at the industry level. The Community brings visibility and insight to strategic decision-making on the most important industry- and cross-industry related issues, as well as the opportunity to engage in acts of global corporate citizenship.
- 2 WTTTC 2013.
- 3 WTTTC 2013.

Figure 1: Composition of the three subindexes of the TTCI



collect and make available T&T data on a timely basis and commissioning high-quality destination-marketing campaigns.

Quality **air transport infrastructure** provides ease of access to and from countries, as well as movement to destinations within countries. In this pillar we measure both the *quantity* of air transport, as measured by the available seat kilometers, the number of departures, airport density, and the number of operating airlines, and the *quality* of the air transport infrastructure both for domestic and international flights.

Vital for ease of movement within a country is the extensiveness and quality of its **ground transport infrastructure**. This takes into account the quality of roads, railroads, and ports, as well as the extent to which the national transport network as a whole offers efficient, accessible transportation to key business centers and tourist attractions.

We have also included a pillar that captures a number of aspects of the general **tourism infrastructure** in each country, as distinct from the general transport infrastructure. This takes into account the accommodation infrastructure (the number of hotel rooms) and the presence of major car rental companies in the country, as well as a measure of its financial infrastructure for tourists (the availability of automatic teller machines, or ATMs).

Given the increasing importance of the online environment for the modern T&T industry in planning itineraries and purchasing travel and accommodations, we also capture the quality of the **ICT infrastructure** in each economy. Here we measure ICT penetration

rates (Internet, telephone lines, mobile telephony, and broadband), which provide a sense of the access by business and individuals to the online services that are essential for operating in the modern T&T industry. We also include a specific measure of the extent to which the Internet is used by businesses in carrying out transactions with other business and consumers, to get a sense of the extent to which these tools are in fact being used for business (including T&T) transactions in the economy.

The **price competitiveness in the T&T industry** is clearly an important element to take into account, with lower costs increasing the attractiveness of some countries for many travelers. To measure countries' price competitiveness, we take into account factors such as the extent to which goods and services in the country are more or less expensive than elsewhere (purchasing power parity) as well as airfare ticket taxes and airport charges (which can make flight tickets much more expensive), fuel price levels compared with those of other countries, taxation in the country (which can be passed through to travelers), and the relative cost of hotel accommodations.

Quality **human resources** in an economy ensure that the industry has access to the collaborators it needs to develop and grow. This pillar takes into account the health and the education and training levels in each economy, and is made up of two specific subpillars. The **education and training** subpillar measures educational attainment rates (primary and secondary), as well as the overall quality of the educational system in each country, as assessed by the business community.

Besides the formal educational system, we also take into account private-sector involvement in upgrading human resources, including the availability of specialized training services and the extent of staff training by companies in the country. The subpillar measuring the **availability of qualified labor** further takes into account the extent to which hiring and firing is impeded by regulations, and whether labor regulations make it easy or difficult to hire foreign labor. The health of the workforce is also included here, as measured by the overall life expectancy of the country as well as the specific costliness of HIV/AIDS to businesses.

Also included is the **affinity for Travel & Tourism**, which measures the extent to which a country and society are open to tourism and foreign visitors. It is clear that the general openness of the population to travel and to foreign visitors has an important impact on T&T competitiveness. In particular, we provide a measure of the national population's attitude toward foreign travelers; a measure of the extent to which business leaders are willing to recommend leisure travel in their countries to important business contacts; and a measure of tourism openness (tourism expenditures and receipts as a percentage of GDP), which provides a sense of the importance of tourism relative to the country's overall size. This year we also introduce an indicator measuring the extent to which businesses are focused on customer satisfaction.

It is clear that **natural resources** are another important factor underlying national T&T competitiveness. Countries that are able to offer travelers access to natural assets clearly have a competitive advantage. In this pillar we include a number of environmental attractiveness measures, including the number of UNESCO natural World Heritage sites, a measure of the quality of the natural environment, the richness of the fauna in the country as measured by the total known species of animals, and the percentage of nationally protected areas, for which this year we rely on newly available, more reliable data.

Finally, the **cultural resources** at each country's disposal are another critical driver of T&T competitiveness around the world. In this pillar we include the number of UNESCO cultural World Heritage sites, sports stadium seat capacity, and the number of international fairs and exhibitions in the country, as well as a measure of its creative industries exports, which provides an indication of cultural richness.

These 14 pillars are regrouped into the three subindexes described above, as shown in Figure 1, and the overall score for each country is derived as an unweighted average of the three subindexes. The details of the composition of the TTCI are shown in Appendix A; detailed rankings and scores of this year's Index are found in Appendix B.

ADJUSTMENTS TO THE TTCI

A few minor adjustments have been made to the TTCI structure in this edition to ensure that the Index remains highly relevant:

- Within the *Policy rules and regulations pillar (1st)*, the indicator *Visa requirements (1.04)*, has been updated to include the case of electronic visas (eVisas) alongside the other visa possibilities. This has become necessary because of the increasing relevance of the facilitation of visa processes in the policy debate.
- Within the *ICT infrastructure pillar (9th)*, the indicator *Extent of business Internet use* has been replaced by two more specific indicators. These are *ICT use for business-to-business transactions* and *ICT use for business-to-consumer transactions*, and are based on the Executive Opinion Survey. Also, an indicator measuring *Mobile broadband subscriptions* has been added to this pillar. These changes reflect the growing importance of ICTs for the tourism industry's operations as well as their role as tools for travelers.
- Within the *Affinity for Travel & Tourism pillar (12th)*, an indicator measuring the *Degree of customer orientation* was added because of the importance of customer satisfaction in the T&T sector.
- Finally, within the *Natural resources pillar (13th)*, the variables used to compute the extent of *Protected areas* have been replaced by the indicators *Terrestrial biome protection* and *Marine protected areas*. These changes should be regarded as data improvements, using more sophisticated and accurate measures, and are in line with the World Economic Forum's work on Sustainable Competitiveness.¹

COUNTRY COVERAGE

Six new economies have been included in the analysis this year. These include three new African countries (Seychelles, Guinea, and Sierra Leone); one Middle Eastern country (Yemen); and two countries in the Americas (Haiti and Suriname, which was reinstated after being absent in the last edition because of a lack of data). On the other hand, five countries covered in the last *Report*—Angola, Libya, Syria, Timor-Leste, and Tunisia—are not covered this year because of insufficient or unreliable data. Thus this year's edition has a net increase in country coverage for a total of 140 economies this year—one more than in the 2011 *Report*—covering all of the world's regions and accounting for over 98 percent of world GDP.

Table 1: The Travel & Tourism Competitiveness Index 2013 and 2011 comparison

Country/Economy	2013		2011	Country/Economy	2013		2011
	Rank/140	Score	Rank/139		Rank/140	Score	Rank/139
Switzerland	1	5.66	1	Morocco	71	4.03	78
Germany	2	5.39	2	Brunei Darussalam	72	4.01	67
Austria	3	5.39	4	Peru	73	4.00	69
Spain	4	5.38	8	Sri Lanka	74	3.99	81
United Kingdom	5	5.38	7	Macedonia, FYR	75	3.98	76
United States	6	5.32	6	Ukraine	76	3.98	85
France	7	5.31	3	Albania	77	3.97	71
Canada	8	5.28	9	Azerbaijan	78	3.97	83
Sweden	9	5.24	5	Armenia	79	3.96	90
Singapore	10	5.23	10	Vietnam	80	3.95	80
Australia	11	5.17	13	Ecuador	81	3.93	87
New Zealand	12	5.17	19	Philippines	82	3.93	94
Netherlands	13	5.14	14	Trinidad and Tobago	83	3.93	79
Japan	14	5.13	22	Colombia	84	3.90	77
Hong Kong SAR	15	5.11	12	Egypt	85	3.88	75
Iceland	16	5.10	11	Dominican Republic	86	3.88	72
Finland	17	5.10	17	Cape Verde	87	3.87	89
Belgium	18	5.04	23	Kazakhstan	88	3.82	93
Ireland	19	5.01	21	Serbia	89	3.78	82
Portugal	20	5.01	18	Bosnia and Herzegovina	90	3.78	97
Denmark	21	4.98	16	Namibia	91	3.77	84
Norway	22	4.95	20	Gambia, The	92	3.73	92
Luxembourg	23	4.93	15	Honduras	93	3.72	88
Malta	24	4.92	26	Botswana	94	3.71	91
Korea, Rep.	25	4.91	32	Nicaragua	95	3.67	100
Italy	26	4.90	27	Kenya	96	3.66	103
Barbados	27	4.88	28	Guatemala	97	3.65	86
United Arab Emirates	28	4.86	30	Iran, Islamic Rep.	98	3.64	114
Cyprus	29	4.84	24	Mongolia	99	3.63	101
Estonia	30	4.82	25	Suriname	100	3.63	n/a
Czech Republic	31	4.78	31	Kuwait	101	3.61	95
Greece	32	4.75	29	Moldova	102	3.60	99
Taiwan, China	33	4.71	37	Guyana	103	3.60	98
Malaysia	34	4.70	35	El Salvador	104	3.59	96
Croatia	35	4.59	34	Rwanda	105	3.56	102
Slovenia	36	4.58	33	Cambodia	106	3.56	109
Panama	37	4.54	56	Senegal	107	3.49	104
Seychelles	38	4.51	n/a	Zambia	108	3.46	111
Hungary	39	4.51	38	Tanzania	109	3.46	110
Montenegro	40	4.50	36	Bolivia	110	3.46	117
Qatar	41	4.49	42	Kyrgyz Republic	111	3.45	107
Poland	42	4.47	49	Nepal	112	3.42	112
Thailand	43	4.47	41	Venezuela	113	3.41	106
Mexico	44	4.46	43	Tajikistan	114	3.41	118
China	45	4.45	39	Paraguay	115	3.39	123
Turkey	46	4.44	50	Uganda	116	3.39	115
Costa Rica	47	4.44	44	Ghana	117	3.38	108
Latvia	48	4.43	51	Zimbabwe	118	3.33	119
Lithuania	49	4.39	55	Swaziland	119	3.31	116
Bulgaria	50	4.38	48	Ethiopia	120	3.29	122
Brazil	51	4.37	52	Cameroon	121	3.27	126
Puerto Rico	52	4.36	45	Pakistan	122	3.25	125
Israel	53	4.34	46	Bangladesh	123	3.24	129
Slovak Republic	54	4.32	54	Malawi	124	3.22	121
Bahrain	55	4.30	40	Mozambique	125	3.17	128
Chile	56	4.29	57	Côte d'Ivoire	126	3.15	131
Oman	57	4.29	61	Nigeria	127	3.14	130
Mauritius	58	4.28	53	Burkina Faso	128	3.12	132
Uruguay	59	4.23	58	Mali	129	3.11	133
Jordan	60	4.18	64	Benin	130	3.09	120
Argentina	61	4.17	60	Madagascar	131	3.09	127
Saudi Arabia	62	4.17	62	Algeria	132	3.07	113
Russian Federation	63	4.16	59	Yemen	133	2.96	n/a
South Africa	64	4.13	66	Mauritania	134	2.91	136
India	65	4.11	68	Lesotho	135	2.89	135
Georgia	66	4.10	73	Guinea	136	2.88	n/a
Jamaica	67	4.08	65	Sierra Leone	137	2.87	n/a
Romania	68	4.04	63	Burundi	138	2.82	137
Lebanon	69	4.04	70	Chad	139	2.61	139
Indonesia	70	4.03	74	Haiti	140	2.59	n/a

Figure 2: T&T competitiveness and tourist arrivals



THE TRAVEL & TOURISM COMPETITIVENESS INDEX RANKINGS 2013

Table 1 shows the overall rankings of the TTCI, comparing this year's rankings with those from the 2011 edition of the *Report*, showing all economies ranked together. The results are positively correlated with a number of T&T indicators. For example, Figures 2 and 3 show the correlation between the 2013 TTCI scores and tourist arrivals (log form, 2011) and between the TTCI scores and tourism receipts (log form, 2011). As the figures show, the Index is quite highly correlated with both the number of tourists actually traveling to various countries and the annual income generated from Travel & Tourism, with few notable outliers. This relationship has held since the Index first appeared in 2007, supporting the idea that the TTCI captures factors that are important for developing the T&T industry.

TOP THREE PERFORMERS IN EACH PILLAR OF THE TTCI

Table 2 shows the rankings of those economies demonstrating the top three performances in each of the 14 pillars of the TTCI.

Singapore, Hong Kong, and New Zealand retain the top three ranks in the policy rules and regulations pillar. These economies continue to have the most conducive overarching policy environments for the development of the T&T sector, including active policies toward attracting foreign investment and developing the T&T sector, and a minimum of red tape required in setting up new businesses. They are joined in the top 10 by two other Asian economies—Taiwan and Malaysia.

Sweden, Switzerland, and Finland hold the top three spots in the environmental sustainability pillar. These countries are characterized by environmental legislation that is both stringent and well enforced, a specific focus on developing the tourism sector in a sustainable way, and good overall environmental outcomes in terms of low levels of pollution and environmental damage. Also in the top 10 among countries shown in the table are Germany, Denmark, Austria, Finland, Norway, and Ireland, which all demonstrate a significant focus on protecting the environment.

Safety and security is another area where European countries perform well, with Finland and Switzerland at the top and several others in the top 10. Two Asian "tigers" also appear in the top 10, with Hong Kong advancing to the third spot and Singapore rising to fifth place. These economies have very low levels of crime and violence, and they all benefit from effective police forces. They are not overly concerned by the threat of terrorism, and they also benefit from roads that are safe by international standards, with few deaths caused by road traffic accidents.

Austria and Germany receive the best assessments for health and hygiene, showing various strengths such as high levels of access to clean drinking water and sanitation and good health infrastructure. They are able to reassure international travelers that they will not run into health issues when traveling there.

Seychelles enters the TTCI for the first time this year, taking 1st place for the prioritization of Travel & Tourism; the country is joined by Cyprus and Mauritius at the top. Other well-known tourism destinations—such as Barbados, Malta, Jamaica, and Spain—are

Figure 3: T&T competitiveness and tourism receipts



also in the top 10. This is perhaps not surprising given the importance of the sector for their economies. This standing is borne out not only by high government expenditure on the sector but also by a holistic approach in supporting the sector that includes strong destination-marketing campaigns and country-level presence at key international tourism fairs.

The air transport infrastructure pillar is led by Canada and the United States, with the United Arab Emirates coming in 3rd, indicating the country's growing relevance as international air transport hub. Australia, the United Kingdom, and Hong Kong follow. These economies are either vast areas that require a strong domestic air transport to connect them, or they are international centers. They are all characterized by the presence of important airport hubs, several flights per capita and a high number of operating airlines, and high-quality service.

The best ground transport infrastructure is found in Hong Kong, Singapore, and Switzerland. All three have high-quality roads, railroads, and ports, and all are also characterized by ground transport networks that work together seamlessly. Travelers in these economies can get from one place to another without hassle or complication, increasing their attractiveness as destinations.

The tourism infrastructure pillar is dominated at the very top by European countries, topped by Austria and Italy, which are tied at 1st place, while Greece is ranked 3rd; the remainder of the top 10 includes Spain, Switzerland, and Croatia. Visitors to these countries have many hotels to choose from, excellent car rental facilities, and many ATMs for withdrawing cash. In other words,

visitors have choices in how they visit, travel, and move around in these countries, and they have the necessary facilities for a comfortable stay.

The ICT infrastructure pillar is increasingly dominated by Asian economies. Korea and Hong Kong are the leaders, with Sweden in 3rd place, with high penetration rates of ICTs and a good use of the Internet for business transactions. Japan and Singapore are another two Asian economies in the top 10. The availability of strong ICT infrastructure is becoming more and more important for the general economy as well as for the T&T industries in these economies, which have become increasingly dependent on such tools for reservations, marketing, and distribution.

The price competitiveness pillar is topped by Iran, Brunei Darussalam, and Gambia, which all benefit from low fuel costs and low ticket taxes and airport charges. Gambia also offers the most competitive hotel prices in the assessment. Also in the top 10 appear countries such as Malaysia and Indonesia, which offer tourists good value for the money they spend.

Switzerland, Singapore, and Iceland once again hold the top three spots in the human resources pillar. These countries have strong educational systems as well as top-notch training facilities and healthy workforces. In addition, they are characterized by flexible labor markets and significant ease in hiring foreign labor, which makes it much easier to manage the seasonal hiring that is so critical for the T&T industry.

The countries with the top three assessments for the affinity for Travel & Tourism are Lebanon, Barbados, and Hong Kong. All three display great openness to foreign travelers, and their business communities

Table 2: Top three performing economies per pillar

Country/Economy	Policy rules and regulations	Environmental sustainability	Safety and security	Health and hygiene	Prioritization of Travel & Tourism	Air transport infrastructure	Ground transport infrastructure	Tourism infrastructure	ICT infrastructure	Price competitiveness in the T&T industry	Human resources	Affinity for Travel & Tourism	Natural resources	Cultural resources
Australia	14	56	13	40	39	4	49	20	18	137	22	38	2	20
Austria	37	6	7	1	22	30	15	1	20	131	17	12	49	12
Barbados	41	27	32	28	8	32	9	26	19	113	23	2	133	50
Brazil	119	30	73	70	102	48	129	60	55	126	62	83	1	23
Brunei Darussalam	126	135	24	65	123	45	67	86	65	2	36	63	53	95
Canada	10	41	18	53	37	1	33	21	23	124	5	34	10	16
Cyprus	88	38	27	45	2	36	19	5	40	102	24	10	96	48
Finland	7	3	1	15	53	11	20	44	13	118	4	64	54	26
Gambia, The	65	34	84	105	25	81	50	126	110	3	111	21	114	121
Germany	33	4	14	2	77	7	6	23	11	125	18	61	31	4
Greece	98	72	69	13	28	20	58	3	33	127	50	55	40	25
Hong Kong SAR	3	118	3	50	12	6	1	71	2	32	8	3	84	42
Iceland	48	19	4	7	5	17	38	9	8	121	3	11	63	57
Iran, Islamic Rep.	124	101	106	79	130	102	76	133	93	1	87	128	74	45
Italy	100	53	44	29	79	24	39	1	31	134	41	72	34	7
Kazakhstan	99	124	99	3	90	82	80	87	48	73	71	121	120	117
Korea, Rep.	50	69	39	19	75	31	16	51	1	96	33	81	89	10
Lebanon	115	127	116	33	38	67	110	27	84	68	64	1	136	68
Mauritius	28	77	36	66	3	60	37	48	69	75	49	6	134	110
New Zealand	2	22	9	17	21	12	46	11	22	74	13	17	26	52
Seychelles	55	70	91	63	1	27	31	29	58	120	56	5	65	64
Singapore	1	23	5	56	4	14	2	38	9	66	2	8	92	35
Spain	67	25	23	24	10	10	10	5	28	106	34	39	29	1
Sweden	16	1	8	38	74	19	17	36	3	129	12	33	45	2
Switzerland	17	2	2	10	11	9	3	5	6	139	1	25	19	6
United Arab Emirates	13	91	50	61	36	3	26	24	39	35	15	24	71	33
United Kingdom	8	7	22	48	40	5	13	22	10	138	6	45	15	3
United States	23	112	57	51	30	2	27	13	17	94	14	69	3	5

express their sense of the great value of the tourism on offer in their respective economies.

The top countries in the natural resources pillar span four continents: Brazil, Australia, the United States, and Tanzania. All host several World Heritage natural sites, have wide expanses of protected land, and boast a rich fauna as measured by the total number of known species living in them. These countries have the great fortune to be endowed with inherent attractions for tourists interested in nature tourism, yet they also bear the responsibility of protecting some of the most essential ecosystems on the planet.

Finally, at the top of the cultural resources pillar—which takes into account attributes such as the number of World Heritage cultural sites, creative industries' exports, and sports stadium capacity—we find Spain, Sweden, and the United Kingdom, with Italy and France also in the top 10. All these countries have many World

Heritage cultural sites and are among the leading exporters of creative industries' products, such as movies and music. They also organize many international fairs and exhibitions and have a high sports stadium capacity. These attributes come together to provide a variety of cultural attractions for leisure and business visitors.

More details on the T&T competitiveness of specific economies will be discussed in the section below.

REGIONAL RANKINGS

This section will consider some of the highlights of the rankings in a regional context, grouping countries into the following five regional groups: Europe, the Americas, Asia Pacific (including Central Asia), the Middle-East and North Africa, and sub-Saharan Africa. For further details for each of the 140 economies included in this Index, we provide two-page profiles in Part 2 of the *Report*. The

profiles show their rankings on each subindex and pillar, as well as those on each of the 79 indicators included in the Index.

Europe

In line with statistics on international tourist arrivals, Table 1 shows that Europe remains the leading region for Travel & Tourism competitiveness, with all of the top five places taken by European countries. Likewise, 13 of the top 20 countries are from the region. Table 3 shows the rankings for European countries only, with the first column showing the rank within the region, the second column showing the overall rank out of all 140 economies included in the Index this year, and the third column showing the score. As the table shows, Switzerland is ranked 1st out of all countries in the 2013 TTCl, a position it has held since the first edition of this *Report* in 2007. Germany, Austria, Spain, and the United Kingdom complete the top five, while France and Sweden are among the top 10 overall.

Switzerland continues to lead the rankings, performing well on almost all aspects of the Index. Switzerland's infrastructure, especially ground transport (3rd), is among the best in the world. The country also boasts top marks for its hotels and other tourism-specific facilities, with excellent staff thanks to the availability of qualified labor to work in the industry (ranked 2nd)—perhaps not surprising in a country that holds many of the world's best hotel management schools. Switzerland also attracts tourists because of its rich and well-managed natural resources. A large percentage of the country's land area is protected, environmental regulation is among the most stringent (3rd), and the T&T industry is considered to be developed in a sustainable way (7th). These good environmental conditions, combined with the high safety and security of the country (2nd), contribute to its solid T&T competitiveness. Switzerland is not only a strong leisure tourism destination but also an important business travel hub, with many international fairs and exhibitions held in the country each year, driving its showing on the cultural resources pillar (6th). Switzerland's strong performance in all these areas enables the country to somewhat make up for its lack of price competitiveness (139th), which, together with a fairly restrained international visa policy, does indeed limit the number of arrivals.

Germany ranks 2nd in Europe and out of all countries in the TTCl. Similar to Switzerland, its infrastructure is among the best in the world: it is ranked 6th for ground transport infrastructure and 7th for air transport infrastructure, facilitating connections both within the country and internationally. Germany also has abundant cultural resources (ranked 5th worldwide for its many World Heritage cultural sites) and is host to almost 600 international fairs and exhibition per year (2nd), while hotel prices are relatively competitive (55th). In addition,

Germany makes great efforts to develop in a sustainable way (4th), with the world's most stringent environmental regulations—which are also among the best-enforced—and the strong support of international environmental efforts, as demonstrated through its ratification of many international environmental treaties.

Austria ranks 3rd, improving by one position since 2011. Its strong performance is driven by factors such as tourism infrastructure, in which it ties for 1st place with Italy; a welcoming attitude toward visitors; a very safe and secure environment (7th); and, most importantly, its rich cultural resources. Austria hosts nine World Heritage cultural sites, has excellent creative industries, and attracts many travelers with several fairs and exhibitions organized every year. The country's tourism industry is also being developed in a sustainable way (10th), with some of the most stringent (4th) and well-enforced (7th) environmental regulations in the world, driving its overall positive performance on environmental sustainability (ranked 6th).

Spain is the country among the top 10 that sees the most improvement since 2011: moving up four places since the last assessment, it is now ranked 4th. Spain continues to lead in cultural resources, ranking 1st this year in this area because of its extremely numerous World Heritage sites (2nd) and its large number of international fairs and exhibitions (3rd), as well as its significant sports stadium capacity. Its tourism infrastructure is another strength, with its many hotel rooms, car rental facilities, and ATMs. Furthermore, its air transport infrastructure is highly developed and ranks among the top 10 worldwide. Spain has improved in a few areas since the last edition. In particular, starting a business has become less costly and onerous, according to the World Bank, and hotel prices have come down a bit. The government has also kept tourism high in its development agenda, making Spain a top 10 economy for prioritization of the industry. Spain has notably maintained its efforts on marketing activity and spending on the industry's development amid difficult economic circumstances.

The United Kingdom moves up by two more positions since the last edition of the *Report*, to reach 5th place this year. The country's T&T competitiveness is based on its excellent cultural resources (ranked 3rd), with many World Heritage cultural sites, a large number of international fairs, and strong creative industries (all ranked within the top 10). The country has probably benefitted from two important events in 2012: the Olympic Games and the Diamond Jubilee of Queen Elizabeth II. Although the outcome is not yet fully reflected in the data, the United Kingdom has leveraged the preparation of these events in terms of tourism campaigns, generating interest in visiting the country and reinforcing their already-solid ICT and air transport infrastructure (ranked 10th and 5th, respectively). The

Table 3: The Travel & Tourism Competitiveness Index 2013: Europe

Country/Economy	SUBINDEXES								
	OVERALL INDEX			T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources	
	Regional rank	Overall rank	Score	Rank	Score	Rank	Score	Rank	Score
Switzerland	1	1	5.66	1	5.94	1	5.42	2	5.63
Germany	2	2	5.39	8	5.57	6	5.29	7	5.31
Austria	3	3	5.39	2	5.80	11	5.11	9	5.24
Spain	4	4	5.38	14	5.48	5	5.30	6	5.36
United Kingdom	5	5	5.38	17	5.44	10	5.13	3	5.57
France	6	7	5.31	9	5.56	7	5.18	11	5.20
Sweden	7	9	5.24	12	5.54	23	4.89	8	5.30
Netherlands	8	13	5.14	16	5.45	15	5.01	16	4.97
Iceland	9	16	5.10	3	5.77	13	5.06	36	4.47
Finland	10	17	5.10	5	5.74	22	4.89	24	4.65
Belgium	11	18	5.04	18	5.43	26	4.78	18	4.90
Ireland	12	19	5.01	7	5.68	19	4.96	40	4.41
Portugal	13	20	5.01	20	5.42	27	4.78	19	4.84
Denmark	14	21	4.98	25	5.31	16	4.98	26	4.64
Norway	15	22	4.95	11	5.55	28	4.77	33	4.53
Luxembourg	16	23	4.93	21	5.41	20	4.96	39	4.42
Malta	17	24	4.92	15	5.47	14	5.06	49	4.22
Italy	18	26	4.90	50	4.90	29	4.76	14	5.05
Cyprus	19	29	4.84	22	5.35	21	4.89	46	4.27
Estonia	20	30	4.82	10	5.55	30	4.72	51	4.19
Czech Republic	21	31	4.78	28	5.24	37	4.49	28	4.61
Greece	22	32	4.75	39	5.02	33	4.65	30	4.58
Croatia	23	35	4.59	42	4.99	39	4.43	42	4.37
Slovenia	24	36	4.58	33	5.12	35	4.52	52	4.11
Hungary	25	39	4.51	26	5.29	49	4.16	54	4.08
Montenegro	26	40	4.50	34	5.09	50	4.14	47	4.26
Poland	27	42	4.47	49	4.92	58	3.94	32	4.56
Turkey	28	46	4.44	64	4.62	52	4.08	27	4.63
Latvia	29	48	4.43	35	5.08	40	4.40	77	3.81
Lithuania	30	49	4.39	41	4.99	48	4.19	61	3.98
Bulgaria	31	50	4.38	58	4.79	45	4.24	53	4.10
Slovak Republic	32	54	4.32	43	4.96	60	3.92	55	4.06
Russian Federation	33	63	4.16	92	4.24	46	4.22	58	4.02
Georgia	34	66	4.10	30	5.18	80	3.46	91	3.67
Romania	35	68	4.04	66	4.61	68	3.67	73	3.85
Macedonia, FYR	36	75	3.98	57	4.79	74	3.58	100	3.58
Ukraine	37	76	3.98	60	4.73	71	3.62	99	3.59
Albania	38	77	3.97	63	4.65	90	3.31	63	3.96
Armenia	39	79	3.96	51	4.88	88	3.34	94	3.65
Serbia	40	89	3.78	74	4.50	81	3.40	109	3.45
Bosnia and Herzegovina	41	90	3.78	75	4.47	95	3.19	92	3.66
Moldova	42	102	3.60	65	4.61	97	3.16	133	3.04

generally supportive policy environment, ranked 8th, encourages the development of the sector, while the country relies on an excellent human resources base (ranked 6th). On a less positive note, the United Kingdom continues to receive one of the poorest assessments for price competitiveness (138th), in large part because it has the 2nd highest tax rate on tickets and airport charges worldwide.

France is ranked 7th overall in this edition, losing four positions since 2011. France continues to attract many tourists with its rich cultural heritage (ranked 4th for the number of World Heritage cultural sites and 8th for creative industries). The country also hosts many

international fairs and exhibitions (ranked 5th). France's ground transport infrastructure is still one of the best in the world (ranked 5th), with particularly good roads and railroads as well as good air transport infrastructure (ranked 8th). However, the overall policy rules and regulation framework is not sufficiently supportive of developing the sector, and the prioritization of the T&T sector declines this year (ranked 35th overall). Additionally, the assessment has weakened somewhat in terms of the quality and availability of qualified labor in the country.

Sweden is ranked 9th this year. The country tops the rankings of the sustainability pillar, is 2nd in terms

of cultural resources, and comes in 3rd for its ICT infrastructure. Additionally, it offers a safe and secure environment (8th) and benefits from strong human resources (12th). However, the prioritization of Travel & Tourism has dropped to 74th place, perhaps in the face of recent pressing economic concerns related to the global economic crisis, and the country has become even more comparatively costly (it ranks 129th for its lack of price competitiveness this year, a slight decline since last the last edition).

Italy moves up one spot this year to place 26th overall and 18th in Europe. As well as its cultural richness—with many World Heritage Sites, international fairs and exhibitions, and rich creative industries—Italy's strengths lie in its excellent tourism infrastructure (tying with Austria for 1st place) and its relatively good air transport infrastructure (24th). However, it faces a number of challenges that bring its overall rating down. These include policy rules and regulations that are still not sufficiently supportive of the development of the sector (100th) and a lack of price competitiveness (134th).

Greece is ranked 32nd, down another three positions since the last assessment. The country's rich cultural resources (ranked 25th) and excellent tourism infrastructure (3rd) are still important strengths. Additionally, Greece has very good health and hygiene conditions (ranked 13th overall) and good air transport infrastructure (20th). Further, there is a strong national affinity for tourism compared with many other European countries, including a generally open and positive attitude toward tourists. The decline in the rankings can be traced to a further worsening of the policy environment and a lower perceived prioritization of Travel & Tourism within the country, probably because of dwindling resources available for the particular industry amid general economic and financial difficulties.

Croatia, a country well known for its tourism industry, ranks 35th overall, trailing slightly behind countries such as Malaysia and slightly above Turkey. Croatia's performance has remained stable over the last several editions of the *Report*. It is endowed with a remarkable 18 cultural World Heritage sites and 1 natural World Heritage site, and is ranked 29th in terms of its overall affinity for Travel & Tourism. In addition, the country's tourism-specific infrastructure is ranked 5th worldwide. Also, Croatia—highly dependent on the quality of its natural environment for leisure tourism—makes efforts toward sustainability (44th) and has good health and hygiene standards (31st). On the other hand, in order to improve the sector's competitiveness further, a goal will be to upgrade its ground transport infrastructure, particularly its railroads and ports, and its air transport infrastructure. More efforts should also be devoted to ensuring that the country's policy rules and regulations are supportive of developing the sector

(96th) with improvements in areas such as FDI, property rights protection, and red tape. Besides improving the tourism industry, such advances would favor general development in the country.

Montenegro slides four places in the rankings after having improved significantly in recent years. At 40th place, it continues to demonstrate a strong performance, placing just behind Croatia and Hungary in the region. Policy rules and regulations support the development of the T&T sector (22nd). Montenegro also retains a strong affinity for Travel & Tourism (ranked 7th)—perhaps not surprising given the importance of the sector for the country's economy. Additionally, tourism infrastructure is well developed (ranked 19th), while ground transport has been improving, although—at 92nd—this is still an area requiring further investment. Human resources (51st) could be better leveraged: both the quality of education and the availability of qualified labor are less well assessed than in the past edition. These areas are essential for the future development of the industry and the economy more generally as the country develops.

Turkey climbs four positions this year to reach 46th place. The country's main strength continues to lie in its rich cultural resources (19th), with 20 World Heritage cultural sites, several international fairs and exhibitions, and strong creative industries. In addition, Turkey gains significantly in a number of areas and has seen a significant increase in tourist arrivals over the last two years. The policy rules and regulations governing the sector are supportive and have continued to progress since the 2011 *T&T Report*. Turkey has also improved its air transport infrastructure (29th) and its tourism infrastructure (45th). However, some areas still hold back the overall T&T competitiveness performance of the country: although improving, safety and security issues (79th) remain worrisome, ground transport infrastructure is inadequate (especially railroads and ports), and ICT infrastructure remains unsatisfactory (71st), especially for a rapidly growing tourism destination. In addition, more efforts must be made toward environmental sustainability (ranked 95th), an area that will be of increasing concern going forward.

Russia is ranked 63rd overall, losing four positions since the last *Report*. The country receives a good assessment for its cultural resources (39th), the result particularly of its many World Heritage sites and its well-developed air transport infrastructure (33rd). However, ground transport infrastructure (93rd) gets lower marks. Safety and security issues are also of serious concern (113th), with a high level of crime and violence, a lack of trust in the police to provide protection from crime, and many deaths caused by road traffic accidents, although this area has seen some improvement since the last assessment. Most strikingly, Russia is assessed as having a very non-conducive policy environment (123rd), caused, for example, by extremely

rare foreign ownership, property rights that are not well protected, and visa requirements for visitors from many countries; furthermore, it ranks a low 111th for the prioritization of its Travel & Tourism industry. Additionally, notwithstanding the country's important endowment of natural resources (37th, declining by 10 positions since the last assessment), insufficient attention is paid to environmental sustainability (ranked 134th).

Armenia is ranked 79th in this edition of the *Report*, up an impressive 11 positions since the last assessment. Improvements have taken place across many areas measured by the Index, with the most marked being registered in the areas of policy rules and regulations, human resources, and safety and security (where the country ranks 46th, 44th and 37th respectively). In particular, red tape (33rd) and the cost to start a business (38th) have been reduced significantly, and visa requirements have become more open (35th). The country also benefits from a safe and secure environment. ICT infrastructure (73rd) has improved notably, especially in terms of Internet availability and usage. Infrastructure has also improved, benefitting from significant investment in recent years. Notwithstanding the improvements, air transport, ground transport, and tourism infrastructures remain relatively underdeveloped, ranking 85th, 94th, and 80th, respectively.

As in past years, at the bottom of the European rankings are a number of Balkan countries (**Serbia, Bosnia and Herzegovina, and Moldova**). In line with their less-advanced development, these countries will require significant investments in upgrading the infrastructure needed to support healthy and growing T&T sectors.

The Americas

Table 4 shows the regional rankings for the countries in the Americas. As this table shows, **the United States** is the highest-ranked country in the Americas and 6th out of all countries, with stable performance since the last assessment. Overall, the country receives high marks for its business environment and infrastructure. In particular, the United States has excellent air transport infrastructure (ranked 2nd) and high-quality tourism infrastructure, as well as a strong focus on customer satisfaction. Its cultural resources and natural resources (ranked 5th and 3rd, respectively), with many World Heritage cultural and natural sites, drive its high position in the rankings, together with several fairs and exhibitions (1st) and strong creative industries (2nd). On a less positive note, the country's natural endowments are not being sufficiently protected (ranked 112th for environmental sustainability). Also, compared with other top-ranked economies, the quality of ground transport could be improved more (27th) and the perception of safety and security leaves room for improvement (57th).

Canada moves up one place to 8th overall. The country has several strengths, including its rich natural resources (10th) with numerous World Heritage sites (ranked 5th), excellent air transport infrastructure, highly qualified human resources (5th), and a strong policy environment (10th). Its cultural resources are also a strong point, with many international fairs and exhibitions in the country. Canada has lost some ground in terms of price competitiveness and environmental sustainability, where, although it still ranks fairly high (41st), it registers a decline in the perception of the enforcement of environmental regulations and continues to suffer from high CO₂ per capita emissions.

Barbados ranks 3rd in the region and 27th overall, up one place since the last assessment. Barbados comes in 2nd overall for the country's affinity for Travel & Tourism, with a positive attitude toward tourists and toward the value of tourism in the country, although it does receive a middling score for the degree of customer orientation (64th). The importance of the T&T sector for Barbados is reflected in the high prioritization placed on Travel & Tourism (8th), with significant emphasis put on the sector's development by the government and high spending on the sector, ensuring effective destination-marketing campaigns and collecting relevant sector data on a timely basis. However, although there have been some marginal improvements in some elements of its environmental sustainability, additional efforts to protect the natural environment would reinforce the country's strong T&T competitiveness.

Panama witnesses one of the most marked improvements in this year's TTCL, moving up to 37th position overall and 4th in the region. The country's most important competitive advantage is its rich endowment of natural resources, with its diverse fauna, significant protected land areas, and a number of World Heritage sites. The improvement in this year's rankings can be traced mainly to an improvement in the country's infrastructure. Tourism infrastructure has been developed (now ranked 42nd), most notably with more available hotel rooms. The quality of ground transport has also improved across almost all modes, with port infrastructure now ranked 4th and railroads ranked 32nd. Air transport improves as well and is now ranked 16th. The expansion of stadium capacity and creative industries exports is also notable. On the other hand, areas requiring further improvement include safety and security (70th), the human resources base (79th), and health and hygiene standards (86th).

Mexico is stable this year at 44th position (and 5th in the region). Mexico receives impressive marks for its natural resources (ranked 8th), an area that shows an improvement since the last assessment, with many World Heritage natural sites and rich fauna. The country's cultural resources are also among the best in the world (21st), with 34 World Heritage cultural

Table 4: The Travel & Tourism Competitiveness Index 2013: The Americas

Country/Economy	SUBINDEXES									
	OVERALL INDEX			T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources		
	Regional rank	Overall rank	Score	Rank	Score	Rank	Score	Rank	Score	
United States	1	6	5.32	44	4.95	2	5.36	1	5.65	
Canada	2	8	5.28	27	5.27	8	5.17	5	5.39	
Barbados	3	27	4.88	13	5.50	18	4.96	50	4.20	
Panama	4	37	4.54	54	4.83	36	4.52	45	4.29	
Mexico	5	44	4.46	83	4.43	61	3.92	15	5.02	
Costa Rica	6	47	4.44	52	4.88	56	3.98	38	4.45	
Brazil	7	51	4.37	82	4.43	76	3.57	12	5.10	
Puerto Rico	8	52	4.36	40	4.99	43	4.33	81	3.75	
Chile	9	56	4.29	53	4.87	53	4.07	65	3.94	
Uruguay	10	59	4.23	31	5.18	78	3.53	62	3.97	
Argentina	11	61	4.17	69	4.54	72	3.61	41	4.38	
Jamaica	12	67	4.08	59	4.76	64	3.76	87	3.72	
Peru	13	73	4.00	96	4.17	85	3.36	37	4.47	
Ecuador	14	81	3.93	85	4.37	83	3.38	56	4.05	
Trinidad and Tobago	15	83	3.93	104	4.07	54	4.07	95	3.64	
Colombia	16	84	3.90	101	4.11	103	3.09	34	4.51	
Dominican Republic	17	86	3.88	67	4.60	75	3.58	108	3.45	
Honduras	18	93	3.72	97	4.17	92	3.28	89	3.69	
Nicaragua	19	95	3.67	98	4.15	101	3.11	82	3.74	
Guatemala	20	97	3.65	109	3.93	98	3.15	69	3.88	
Suriname	21	100	3.63	106	4.05	100	3.11	86	3.72	
Guyana	22	103	3.60	80	4.44	111	2.88	106	3.47	
El Salvador	23	104	3.59	99	4.14	82	3.39	125	3.24	
Bolivia	24	110	3.46	125	3.55	102	3.09	85	3.73	
Venezuela	25	113	3.41	119	3.67	99	3.12	110	3.45	
Paraguay	26	115	3.39	103	4.09	115	2.80	120	3.29	
Haiti	27	140	2.59	138	2.93	136	2.39	140	2.44	

sites, several international fairs and exhibitions, and strong creative industries. These inherent strengths are reinforced by the overall prioritization of the sector in the country (34th) and effective marketing and branding campaigns. Some areas have improved, yet continue to require attention—for example, ground transport infrastructure is being developed but still ranks relatively low (69th), and more efforts are required to ensure that the sector is being developed in a sustainable way (105th). Finally, despite a marginal improvement since last year, safety and security remains the main source of concern for the T&T sector, where Mexico still ranks a low 121st.

Costa Rica is ranked 6th in the region and 47th overall. The country gets excellent marks for its natural resources (ranked 7th), with several World Heritage sites, a high percentage of nationally protected areas, and very diverse fauna. Given the importance of the natural environment for the country's tourism industry, it is notable that it ranks a high 26th overall for environmental sustainability, an area where it has continued to improve slightly over the past few years. However, health and hygiene remains a concern (78th). Further, although its tourism infrastructure is relatively well developed (33rd), with a strong presence of major car rental companies and abundant hotel rooms, ground transport

infrastructure requires significant upgrading (100th), particularly roads and ports, making travel in the country somewhat difficult.

Brazil is ranked 7th in the Americas and 51st overall, up one position since 2011. The country is ranked 1st out of all countries for its natural resources and 23rd for its cultural resources, with many World Heritage sites, a good proportion of protected land area, and the richest fauna in the world. This is buttressed by a focus on environmental sustainability (ranked 30th), an area that has been improving over recent years, although the protection of the country's diverse fauna requires additional efforts. The safety and security environment and health and hygiene conditions have also improved slightly since the last assessment. On the other hand, the ground transport network remains underdeveloped (129th), with the quality of roads, ports, and railroads requiring improvement to keep pace with the economic development of the country. Preparations for two major sports events in the next five years (the FIFA World Cup in 2014 and the Olympic Games in 2016) provide opportunities to bridge the infrastructure gap. Brazil also continues to suffer from a lack of price competitiveness (126th), with high and increasing ticket taxes and airport charges, as well as high and rising prices more generally. Further, the overall policy environment is not

particularly conducive to the development of the sector (ranked 119th), with discouraging rules on FDI, much time required for starting a business, and somewhat restrictive commitments to opening up tourism services under GATS commitments.

Puerto Rico is ranked 8th in the region and 52nd overall, down seven places to reach a position similar to the one it held in the 2009 edition of the *Report*. Puerto Rico continues to demonstrate a number of strengths, including a policy environment that is conducive to the development of the sector (19th), solid efforts to ensure environmental sustainability (16th), and reasonably high prioritization of T&T in the government agenda (41st). The drop in rankings is attributable mainly to a somewhat poorer relative assessment of the quality of transport and tourism infrastructure. Improvements could also be made in the areas of education and training (44th) and facilitating the hiring of foreign labor (107th).

Chile ranks 9th in the region and 56th overall, maintaining a stable performance since the last assessment. It has notable cultural resources, with six World Heritage cultural sites and several international fairs and exhibitions. In addition, policy rules and regulations are conducive to the development of the T&T sector (12th), with few foreign ownership restrictions, a liberal visa regime, and open bilateral Air Service Agreements, although the time and cost for starting new businesses remain relatively high. The country also benefits from good safety and security by regional standards (31st). Additionally, tourism infrastructure has improved noticeably and now ranks 49th. However, Chile's T&T competitiveness would be strengthened by upgrading its transport infrastructure and thus raising the quality of tourism infrastructure further, as well as by focusing more on preserving the environment to develop the industry in a more environmentally sustainable way.

Peru is ranked 13th in the region, placing 73rd overall. Peru's natural and cultural resources remain important assets for the tourism industry. The country has one of the richest fauna in the world (3rd) and hosts several natural and cultural World Heritage sites. Peru has seen a continuous growth in tourist arrivals and international flights, even during the global recession. The effectiveness of marketing and branding to promote the T&T sector shows improvement, and government spending on the industry has increased slightly. However, in order to raise its T&T competitiveness further, safety and security must be improved (118th) and ground transport infrastructure must be upgraded (121st). Additionally, the country has lost some price competitiveness because of higher general and tourism-specific taxation, most notably the high ticket taxes and airport charges (where the country ranks 135th). A more in-depth analysis of the performance of the T&T competitiveness of Peru will be conducted in a dedicated

publication to be issued in April 2013, on occasion of the World Economic Forum on Latin America 2013.

Colombia is ranked 84th, 16th in the region. The country's main strengths continue to be its rich cultural and natural resources, where it ranks 37th and 16th, respectively. However, the country ranks a low 97th on the environmental sustainability pillar, losing several places since the last assessment and raising some concerns about its ability to continue to depend on its natural resources going forward. On the positive side, Colombia's business environment shows some progress since the last edition, with a notable reduction in the cost and time required to start a business. However, it continues to demonstrate a number of areas for improvement. Infrastructure is in need of upgrading, especially ground transport (ranked 131st). In addition, safety and security (115th), although improved, still needs to be reinforced in order to overcome some of the perceptions of insecurity by international travelers. Finally, in terms of price competitiveness, the increasing cost of hotels, and rising prices more generally, are an additional concern.

Argentina remains 11th in the region and places 61st overall, down one position since the last *Report*. Argentina has strong natural resources (20th), with four World Heritage sites and very diverse fauna. The country also benefits from a relatively high airport density, abundant seat kilometers, and a number of operating airlines, although the quality of air transport continues to be highlighted as a problem area (ranked 113rd). There is a mixed picture in the area of policy rules and regulations: on one hand, there have been some improvements such as greater openness in bilateral Air Service Agreements (25th). On the other hand, there are still concerns about property rights (132nd), and rules on FDI do not encourage investment (138th). Further, the quality of its ground transport remains underdeveloped (120th) and environmental regulation is neither sufficiently stringent (ranked 102th) nor well enforced (ranked 129th), of particular concern given the importance of natural resources for the country's tourism industry.

Venezuela, despite being ranked a high 24th for its natural resources (with much protected land area and diverse fauna), is ranked third from last in the region and 113th overall. Among the most important concerns are a lack of safety and security (ranked 131st), the low prioritization of the tourism industry (120th), and a policy environment that is not conducive to the development of the sector (137th). Property rights are not well protected in the country, and FDI is not encouraged (ranked 140th, last out of all countries, for both indicators). Further, Venezuela receives the poorest assessment of all countries for its affinity for Travel & Tourism (140th). In addition, infrastructure is in need of significant upgrading, particularly ground transport infrastructure (ranked 139th).

Asia Pacific

Table 5 displays the regional rankings and data for the Asia Pacific region. As the table shows, **Singapore** is the top-ranked economy in the region at 10th position overall, the same position it has held for the past three editions. Singapore benefits from excellent transport infrastructure, with ground transport infrastructure and air transport infrastructure ranked 2nd and 14th, respectively. Singapore ranks 2nd for the high quality of its available human resources. And with its famously well-functioning public institutions, it is perhaps not surprising that Singapore ranks 1st out of all economies for its policy environment, with rules and regulations that are extremely conducive to the development of its T&T industries (policies facilitating foreign ownership and FDI, well-protected property rights, and few visa restrictions). Further, Singapore is among the safest economies of all assessed with regard to safety and security, and receives strong assessments for other types of infrastructure. One area of concern is its lack of price competitiveness, which has eroded, as seen in increasing hotel prices and taxation.

Singapore is followed in the regional rankings by **Australia**, which improves by two places and is now at 11th position overall. Australia's T&T competitiveness continues to be characterized by a number of clear strengths, including its rich natural resources and the highest number of World Heritage natural sites in the world, benefiting from diverse fauna and a comparatively pristine natural environment. Given the importance of the environment for much of its leisure tourism, it is notable that the stringency and enforcement of its environmental regulations are well assessed. And given the country's distance from other continents and the related importance of domestic air travel to overcome the large distances between major sites, its competitiveness is also buttressed by excellent air transport infrastructure (ranked 4th) as well as good general tourism infrastructure (ranked 20th). Australia also sees some improvements in the policy rules and regulations affecting the sector, especially its increased openness in bilateral Air Service Agreements. In terms of visa requirements, Australia has one of the most advanced visa policies in the world (especially with respect to the electronic visa process) at a time when a number of other countries are moving in the opposite direction.

New Zealand ranks 3rd in the region and 12th overall, an improvement of seven positions, one of the most significant in the region. The country continues to benefit from its rich natural resources, with a number of World Heritage natural sites (ranked 18th) and a pristine natural environment (ranked 3rd), protected by strong and well-enforced environmental legislation. The country's policy rules and regulations are highly conducive to the development of the sector (ranked

2nd), with very transparent policymaking and among the least time and lowest cost required to start a business in the world. The country also benefits from high-quality human resources (ranked 13th) and a very safe and secure environment overall (9th). Although New Zealand's ground transport network remains somewhat underdeveloped given its advanced stage of development, its air transport infrastructure gets excellent marks (ranked 12th) and its ICT infrastructure is quite good by international standards. The most relevant improvement in New Zealand's performance in this edition is registered in its tourism infrastructure, driven especially by a rise in the number of available hotel rooms.

Japan is ranked 4th regionally and 14th out of all the economies in the TTCI, up eight places since the last assessment. This achievement is especially impressive against the backdrop of the 2011 tsunami and related nuclear disaster. Japan's T&T sector resilience can be ascribed to its rich cultural resources (ranked 11th), with its 32 World Heritage cultural sites, the many international fairs and exhibitions hosted by the country, and its rich creative industries. Its ground transport infrastructure is among the best in the world (ranked 7th), especially its railroads, and Japan continues to lead in the area of education and training (ranked 13th). Moreover, it has continued to develop its already strong ICT infrastructure and now ranks 7th in this area. In addition, Japan's extremely customer oriented culture (1st) is an important strength for the T&T industry. On the other hand, the country continues to be an expensive destination, ranking 130th in the price competitiveness pillar.

Hong Kong SAR is ranked 15th overall. Its transport infrastructure is among the most developed in the world, with the best ground transport infrastructure and air transport infrastructure that ranks 6th. Further, the economy's ICT infrastructure ranks 2nd worldwide, demonstrating an important support for an industry that depends so much on ICTs. Additionally, Hong Kong benefits from strong safety and security (3rd) as well as a conducive business environment, coming in 3rd in the policy rules and regulations pillar. It also receives relatively good marks for cultural resources, with many international fairs and exhibitions and strong creative industries. However, Hong Kong trails other advanced economies in the region for its lack of emphasis on environmental sustainability, where it ranks a low 118th.

Korea, Rep. is ranked 25th, just ahead of Taiwan and Malaysia in the regional rankings and improving by seven places. Korea's strengths lie in its excellent ground transport and ICT infrastructure (ranked 16th and 1st, respectively) and its rich cultural resources (ranked 10th). Its rise in the overall rankings is driven by improvements in almost all the pillars, with a measurable increase in the prioritization and affinity for Travel & Tourism, thanks

Table 5: The Travel & Tourism Competitiveness Index 2013: Asia Pacific

Country/Economy	SUBINDEXES								
	OVERALL INDEX			T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources	
	Regional rank	Overall rank	Score	Rank	Score	Rank	Score	Rank	Score
Singapore	1	10	5.23	6	5.74	4	5.31	25	4.64
Australia	2	11	5.17	23	5.32	25	4.81	4	5.39
New Zealand	3	12	5.17	4	5.75	12	5.06	22	4.69
Japan	4	14	5.13	24	5.31	24	4.86	10	5.22
Hong Kong SAR	5	15	5.11	19	5.43	3	5.32	29	4.59
Korea, Rep.	6	25	4.91	38	5.02	17	4.98	20	4.74
Taiwan, China	7	33	4.71	29	5.19	34	4.63	44	4.29
Malaysia	8	34	4.70	55	4.82	41	4.36	17	4.93
Thailand	9	43	4.47	76	4.47	44	4.25	23	4.68
China	10	45	4.45	71	4.50	63	3.77	13	5.09
India	11	65	4.11	110	3.92	67	3.69	21	4.72
Indonesia	12	70	4.03	95	4.18	84	3.36	31	4.56
Brunei Darussalam	13	72	4.01	94	4.18	57	3.94	67	3.91
Sri Lanka	14	74	3.99	61	4.68	86	3.35	66	3.93
Azerbaijan	15	78	3.97	46	4.94	87	3.34	96	3.63
Vietnam	16	80	3.95	88	4.30	94	3.26	43	4.30
Philippines	17	82	3.93	70	4.51	89	3.33	64	3.95
Kazakhstan	18	88	3.82	62	4.66	79	3.48	119	3.30
Mongolia	19	99	3.63	91	4.25	107	2.96	90	3.69
Cambodia	20	106	3.56	105	4.06	112	2.86	78	3.77
Kyrgyz Republic	21	111	3.45	93	4.23	131	2.61	103	3.51
Nepal	22	112	3.42	100	4.14	128	2.64	105	3.48
Tajikistan	23	114	3.41	90	4.28	123	2.69	122	3.26
Pakistan	24	122	3.25	131	3.38	104	2.99	116	3.38
Bangladesh	25	123	3.24	124	3.56	109	2.91	124	3.24

to increased marketing and branding efforts, and a high degree of customer orientation (9th). On a less positive note, Korea remains a relative costly destination (ranked 96th for price competitiveness) and, despite much discussion in public discourse, the tourism sector is not being developed in a sufficiently sustainable way (69th), although there are improvements since the last assessment.

Malaysia is ranked 8th regionally and 34th overall, up one position since the 2011 *Report*. Malaysia benefits from its rich natural resources (ranked 18th) and its cultural resources (ranked 31st). The country also benefits from excellent price competitiveness (ranked 5th), with comparatively low fuel prices, low ticket taxes and airport charges, competitive hotel prices, and a favorable tax regime. Malaysia's policy environment is assessed as very conducive to the development of the sector (ranked 9th), an area that has improved since the last assessment, and the country is characterized by a strong affinity for Travel & Tourism more generally (ranked 16th). However, health and hygiene indicators trail those of many other countries in the region, with, in particular, a low physician density and few hospital beds available. Further, environmental sustainability remains an area for improvement, with high emission levels and several threatened species, although business leaders feel that efforts are being made in this area.

Thailand is ranked 9th in the region and 43rd overall. The country declines by only two places since the last edition, demonstrating some resilience to the natural disasters and political unrest with which the country has been grappling. Thailand is endowed with rich natural resources and a strong affinity for Travel & Tourism (ranked 23rd and 18th, respectively), with a very friendly attitude of the population toward tourists (ranked 13th). This is buttressed by the government's strong prioritization of the sector, with good destination-marketing campaigns (11th) and relative price competitiveness (25th). However, some weaknesses remain: despite the prioritization of the sector by the government, some aspects of the regulatory environment—such as the protection of property rights and the long time required for starting a business—are not particularly conducive to developing the sector (ranked 77th). In addition, given the importance of the natural environment for the country's tourism, environmental sustainability should be a greater priority (ranked 99th on this indicator).

China is ranked 10th regionally, losing six places and falling to 45th overall this year. China continues to build on some clear strengths: it comes in 5th for its natural resources, with many World Heritage natural sites and fauna that are among the richest in the world. It places 15th for its cultural resources, with

several World Heritage cultural sites, many international fairs and exhibitions, and creative industries that are unsurpassed. Moreover, the country continues to develop its infrastructure, with improvements in air transport (35th) and ground transport (51st). However, some weaknesses pull the country's ranking down. China's policy environment is not highly conducive to the T&T sector's development (ranked 86th). Furthermore, there are increasing concerns related to the sustainable development of the sector (109th). China's tourism infrastructure remains underdeveloped (ranked 101th), with few international-quality standard hotel rooms available and few ATMs, and the country receives a poor assessment for its general affinity for Travel & Tourism, where it ranks 129th. Finally, although the country continues to benefit from relative price competitiveness (ranked 37th), this advantage has started to weaken under the weight of increasing inflation in several areas, as demonstrated by higher hotel prices and weakening purchasing power.

India is ranked 11th in the region and 65th overall, gaining three places since the last edition. As with China, India is well assessed for its natural resources (ranked 9th) and cultural resources (24th), with many natural and cultural World Heritage sites, rich fauna, many fairs and exhibitions, and strong creative industries. India also has quite good air transport (ranked 39th), particularly given the country's stage of development, and reasonable ground transport infrastructure (ranked 42nd), although the quality of roads (85th) and of ports (79th) require further improvement. In addition, India remains a relatively price competitive destination (20th), even in the regional context. However, some aspects of its tourism infrastructure remain somewhat underdeveloped (ranked 95th), with very few hotel rooms per capita by international comparison and low ATM penetration. ICT infrastructure also remains somewhat underdeveloped and underexploited (111th). Another area of concern is the policy environment, which is ranked 125th because of the long time and high cost required to start a business, a restrictive visa policy (132nd), and low level of commitment in GATS agreements for tourism services (114th). Other areas requiring attention are health and hygiene standards (109th) and the country's human resources base (96th).

Indonesia is ranked 12th in the region, right behind India the regional rankings and 70th overall, up four places since the last edition. In terms of strengths, Indonesia places 6th for its excellent natural resources, with several World Heritage natural sites and the richness of its fauna as measured by the known species in the country. Indonesia also has rich cultural resources (ranked 38th), with 10 World Heritage cultural sites, a number of international fairs and exhibitions held in the country, and strong creative industries. Further, the country is ranked 9th overall on price competitiveness in

the T&T industry because of its competitive hotel prices (ranked 21st), low ticket taxes and airport charges, and favorable fuel prices. In addition, it is ranked 19th for its national prioritization of Travel & Tourism. However, these strengths are held back by underdeveloped infrastructure in the country, especially ground transport (87th), tourism infrastructure (113th), and ICT infrastructure (87th); together these represent significant investment opportunities in the country. There are also some concerns related to safety and security, particularly the business costs of crime and potential terrorism. In addition, Indonesia is not ensuring the environmentally sustainable development of the tourism sector (ranked 125th), an area of particular concern given the sector's dependence on the quality of the natural environment.

Vietnam remains stable at 80th position overall. It benefits from its rich cultural resources (ranked 28th), with several World Heritage cultural sites, several international fairs and exhibitions, and strong creative industries. Another attraction is Vietnam's natural resources; the country is ranked 25th for its World Heritage natural sites, and it has very diverse fauna. These attributes are reinforced by its price competitiveness (18th). In order to strengthen its T&T competitiveness, Vietnam must further develop its transport infrastructure, especially its ground transport (98th) and tourism infrastructure (112th), while ensuring that the sector is developed in an environmentally sustainable way (128th). Higher prioritization of the sector (now ranked a low 110th) could help to unlock the investment required for building the necessary infrastructure.

The Philippines is the most improved country in the region, ranking 16th regionally and 82nd overall, up 12 places since the last edition. Among the country's comparative strengths are its natural resources (44th), its price competitiveness (24th), and a very strong—and improving—prioritization of the Travel & Tourism industry (this indicator ranks 15th, as government spending on the sector as a percentage of GDP is now 1st in the world, and tourism marketing and branding campaigns are seen to be increasingly effective). In addition, the country has been ensuring that several aspects of its policy rules and regulations regime are conducive to the development of the T&T sector. Among these are better protection of property rights, more openness toward foreign investments, and few visa requirements for foreign visitors (ranked 7th). However, other areas—such as the difficulty of starting a business in the country, in both cost and length of the process (ranked 94th and 117th, respectively)—remain a challenge. Moreover, safety and security concerns (ranked 103rd); inadequate health and hygiene (94th); and underdeveloped ground transport, tourism, and ICT infrastructure are all holding back the potential of the economy's T&T competitiveness.

Table 6: The Travel & Tourism Competitiveness Index 2013: The Middle East and North Africa

Country/Economy	SUBINDEXES								
	OVERALL INDEX			T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources	
	Regional rank	Overall rank	Score	Rank	Score	Rank	Score	Rank	Score
United Arab Emirates	1	28	4.86	45	4.95	9	5.14	35	4.51
Qatar	2	41	4.49	48	4.93	31	4.70	75	3.85
Israel	3	53	4.34	36	5.07	51	4.08	71	3.86
Bahrain	4	55	4.30	77	4.46	32	4.69	83	3.74
Oman	5	57	4.29	56	4.81	47	4.20	76	3.84
Jordan	6	60	4.18	37	5.05	69	3.63	72	3.86
Saudi Arabia	7	62	4.17	87	4.32	38	4.43	80	3.76
Lebanon	8	69	4.04	73	4.50	65	3.74	70	3.87
Morocco	9	71	4.03	68	4.59	73	3.60	68	3.89
Egypt	10	85	3.88	86	4.35	77	3.56	84	3.74
Iran, Islamic Rep.	11	98	3.64	112	3.90	96	3.18	74	3.85
Kuwait	12	101	3.61	114	3.81	62	3.89	131	3.14
Algeria	13	132	3.07	134	3.30	126	2.66	123	3.25
Yemen	14	133	2.96	140	2.82	110	2.89	128	3.18
Mauritania	15	134	2.91	137	3.07	133	2.60	132	3.07

The Middle East and North Africa

Table 6 shows the regional rankings for the Middle East and North Africa region. As the table shows, the **United Arab Emirates (UAE)** continues to lead the region at 28th overall, up two places since the last assessment. Although the UAE is not endowed with rich natural resources, it has built a cultural resource base, attracting both leisure and business travelers, with several and growing international fairs and exhibitions and increasingly diverse creative industries. In addition, the country is characterized by a strong affinity for Travel & Tourism (24th). Perhaps the most important competitive advantage of UAE T&T competitiveness relates to its world-class international hubs for global air travel. Further, the country has carried out effective marketing and branding campaigns (1st) and has embraced policy rules and regulations that are conducive to the development of the sector (13th). In particular, the country is open to foreign investments (14th) and has a liberal visa regime (33rd). Environmental sustainability, although improving somewhat compared with past years, continues to be an area of some concern (ranked 91st). Hotel prices are also somewhat high by international standards (101st).

Qatar is ranked 2nd in the region and 41st overall, up one place since the last assessment. Qatar benefits from a safe and secure environment (ranked 21st), good ICT and tourism infrastructures (32nd and 37th, respectively), and excellent air transport infrastructure (23rd), in line with its role as an air transportation hub. The ease of hiring foreign labor (4th), increasing enrollment rates, and the quality of its education drive the ability of the country to find high-quality human resources (ranked 7th) inside and outside the country. Qatar also has a high degree of customer orientation (5th). In order to further enhance the country's T&T

competitiveness, Qatar should continue to improve its focus on environmental sustainability (59th) and ensure that it does not lose sight of the importance of the sector for its development—at a rank of 80 in this edition, the prioritization of the sector is somewhat lower than in past years.

Israel is ranked 3rd in the region, dropping seven places to 53rd overall. Israel benefits from its cultural attributes, including a number of World Heritage cultural sites. The country's human resources base is also well evaluated (31st), providing healthy and well-trained people to work in the T&T sector. Further, its ICT infrastructure is quite well developed (27th), while its health and hygiene gets a good mark (26th), especially in a regional context. On a less positive note, some aspects of safety and security continue to erode at the country's T&T competitiveness: these are primarily related to concerns about terrorism (Israel ranks 124th on this indicator, somewhat lower than in the last edition). However, the decline in rank since the last assessment can also be attributed to diminished price competitiveness (ranked 133rd), the result of increasing fuel prices, hotel prices, ticket taxes, and airport charges and the perception that general taxation has become more distortionary.

Bahrain is ranked 4th in the region and 55th overall, down 15 positions since the last assessment. The country maintains a number of clear strengths: good transport infrastructure, particularly ground transport infrastructure (ranked 11th); high-quality human resources in the country (26th); and strong price competitiveness (7th). However, Bahrain is seeing a weakening in the assessment of its tourism infrastructure (66th), while health and hygiene standards (89th) and ICT infrastructure (47th) struggle to keep up with rapid population growth. Also its limited natural resources

(129th) and environmental sustainability (103rd) do not help the country to attract tourists.

Morocco is ranked 9th in the regional rankings and 71st overall, improving by seven places since the last edition of the *Report*. Morocco's tourism sector has rebounded after the initial instability in the region that followed the Arab Spring. The country has improved in almost all areas of the Index, receiving good evaluations for aspects of its cultural resources, and is notably ranked 22nd for its many World Heritage cultural sites. In addition, Morocco is prioritizing the development of the sector (ranked 26th) and is characterized by a strong affinity for Travel & Tourism (22nd). Moreover, the government is seen to be making efforts to develop the T&T sector in a sustainable way. In order to improve the industry's competitiveness further, it would be necessary to progress on some of its long-standing shortcomings, such as health and hygiene (104th) and education and training (96th), as well as making additional improvements to the transport and tourism infrastructure. Safety and security also remain an area of concern.

Lebanon ranks 8th in the region and 69th overall. The country has a number of cultural attributes, including five World Heritage cultural sites and some creative industries. Perhaps more importantly, Lebanon is ranked 1st out of all countries for its affinity for Travel & Tourism, with tourism accounting for a significant amount of economic activity, a very positive attitude toward foreign travelers, and an appreciation of the value of the country's attributes for tourism. Indeed, tourism infrastructure is well developed in the country (ranked 27th). On the other hand, in order to improve Lebanon's T&T competitiveness, ground transport infrastructure should be further developed (this variable now ranks 110th) and safety and security issues (116th) must be addressed, especially with respect to the business costs of terrorism (131st). The policy rules and regulations framework should also be strengthened in order to better support the sector's development (115th); for example, the cost to start a business is still very high (123rd) and the rules on FDI do not encourage investment (91st).

Egypt is ranked 10th regionally, dropping 10 positions in the global assessment to reach 85th overall, probably the result of the continuing unrest in the country. Most notably, the evaluation of the safety and security environment has dropped to the lowest position of all countries covered in the *Report* (140th). Further, rules and regulations are seen as less conducive to the development of the sector, with a middling rank of 76. Concerns also remain about the state of ground transport infrastructure (96th position), tourism infrastructure (90th), and ICT infrastructure (80th). A focus on improving the human resources base, ranked 105th (a somewhat poorer assessment than in the last *Report*) would also improve the country's overall T&T competitiveness. On a positive note, the Index reminds

us of the several strengths on which the country can build its T&T competitiveness, including its rich in cultural heritage, with seven World Heritage cultural sites and several international fairs and exhibitions held in the country. Price competitiveness also continues to be an important consideration, ranked 4th, with competitive hotel prices, low fuel costs, and low prices more generally.

Sub-Saharan Africa

Table 7 shows the results for the sub-Saharan region which sees **the Seychelles** entering the rankings for the first time at the top of the region, and 38th overall. The importance of Travel & Tourism for the country's economy is reflected in its top ranking for the prioritization of the industry, with the 2nd highest T&T expenditure-to-GDP ratio in the world and effective marketing and branding campaigns. These efforts are reinforced by a strong national affinity for Travel & Tourism (5th); good tourism infrastructure, especially in terms of available hotel rooms (6th); and good ground and air transport infrastructures, particularly by regional standards (31st and 27th, respectively). These positive attributes somewhat make up for its relative lack of price competitiveness (120th). Although the natural environment is now assessed as being in good condition, efforts to develop the industry in a sustainable way could be reinforced, for example by increasing marine and terrestrial protection, which would help to protect the many threatened species in the country (132nd).

Mauritius loses its number one spot in the regional rankings, overtaken by the entry of the Seychelles this year, and is ranked 58th overall. The prioritization of the industry remains high (3rd), together with a strong national affinity for Travel & Tourism (6th). The country's tourism and ground infrastructure are well developed by regional standards (48th and 37th, respectively), and its policy environment is supportive of the development of the sector (ranked 28th). Mauritius also benefits from high marks for safety and security (36th). However, the country has seen its price competitiveness decline significantly (ranked 75th, down from 18th in the last assessment)—primarily the result of increasing hotel and fuel prices and high ticket taxes and airport charges. Additionally, in terms of challenges, the country's environmental sustainability has received a weakened assessment, of particular concern given the importance of the natural environment for the country's leisure tourism.

South Africa is ranked 3rd in the region and 64th overall, gaining two places since the last edition. South Africa comes in high at 17th place for its natural resources and 58th for its cultural resources, based on its many World Heritage sites, its rich fauna, its creative industries, and the many international fairs and

Table 7: The Travel & Tourism Competitiveness Index 2013: Sub-Saharan Africa

Country/Economy	SUBINDEXES								
	OVERALL INDEX			T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources	
	Regional rank	Overall rank	Score	Rank	Score	Rank	Score	Rank	Score
Seychelles	1	38	4.51	47	4.94	42	4.35	48	4.26
Mauritius	2	58	4.28	32	5.16	55	4.04	93	3.65
South Africa	3	64	4.13	81	4.44	59	3.93	57	4.03
Cape Verde	4	87	3.87	79	4.45	66	3.72	107	3.45
Namibia	5	91	3.77	89	4.30	70	3.62	115	3.38
Gambia, The	6	92	3.73	72	4.50	93	3.27	111	3.43
Botswana	7	94	3.71	84	4.38	91	3.31	112	3.43
Kenya	8	96	3.66	108	3.98	105	2.98	60	4.01
Rwanda	9	105	3.56	78	4.46	117	2.74	104	3.49
Senegal	10	107	3.49	111	3.91	113	2.84	88	3.71
Zambia	11	108	3.46	102	4.11	122	2.69	98	3.60
Tanzania	12	109	3.46	118	3.67	125	2.68	59	4.02
Uganda	13	116	3.39	116	3.71	121	2.70	79	3.76
Ghana	14	117	3.38	113	3.86	108	2.94	117	3.35
Zimbabwe	15	118	3.33	117	3.67	116	2.76	101	3.56
Swaziland	16	119	3.31	107	4.02	106	2.96	135	2.94
Ethiopia	17	120	3.29	122	3.60	127	2.65	97	3.61
Cameroon	18	121	3.27	123	3.58	124	2.68	102	3.56
Malawi	19	124	3.22	115	3.77	135	2.48	113	3.43
Mozambique	20	125	3.17	121	3.64	120	2.72	130	3.15
Côte d'Ivoire	21	126	3.15	133	3.31	118	2.73	114	3.41
Nigeria	22	127	3.14	135	3.26	114	2.83	118	3.33
Burkina Faso	23	128	3.12	120	3.64	134	2.55	129	3.16
Mali	24	129	3.11	128	3.45	129	2.61	121	3.28
Benin	25	130	3.09	127	3.46	130	2.61	126	3.20
Madagascar	26	131	3.09	132	3.33	119	2.73	127	3.20
Lesotho	27	135	2.89	126	3.46	132	2.60	139	2.62
Guinea	28	136	2.88	136	3.24	137	2.38	134	3.03
Sierra Leone	29	137	2.87	129	3.43	138	2.36	137	2.81
Burundi	30	138	2.82	130	3.40	139	2.33	138	2.73
Chad	31	139	2.61	139	2.90	140	2.11	136	2.82

exhibitions held in the country. Infrastructure in South Africa is also well developed for the region, with air transport infrastructure ranked 43rd and a particularly good assessment of railroad quality (46th) and road quality (42nd). Overall, policy rules and regulations are conducive to the sector's development (ranked 29th); this is an area where the country has improved steadily over the past few assessments, with well-protected property rights and few visa requirements for visitors. Indeed, tourism continues to be one of the five priority sectors in the country's growth plan, and the government has reviewed tourism legislation in an effort to streamline it further. However, there are also some areas of weakness that have brought down the country's overall ranking. Safety and security remains quite worrisome (ranked 117th), as does the level of health and hygiene (87th)—the result of low physician density and concerns about access to improved sanitation. Related to this, human resources are also negatively affected by the poor health of much of the workforce, with a low life expectancy (129th, at 52 years) driven by high rates of communicable diseases such as HIV (137th). Improving the health of the

workforce is of urgent concern for the future of the T&T sector, as well as for all other sectors in the economy. Additionally, this year South Africa has experienced an increase in fuel prices (77th) and ticket taxes and airport charges (105th), which have diminished its price competitiveness.

Namibia reaches 5th place the regional rankings, coming in at 91st overall. The country benefits from its rich natural resources, with rich fauna and a pristine natural environment. Indeed, environmental sustainability is prioritized to some extent in the country (ranked 36th), which is critical given the importance of the quality of the environment for Namibia's tourism. In addition, ground transport infrastructure is somewhat developed by regional standards (60th). In order to further develop the sector, a more conducive policy environment will be important. For example, despite efforts in recent years, it remains costly and time consuming to start a business. Health and hygiene is also not up to international standards (106th): the country has few doctors and insufficient access to improved sanitation and drinking water. More generally, improving the country's human

resources base (130th) through better education and training and more conducive labor laws will be critical.

Botswana is ranked 7th in the region and 94th overall, down three places since the last edition of the Index. The country, known for its beautiful natural parks, is ranked 39th out of all countries for its natural resources, with much nationally protected land area, rich fauna, and limited environmental damage. The country also benefits from excellent price competitiveness, where it is ranked 12th because of low ticket taxes and airport charges and a favorable tax regime. In addition, some aspects of the policy environment are supportive of the sector's development, including well-protected property rights and few visa restrictions. However, Botswana does face some challenges that lead to its rather low ranking overall. The country's bilateral Air Service Agreements are not rewarded as open (120th), and much time is still required to start a new business (61 days, placing the country 131st). Further, Botswana's transport and ICT infrastructures are somewhat underdeveloped, as is its tourism infrastructure, with a low hotel room concentration, a limited presence of international car rental companies, and relatively few ATMs. Despite slight improvements, some concerns remain in the area of health and hygiene (97th), attributable to a low physician density, limited hospital beds, and insufficient access to improved sanitation. Associated with this, Botswana's greatest comparative weakness is the health of the workforce.

Kenya, a country long famous for its tourism attributes, is ranked 8th regionally and 96th overall, rising seven places since the last assessment. Kenya is ranked 14th for its natural resources, with its three World Heritage natural sites and its rich diversity of fauna. Tourism is a recognized priority within the country (ranked 23rd on this pillar), with high government spending on the sector and effective destination-marketing campaigns. In addition, a strong focus on environmental sustainability results in a rank of 21st, which is particularly important for Kenya given the sector's dependence on the natural environment. This focus seems to be bearing fruit and contributes to the overall improvement of Kenya in the rankings. On the downside, the policy environment presents a mixed picture and is not sufficiently conducive to the development of the sector (ranked 95th). Although openness in terms of visa requirements and bilateral Air Service Agreements has improved significantly, property rights are insufficiently protected, and much time and high costs are still required to start a business. In addition, infrastructure remains underdeveloped and health and hygiene levels require improvement, as does the human resources base (106th). Finally, the security situation in the country remains a significant hindrance to further developing the sector (ranked 135th).

Tanzania ranks 12th in the region and 109th overall, moving up one place since the last assessment. Tanzania's biggest attraction for tourists remains its outstanding endowment in natural resources (4th), with several World Heritage natural sites, rich fauna, and much protected land area. This is buttressed by some focus in the country on environmental sustainability (ranked 45th). However, protecting the country's rich fauna remains challenging, as demonstrated by the low rank (110th) for the percentage of threatened species in the country. Tanzania's policy environment has improved significantly in terms of the openness of the country's bilateral Air Service Agreements and visa requirements. Nonetheless, further efforts are required in the area by better protecting property rights (103th) and lowering the costs and time required to start a business. The other main issues of concern are insufficient safety and security (120th) and infrastructure that requires significant upgrading. Another area Tanzania should focus on must be improving the human resources base (116th), especially the improving health of the workforce and upgrading the educational system.

Zimbabwe is ranked 118th, up one place since last year, yet with an extremely low ranking for a country that was, until relatively recently, a popular tourist destination. Indeed, Zimbabwe is ranked 22nd for its rich natural resources, which have long drawn international travelers to the country, and a number of World Heritage natural sites, much nationally protected land area, and rich fauna. Despite these strengths, the Index mainly highlights weaknesses in other areas. The policy environment continues to be among the least supportive of T&T industry development in the world (ranked 138th), with extremely poor assessments for laws related to FDI and property rights; furthermore, starting a business is extremely time consuming and costly. Safety and security is also a major concern, with high crime and violence and a lack of trust in the police to provide protection from crime (120th). There are also major concerns related to human resources (134th), with low enrollment rates in primary and secondary education by international standards, and among the worst health indicators in the world.

Nigeria is ranked 22nd in the region and 127th overall, an improvement of three places since the last assessment. Nigeria has important natural resources that could be leveraged to develop its T&T industry, which would usher in benefits to its overall economy and to its development agenda. However, Nigeria's T&T competitiveness continues to be held back by several issues that are also important for its general economic development. The country's safety and security is among the poorest in the world (136th), as are health and hygiene levels (133th). Infrastructures require significant upgrading, especially ground transport (119th) and tourism infrastructure (103rd). Additionally, policy

rules and regulation are not sufficiently supportive of the development of the sector, with insufficiently protected property rights (116th), significant costs and time needed to start a business, and extensive visa requirements (126th). Moreover, Nigeria suffers from a lack of price competitiveness, particularly by regional standards, with very high ticket taxes and charges and hotel prices. Yet the T&T sector is not seen a high priority for the country (133th), which may make efforts across these many areas all the more difficult.

Several African countries are ranked below the 120th position overall, including the two newly covered economies **Guinea** (136th) and **Sierra Leone** (137th). These countries must address many of the basic factors required to make it attractive to develop their T&T sectors, including improved safety and security, health, and infrastructure.

CONCLUSIONS

We have looked at the T&T competitiveness of 140 economies, spanning all regions of the world, based on the World Economic Forum's Travel & Tourism Competitiveness Index (TTCI). The TTCI represents our best efforts to capture the complex phenomenon of T&T competitiveness, demonstrating that a whole array of reforms and improvements in different areas are required for improving the T&T competitiveness of nations.

By highlighting success factors and obstacles to T&T competitiveness in economies around the world, the TTCI is a tool that can be used to identify the competitive strengths of individual economies as well as the barriers that impede the development of the sector. The Index also allows economies to track their progress over time on those indicators of interest.

We will continue to publish *The Travel & Tourism Competitiveness Report* on a biennial basis, ensuring that the TTCI can continue to be used as a platform for dialogue between the business community and national policymakers working together to improve the T&T competitiveness of their respective economies, and thus improving the growth prospects and prosperity of their citizens.

NOTE

- 1 For more information on the World Economic Forum's work on sustainable competitiveness, see Sala-i-Martin et al. 2012.

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Appendix A: Composition of the Travel & Tourism Competitiveness Index

This appendix provides details about the construction of the Travel & Tourism Competitiveness Index (TTCI).

The TTCI is composed of three subindexes: the T&T regulatory framework subindex; the T&T business environment and infrastructure subindex; and the T&T human, cultural, and natural resources subindex. These subindexes are, in turn, composed of the 14 pillars of T&T competitiveness shown below: policy rules and regulations, environmental sustainability, safety and security, health and hygiene, prioritization of Travel & Tourism, air transport infrastructure, ground transport infrastructure, tourism infrastructure, ICT infrastructure, price competitiveness in the T&T industry, human resources, affinity for Travel & Tourism, natural resources, and cultural resources.

These pillars are calculated on the basis of data derived from the Executive Opinion Survey (Survey) and quantitative data from other sources.

The Survey data comprise the responses to the World Economic Forum's Executive Opinion Survey and range from 1 to 7; the hard data were collected from various sources, which are described in the Technical Notes and Sources section at the end of the *Report*. All of the data used in the calculation of the TTCI can be found in the Data Tables section of the *Report*.

The hard data indicators used in the TTCI are normalized to a 1-to-7 scale in order to align them with the Executive Opinion Survey's results.¹

Each of the pillars has been calculated as an unweighted average of the individual component variables.

The subindexes are then calculated as unweighted averages of the included pillars. In the case of the human resources pillar, which is itself composed of two subpillars (education and training and availability of qualified labor), the overall pillar is the unweighted average of the two subpillars.

The overall TTCI is then the unweighted average of the three subindexes. The variables of each pillar and subpillar are described below.

Variables that are not derived from the Survey are identified by an asterisk on the following pages.

SUBINDEX A: T&T REGULATORY FRAMEWORK

Pillar 1: Policy rules and regulations

- 1.01 Prevalence of foreign ownership
- 1.02 Property rights
- 1.03 Business impact of rules on FDI
- 1.04 Visa requirements*
- 1.05 Openness of bilateral Air Service Agreements*
- 1.06 Transparency of government policymaking
- 1.07 Time required to start a business*
- 1.08 Cost to start a business*
- 1.09 GATS commitments restrictiveness index of T&T services*

Pillar 2: Environmental sustainability

- 2.01 Stringency of environmental regulation
- 2.02 Enforcement of environmental regulation
- 2.03 Sustainability of T&T industry development
- 2.04 Carbon dioxide emissions*
- 2.05 Particulate matter concentration*
- 2.06 Threatened species*
- 2.07 Environmental treaty ratification*

Pillar 3: Safety and security

- 3.01 Business costs of terrorism
- 3.02 Reliability of police services
- 3.03 Business costs of crime and violence
- 3.04 Road traffic accidents*

Pillar 4: Health and hygiene

- 4.01 Physician density*
- 4.02 Access to improved sanitation*
- 4.03 Access to improved drinking water*
- 4.04 Hospital beds*

Pillar 5: Prioritization of Travel & Tourism

- 5.01 Government prioritization of the T&T industry
- 5.02 T&T government expenditure*
- 5.03 Effectiveness of marketing and branding to attract tourists
- 5.04 Comprehensiveness of annual T&T data*²
- 5.05 Timeliness of providing monthly/quarterly T&T data*²

SUBINDEX B: T&T BUSINESS ENVIRONMENT AND INFRASTRUCTURE

Pillar 6: Air transport infrastructure

- 6.01 Quality of air transport infrastructure
- 6.02 Available seat kilometers, domestic*³
- 6.03 Available seat kilometers, international*³
- 6.04 Departures per 1,000 population*
- 6.05 Airport density*
- 6.06 Number of operating airlines*
- 6.07 International air transport network*

Pillar 7: Ground transport infrastructure

- 7.01 Quality of roads
- 7.02 Quality of railroad infrastructure
- 7.03 Quality of port infrastructure
- 7.04 Quality of domestic transport network
- 7.05 Road density*

Pillar 8: Tourism infrastructure

- 8.01 Hotel rooms*
- 8.02 Presence of major car rental companies*
- 8.03 ATMs accepting Visa cards*

Pillar 9: ICT infrastructure

- 9.01 ICT use for business-to-business transactions²
- 9.02 ICT use for business-to-consumers transactions²
- 9.03 Individuals using the Internet*
- 9.04 Telephone lines*
- 9.05 Broadband Internet subscribers*
- 9.06 Mobile telephone subscriptions*
- 9.07 Mobile broadband subscriptions*

Pillar 10: Price competitiveness in the T&T industry

- 10.01 Ticket taxes and airport charges*
- 10.02 Purchasing power parity*
- 10.03 Extent and effect of taxation
- 10.04 Fuel price levels*
- 10.05 Hotel price index*

SUBINDEX C: T&T HUMAN, CULTURAL, AND NATURAL RESOURCES**Pillar 11: Human resources***Education and training*

- 11.01 Primary education enrollment*
- 11.02 Secondary education enrollment*
- 11.03 Quality of the educational system
- 11.04 Local availability of specialized research and training services
- 11.05 Extent of staff training

Availability of qualified labor

- 11.06 Hiring and firing practices
- 11.07 Ease of hiring foreign labor
- 11.08 HIV prevalence⁴
- 11.09 Business impact of HIV/AIDS⁴
- 11.10 Life expectancy*

Pillar 12: Affinity for Travel & Tourism

- 12.01 Tourism openness*
- 12.02 Attitude of population toward foreign visitors
- 12.03 Extension of business trips recommended
- 12.04 Degree of customer orientation

Pillar 13: Natural resources

- 13.01 Number of World Heritage natural sites*
- 13.02 Quality of the natural environment
- 13.03 Total known species*
- 13.04 Terrestrial biome protection²
- 13.05 Marine protected areas²

Pillar 14: Cultural resources

- 14.01 Number of World Heritage cultural sites*
- 14.02 Sports stadiums*
- 14.03 Number of international fairs and exhibitions*
- 14.04 Creative industries exports*

NOTES

- 1 The standard formula for converting each hard data variable to the 1-to-7 scale is

$$6 \times \left(\frac{\text{country score} - \text{sample minimum}}{\text{sample maximum} - \text{sample minimum}} \right) + 1$$

The *sample minimum* and *sample maximum* are the lowest and highest scores of the overall sample, respectively. For those hard data variables for which a higher value indicates a worse outcome (e.g., road traffic accidents, fuel price levels), we rely on a normalization formula that, in addition to converting the series to a 1-to-7 scale, reverses it, so that 1 and 7 still correspond to the worst and best, respectively:

$$-6 \times \left(\frac{\text{country score} - \text{sample minimum}}{\text{sample maximum} - \text{sample minimum}} \right) + 7$$

In some instances, adjustments were made to account for extreme outliers in the data.

- 2 These variables are combined applying a simple average aggregation to form one single variable. Consequently, they are implicitly weighted by a 0.5 factor.
- 3 Variables 6.02 *Available seat kilometers, domestic* and 6.03 *Available seat kilometers, international* are summed to form one single variable.
- 4 The impact of HIV/AIDS on T&T competitiveness depends not only on its respective incidence rate, but also on how costly it is for business. Therefore, in order to estimate the impact of HIV/AIDS, we combine its incidence rate with the Survey question on its perceived cost to businesses. To combine these data we first take the ratio of each country's incidence rate relative to the highest incidence rate in the whole sample. The inverse of this ratio is then multiplied by each country's score on the related Survey question. This product is then normalized to a 1-to-7 scale.

Note that countries with zero reported incidences receive a 7, regardless of their scores on the related Survey question.

Appendix B: Travel & Tourism Competitiveness Index 2013 detailed rankings

In this appendix we present the detailed rankings and scores of the Travel & Tourism Competitiveness Index for 2013 for all 140 economies covered this year. This complements the regional rankings shown in the chapter.

Table B1: The Travel & Tourism Competitiveness Index 2013

Economy	SUBINDEXES							
	OVERALL INDEX		T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Albania	77	3.97	63	4.65	90	3.31	63	3.96
Algeria	132	3.07	134	3.30	126	2.66	123	3.25
Argentina	61	4.17	69	4.54	72	3.61	41	4.38
Armenia	79	3.96	51	4.88	88	3.34	94	3.65
Australia	11	5.17	23	5.32	25	4.81	4	5.39
Austria	3	5.39	2	5.80	11	5.11	9	5.24
Azerbaijan	78	3.97	46	4.94	87	3.34	96	3.63
Bahrain	55	4.30	77	4.46	32	4.69	83	3.74
Bangladesh	123	3.24	124	3.56	109	2.91	124	3.24
Barbados	27	4.88	13	5.50	18	4.96	50	4.20
Belgium	18	5.04	18	5.43	26	4.78	18	4.90
Benin	130	3.09	127	3.46	130	2.61	126	3.20
Bolivia	110	3.46	125	3.55	102	3.09	85	3.73
Bosnia and Herzegovina	90	3.78	75	4.47	95	3.19	92	3.66
Botswana	94	3.71	84	4.38	91	3.31	112	3.43
Brazil	51	4.37	82	4.43	76	3.57	12	5.10
Brunei Darussalam	72	4.01	94	4.18	57	3.94	67	3.91
Bulgaria	50	4.38	58	4.79	45	4.24	53	4.10
Burkina Faso	128	3.12	120	3.64	134	2.55	129	3.16
Burundi	138	2.82	130	3.40	139	2.33	138	2.73
Cambodia	106	3.56	105	4.06	112	2.86	78	3.77
Cameroon	121	3.27	123	3.58	124	2.68	102	3.56
Canada	8	5.28	27	5.27	8	5.17	5	5.39
Cape Verde	87	3.87	79	4.45	66	3.72	107	3.45
Chad	139	2.61	139	2.90	140	2.11	136	2.82
Chile	56	4.29	53	4.87	53	4.07	65	3.94
China	45	4.45	71	4.50	63	3.77	13	5.09
Colombia	84	3.90	101	4.11	103	3.09	34	4.51
Costa Rica	47	4.44	52	4.88	56	3.98	38	4.45
Côte d'Ivoire	126	3.15	133	3.31	118	2.73	114	3.41
Croatia	35	4.59	42	4.99	39	4.43	42	4.37
Cyprus	29	4.84	22	5.35	21	4.89	46	4.27
Czech Republic	31	4.78	28	5.24	37	4.49	28	4.61
Denmark	21	4.98	25	5.31	16	4.98	26	4.64
Dominican Republic	86	3.88	67	4.60	75	3.58	108	3.45
Ecuador	81	3.93	85	4.37	83	3.38	56	4.05
Egypt	85	3.88	86	4.35	77	3.56	84	3.74
El Salvador	104	3.59	99	4.14	82	3.39	125	3.24
Estonia	30	4.82	10	5.55	30	4.72	51	4.19
Ethiopia	120	3.29	122	3.60	127	2.65	97	3.61
Finland	17	5.10	5	5.74	22	4.89	24	4.65
France	7	5.31	9	5.56	7	5.18	11	5.20
Gambia, The	92	3.73	72	4.50	93	3.27	111	3.43
Georgia	66	4.10	30	5.18	80	3.46	91	3.67

Table B1: The Travel & Tourism Competitiveness Index 2013 (cont'd.)

Economy	SUBINDEXES							
	OVERALL INDEX		T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Germany	2	5.39	8	5.57	6	5.29	7	5.31
Ghana	117	3.38	113	3.86	108	2.94	117	3.35
Greece	32	4.75	39	5.02	33	4.65	30	4.58
Guatemala	97	3.65	109	3.93	98	3.15	69	3.88
Guinea	136	2.88	136	3.24	137	2.38	134	3.03
Guyana	103	3.60	80	4.44	111	2.88	106	3.47
Haiti	140	2.59	138	2.93	136	2.39	140	2.44
Honduras	93	3.72	97	4.17	92	3.28	89	3.69
Hong Kong SAR	15	5.11	19	5.43	3	5.32	29	4.59
Hungary	39	4.51	26	5.29	49	4.16	54	4.08
Iceland	16	5.10	3	5.77	13	5.06	36	4.47
India	65	4.11	110	3.92	67	3.69	21	4.72
Indonesia	70	4.03	95	4.18	84	3.36	31	4.56
Iran, Islamic Rep.	98	3.64	112	3.90	96	3.18	74	3.85
Ireland	19	5.01	7	5.68	19	4.96	40	4.41
Israel	53	4.34	36	5.07	51	4.08	71	3.86
Italy	26	4.90	50	4.90	29	4.76	14	5.05
Jamaica	67	4.08	59	4.76	64	3.76	87	3.72
Japan	14	5.13	24	5.31	24	4.86	10	5.22
Jordan	60	4.18	37	5.05	69	3.63	72	3.86
Kazakhstan	88	3.82	62	4.66	79	3.48	119	3.30
Kenya	96	3.66	108	3.98	105	2.98	60	4.01
Korea, Rep.	25	4.91	38	5.02	17	4.98	20	4.74
Kuwait	101	3.61	114	3.81	62	3.89	131	3.14
Kyrgyz Republic	111	3.45	93	4.23	131	2.61	103	3.51
Latvia	48	4.43	35	5.08	40	4.40	77	3.81
Lebanon	69	4.04	73	4.50	65	3.74	70	3.87
Lesotho	135	2.89	126	3.46	132	2.60	139	2.62
Lithuania	49	4.39	41	4.99	48	4.19	61	3.98
Luxembourg	23	4.93	21	5.41	20	4.96	39	4.42
Macedonia, FYR	75	3.98	57	4.79	74	3.58	100	3.58
Madagascar	131	3.09	132	3.33	119	2.73	127	3.20
Malawi	124	3.22	115	3.77	135	2.48	113	3.43
Malaysia	34	4.70	55	4.82	41	4.36	17	4.93
Mali	129	3.11	128	3.45	129	2.61	121	3.28
Malta	24	4.92	15	5.47	14	5.06	49	4.22
Mauritania	134	2.91	137	3.07	133	2.60	132	3.07
Mauritius	58	4.28	32	5.16	55	4.04	93	3.65
Mexico	44	4.46	83	4.43	61	3.92	15	5.02
Moldova	102	3.60	65	4.61	97	3.16	133	3.04
Mongolia	99	3.63	91	4.25	107	2.96	90	3.69
Montenegro	40	4.50	34	5.09	50	4.14	47	4.26
Morocco	71	4.03	68	4.59	73	3.60	68	3.89
Mozambique	125	3.17	121	3.64	120	2.72	130	3.15
Namibia	91	3.77	89	4.30	70	3.62	115	3.38
Nepal	112	3.42	100	4.14	128	2.64	105	3.48
Netherlands	13	5.14	16	5.45	15	5.01	16	4.97
New Zealand	12	5.17	4	5.75	12	5.06	22	4.69
Nicaragua	95	3.67	98	4.15	101	3.11	82	3.74
Nigeria	127	3.14	135	3.26	114	2.83	118	3.33
Norway	22	4.95	11	5.55	28	4.77	33	4.53
Oman	57	4.29	56	4.81	47	4.20	76	3.84
Pakistan	122	3.25	131	3.38	104	2.99	116	3.38
Panama	37	4.54	54	4.83	36	4.52	45	4.29
Paraguay	115	3.39	103	4.09	115	2.80	120	3.29
Peru	73	4.00	96	4.17	85	3.36	37	4.47
Philippines	82	3.93	70	4.51	89	3.33	64	3.95
Poland	42	4.47	49	4.92	58	3.94	32	4.56
Portugal	20	5.01	20	5.42	27	4.78	19	4.84
Puerto Rico	52	4.36	40	4.99	43	4.33	81	3.75

(Cont'd.)

Table B1: The Travel & Tourism Competitiveness Index 2013 (cont'd.)

Economy	SUBINDEXES							
	OVERALL INDEX		T&T regulatory framework		Business environment and infrastructure		T&T human, cultural, and natural resources	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Qatar	41	4.49	48	4.93	31	4.70	75	3.85
Romania	68	4.04	66	4.61	68	3.67	73	3.85
Russian Federation	63	4.16	92	4.24	46	4.22	58	4.02
Rwanda	105	3.56	78	4.46	117	2.74	104	3.49
Saudi Arabia	62	4.17	87	4.32	38	4.43	80	3.76
Senegal	107	3.49	111	3.91	113	2.84	88	3.71
Serbia	89	3.78	74	4.50	81	3.40	109	3.45
Seychelles	38	4.51	47	4.94	42	4.35	48	4.26
Sierra Leone	137	2.87	129	3.43	138	2.36	137	2.81
Singapore	10	5.23	6	5.74	4	5.31	25	4.64
Slovak Republic	54	4.32	43	4.96	60	3.92	55	4.06
Slovenia	36	4.58	33	5.12	35	4.52	52	4.11
South Africa	64	4.13	81	4.44	59	3.93	57	4.03
Spain	4	5.38	14	5.48	5	5.30	6	5.36
Sri Lanka	74	3.99	61	4.68	86	3.35	66	3.93
Suriname	100	3.63	106	4.05	100	3.11	86	3.72
Swaziland	119	3.31	107	4.02	106	2.96	135	2.94
Sweden	9	5.24	12	5.54	23	4.89	8	5.30
Switzerland	1	5.66	1	5.94	1	5.42	2	5.63
Taiwan, China	33	4.71	29	5.19	34	4.63	44	4.29
Tajikistan	114	3.41	90	4.28	123	2.69	122	3.26
Tanzania	109	3.46	118	3.67	125	2.68	59	4.02
Thailand	43	4.47	76	4.47	44	4.25	23	4.68
Trinidad and Tobago	83	3.93	104	4.07	54	4.07	95	3.64
Turkey	46	4.44	64	4.62	52	4.08	27	4.63
Uganda	116	3.39	116	3.71	121	2.70	79	3.76
Ukraine	76	3.98	60	4.73	71	3.62	99	3.59
United Arab Emirates	28	4.86	45	4.95	9	5.14	35	4.51
United Kingdom	5	5.38	17	5.44	10	5.13	3	5.57
United States	6	5.32	44	4.95	2	5.36	1	5.65
Uruguay	59	4.23	31	5.18	78	3.53	62	3.97
Venezuela	113	3.41	119	3.67	99	3.12	110	3.45
Vietnam	80	3.95	88	4.30	94	3.26	43	4.30
Yemen	133	2.96	140	2.82	110	2.89	128	3.18
Zambia	108	3.46	102	4.11	122	2.69	98	3.60
Zimbabwe	118	3.33	117	3.67	116	2.76	101	3.56

Table B2: The Travel & Tourism Competitiveness Index 2013: Regulatory framework

Country/Economy	T&T REGULATORY FRAMEWORK		PILLARS									
	Rank	Score	1. Policy rules and regulations		2. Environmental sustainability		3. Safety and security		4. Health and hygiene		5. Prioritization of Travel & Tourism	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Albania	63	4.65	69	4.49	62	4.63	65	4.87	69	4.71	59	4.53
Algeria	134	3.30	133	3.32	136	3.40	132	3.35	90	4.15	140	2.28
Argentina	69	4.54	97	4.24	123	3.95	81	4.46	44	5.78	81	4.25
Armenia	51	4.88	46	4.74	114	4.08	37	5.34	39	5.91	73	4.34
Australia	23	5.32	14	5.20	56	4.70	13	5.97	40	5.87	39	4.88
Austria	2	5.80	37	4.89	6	5.64	7	6.11	1	7.00	22	5.38
Azerbaijan	46	4.94	85	4.33	67	4.58	52	5.09	34	5.98	48	4.72
Bahrain	77	4.46	57	4.64	103	4.21	49	5.22	89	4.17	95	4.06
Bangladesh	124	3.56	108	3.99	133	3.58	83	4.43	114	2.80	129	3.00
Barbados	13	5.50	41	4.82	27	5.12	32	5.51	28	6.03	8	5.99
Belgium	18	5.43	31	4.96	13	5.50	16	5.88	11	6.42	66	4.40
Benin	127	3.46	131	3.41	64	4.60	101	4.15	132	1.85	122	3.27
Bolivia	125	3.55	130	3.50	100	4.23	112	3.88	108	3.06	128	3.08
Bosnia and Herzegovina	75	4.47	104	4.05	113	4.10	29	5.59	59	5.16	116	3.46
Botswana	84	4.38	72	4.44	55	4.71	75	4.68	97	3.70	72	4.35
Brazil	82	4.43	119	3.80	30	5.07	73	4.71	70	4.71	102	3.88
Brunei Darussalam	94	4.18	126	3.71	135	3.46	24	5.66	65	4.86	123	3.22
Bulgaria	58	4.79	102	4.15	76	4.50	89	4.34	5	6.72	82	4.25
Burkina Faso	120	3.64	107	3.99	80	4.44	107	4.02	126	2.02	106	3.71
Burundi	130	3.40	91	4.30	102	4.21	133	3.34	117	2.58	138	2.55
Cambodia	105	4.06	128	3.57	75	4.51	78	4.61	129	1.93	13	5.67
Cameroon	123	3.58	111	3.96	108	4.18	102	4.09	116	2.72	132	2.97
Canada	27	5.27	10	5.31	41	4.95	18	5.79	53	5.37	37	4.93
Cape Verde	79	4.45	39	4.86	54	4.71	88	4.36	101	3.58	46	4.74
Chad	139	2.90	139	2.98	111	4.15	138	3.14	139	1.12	127	3.10
Chile	53	4.87	12	5.22	88	4.41	31	5.54	75	4.59	56	4.58
China	71	4.50	86	4.33	109	4.16	67	4.79	82	4.47	45	4.74
Colombia	101	4.11	56	4.64	97	4.27	115	3.84	100	3.59	88	4.20
Costa Rica	52	4.88	68	4.52	26	5.18	68	4.78	78	4.53	20	5.38
Côte d'Ivoire	133	3.31	127	3.69	96	4.28	127	3.58	124	2.20	136	2.79
Croatia	42	4.99	96	4.24	44	4.89	38	5.32	31	6.00	61	4.48
Cyprus	22	5.35	88	4.33	38	4.99	27	5.62	45	5.71	2	6.12
Czech Republic	28	5.24	59	4.61	29	5.07	40	5.30	4	6.76	64	4.44
Denmark	25	5.31	27	5.02	5	5.82	28	5.61	36	5.97	92	4.11
Dominican Republic	67	4.60	51	4.70	106	4.19	111	3.90	85	4.27	9	5.93
Ecuador	85	4.37	89	4.32	65	4.60	104	4.05	76	4.59	76	4.30
Egypt	86	4.35	76	4.42	121	3.95	140	2.65	57	5.27	18	5.47
El Salvador	99	4.14	83	4.35	86	4.42	122	3.65	88	4.18	93	4.10
Estonia	10	5.55	26	5.03	14	5.41	25	5.62	20	6.17	16	5.51
Ethiopia	122	3.60	132	3.35	90	4.36	90	4.34	118	2.44	115	3.49
Finland	5	5.74	7	5.42	3	5.89	1	6.49	15	6.33	53	4.60
France	9	5.56	25	5.04	11	5.59	33	5.49	6	6.67	35	4.99
Gambia, The	72	4.50	65	4.54	34	5.01	84	4.41	105	3.33	25	5.21
Georgia	30	5.18	40	4.83	74	4.52	51	5.11	37	5.96	17	5.50
Germany	8	5.57	33	4.94	4	5.83	14	5.97	2	6.85	77	4.28
Ghana	113	3.86	78	4.41	42	4.91	98	4.25	122	2.31	119	3.42
Greece	39	5.02	98	4.22	72	4.53	69	4.74	13	6.42	28	5.17
Guatemala	109	3.93	82	4.37	126	3.90	129	3.50	95	3.81	94	4.08
Guinea	136	3.24	134	3.27	82	4.43	119	3.74	130	1.87	134	2.89
Guyana	80	4.44	52	4.68	32	5.07	110	3.97	93	4.10	65	4.41
Haiti	138	2.93	135	3.22	139	2.86	130	3.44	128	1.96	124	3.20
Honduras	97	4.17	73	4.44	57	4.69	126	3.59	103	3.55	57	4.58
Hong Kong SAR	19	5.43	3	5.64	118	4.01	3	6.27	50	5.56	12	5.67
Hungary	26	5.29	43	4.76	28	5.10	41	5.30	9	6.55	49	4.71
Iceland	3	5.77	48	4.72	19	5.31	4	6.21	7	6.55	5	6.05
India	110	3.92	125	3.71	107	4.19	74	4.69	109	3.04	98	3.95
Indonesia	95	4.18	93	4.27	125	3.90	85	4.41	112	2.86	19	5.45
Iran, Islamic Rep.	112	3.90	124	3.72	101	4.23	106	4.04	79	4.52	130	2.97
Ireland	7	5.68	4	5.46	9	5.62	12	5.98	23	6.14	27	5.18
Israel	36	5.07	42	4.79	60	4.66	46	5.25	26	6.06	54	4.60

(Cont'd.)

Table B2: The Travel & Tourism Competitiveness Index 2013: Regulatory framework (cont'd.)

Country/Economy	PILLARS											
	T&T REGULATORY FRAMEWORK		1. Policy rules and regulations		2. Environmental sustainability		3. Safety and security		4. Health and hygiene		5. Prioritization of Travel & Tourism	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Italy	50	4.90	100	4.21	53	4.73	44	5.26	29	6.02	79	4.27
Jamaica	59	4.76	20	5.13	98	4.26	95	4.27	92	4.12	7	6.00
Japan	24	5.31	36	4.89	47	4.82	20	5.73	16	6.30	42	4.80
Jordan	37	5.05	35	4.90	46	4.84	72	4.74	60	5.13	14	5.63
Kazakhstan	62	4.66	99	4.21	124	3.92	99	4.24	3	6.79	90	4.16
Kenya	108	3.98	95	4.26	21	5.23	135	3.19	131	1.87	23	5.35
Korea, Rep.	38	5.02	50	4.71	69	4.58	39	5.31	19	6.19	75	4.32
Kuwait	114	3.81	122	3.76	140	2.74	47	5.23	62	5.02	139	2.31
Kyrgyz Republic	93	4.23	71	4.44	129	3.84	100	4.16	52	5.44	121	3.29
Latvia	35	5.08	58	4.63	18	5.32	53	5.07	32	6.00	70	4.36
Lebanon	73	4.50	115	3.90	127	3.88	116	3.82	33	5.98	38	4.91
Lesotho	126	3.46	116	3.83	120	3.96	108	4.02	121	2.33	125	3.19
Lithuania	41	4.99	75	4.42	20	5.24	56	4.94	18	6.22	91	4.13
Luxembourg	21	5.41	11	5.30	17	5.34	11	6.04	21	6.15	86	4.23
Macedonia, FYR	57	4.79	66	4.53	73	4.52	43	5.28	47	5.68	99	3.95
Madagascar	132	3.33	112	3.96	122	3.95	134	3.22	138	1.16	67	4.39
Malawi	115	3.77	121	3.77	50	4.77	94	4.28	111	2.88	126	3.16
Malaysia	55	4.82	9	5.33	61	4.66	66	4.82	73	4.63	51	4.67
Mali	128	3.45	105	4.04	110	4.15	128	3.55	134	1.56	101	3.94
Malta	15	5.47	63	4.57	48	4.81	15	5.90	27	6.06	6	6.04
Mauritania	137	3.07	129	3.53	117	4.02	123	3.64	135	1.37	135	2.81
Mauritius	32	5.16	28	5.01	77	4.49	36	5.34	66	4.85	3	6.12
Mexico	83	4.43	54	4.67	105	4.20	121	3.65	72	4.66	34	4.99
Moldova	65	4.61	81	4.38	93	4.29	61	4.89	41	5.86	112	3.62
Mongolia	91	4.25	79	4.40	137	3.24	64	4.89	67	4.80	100	3.95
Montenegro	34	5.09	22	5.12	33	5.02	45	5.26	55	5.32	44	4.75
Morocco	68	4.59	44	4.76	31	5.07	80	4.51	104	3.39	26	5.20
Mozambique	121	3.64	90	4.32	49	4.77	125	3.63	136	1.26	87	4.20
Namibia	89	4.30	64	4.55	36	5.00	96	4.27	106	3.30	68	4.39
Nepal	100	4.14	106	4.04	89	4.36	109	3.99	102	3.56	47	4.72
Netherlands	16	5.45	15	5.19	10	5.60	6	6.11	30	6.00	71	4.36
New Zealand	4	5.75	2	5.84	22	5.23	9	6.05	17	6.26	21	5.38
Nicaragua	98	4.15	101	4.18	43	4.90	82	4.44	110	3.00	83	4.24
Nigeria	135	3.26	117	3.82	63	4.61	136	3.17	133	1.74	133	2.94
Norway	11	5.55	21	5.13	8	5.62	10	6.05	22	6.15	43	4.78
Oman	56	4.81	38	4.88	87	4.42	30	5.57	71	4.69	60	4.49
Pakistan	131	3.38	120	3.79	132	3.73	137	3.14	107	3.28	131	2.97
Panama	54	4.83	18	5.14	40	4.96	70	4.74	86	4.23	32	5.06
Paraguay	103	4.09	110	3.98	104	4.20	114	3.86	96	3.72	52	4.67
Peru	96	4.17	70	4.48	85	4.42	118	3.77	98	3.66	58	4.54
Philippines	70	4.51	53	4.68	83	4.43	103	4.06	94	3.82	15	5.59
Poland	49	4.92	84	4.35	37	5.00	48	5.23	35	5.98	96	4.04
Portugal	20	5.42	49	4.72	15	5.38	19	5.77	25	6.07	29	5.16
Puerto Rico	40	4.99	19	5.14	16	5.34	62	4.89	68	4.74	41	4.85
Qatar	48	4.93	47	4.72	59	4.66	21	5.73	58	5.25	80	4.26
Romania	66	4.61	87	4.33	58	4.67	63	4.89	54	5.36	103	3.77
Russian Federation	92	4.24	123	3.75	134	3.55	113	3.87	14	6.40	111	3.63
Rwanda	78	4.46	6	5.43	12	5.54	59	4.92	119	2.44	97	3.97
Saudi Arabia	87	4.32	61	4.59	130	3.84	42	5.30	99	3.60	78	4.27
Senegal	111	3.91	109	3.99	81	4.43	86	4.40	120	2.37	69	4.37
Serbia	74	4.50	103	4.10	115	4.06	55	4.99	46	5.70	108	3.64
Seychelles	47	4.94	55	4.66	70	4.57	91	4.32	63	5.01	1	6.12
Sierra Leone	129	3.43	118	3.81	84	4.43	93	4.29	137	1.17	118	3.45
Singapore	6	5.74	1	5.99	23	5.22	5	6.13	56	5.29	4	6.07
Slovak Republic	43	4.96	45	4.75	39	4.98	54	5.00	12	6.42	107	3.67
Slovenia	33	5.12	92	4.27	24	5.20	26	5.62	42	5.82	50	4.69
South Africa	81	4.44	29	4.99	52	4.74	117	3.80	87	4.20	62	4.46
Spain	14	5.48	67	4.52	25	5.19	23	5.67	24	6.11	10	5.91
Sri Lanka	61	4.68	62	4.59	119	4.00	35	5.34	83	4.37	31	5.10
Suriname	106	4.05	136	3.10	68	4.58	60	4.89	91	4.13	114	3.57

Table B2: The Travel & Tourism Competitiveness Index 2013: Regulatory framework (cont'd.)

Country/Economy	T&T REGULATORY FRAMEWORK		PILLARS									
	Rank	Score	1. Policy rules and regulations		2. Environmental sustainability		3. Safety and security		4. Health and hygiene		5. Prioritization of Travel & Tourism	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Swaziland	107	4.02	94	4.27	71	4.55	92	4.30	113	2.82	89	4.17
Sweden	12	5.54	16	5.17	1	6.12	8	6.10	38	5.96	74	4.34
Switzerland	1	5.94	17	5.17	2	6.00	2	6.30	10	6.53	11	5.72
Taiwan, China	29	5.19	5	5.46	94	4.28	17	5.82	43	5.79	55	4.60
Tajikistan	90	4.28	113	3.91	79	4.44	71	4.74	77	4.57	104	3.76
Tanzania	118	3.67	74	4.43	45	4.89	120	3.70	140	1.12	85	4.23
Thailand	76	4.47	77	4.41	99	4.26	87	4.37	84	4.32	33	5.01
Trinidad and Tobago	104	4.07	30	4.98	138	3.23	105	4.04	74	4.62	117	3.45
Turkey	64	4.62	34	4.92	95	4.28	79	4.55	64	4.89	63	4.46
Uganda	116	3.71	80	4.39	51	4.76	124	3.64	125	2.12	109	3.64
Ukraine	60	4.73	114	3.90	92	4.30	77	4.65	8	6.55	84	4.24
United Arab Emirates	45	4.95	13	5.20	91	4.35	50	5.17	61	5.05	36	4.96
United Kingdom	17	5.44	8	5.34	7	5.63	22	5.70	48	5.67	40	4.87
United States	44	4.95	23	5.09	112	4.13	57	4.93	51	5.46	30	5.14
Uruguay	31	5.18	24	5.07	78	4.46	34	5.42	49	5.62	24	5.33
Venezuela	119	3.67	137	3.07	116	4.03	131	3.39	80	4.52	120	3.35
Vietnam	88	4.30	60	4.60	128	3.85	58	4.92	81	4.50	110	3.64
Yemen	140	2.82	140	2.72	131	3.76	139	3.01	127	2.01	137	2.61
Zambia	102	4.11	32	4.96	35	5.01	76	4.67	123	2.29	113	3.60
Zimbabwe	117	3.67	138	3.04	66	4.59	97	4.26	115	2.74	105	3.74

Table B3: The Travel & Tourism Competitiveness Index 2013: Business environment and infrastructure

Country/Economy	BUSINESS ENVIRONMENT AND INFRASTRUCTURE		PILLARS									
	Rank	Score	6. Air transport infrastructure		7. Ground transport infrastructure		8. Tourism infrastructure		9. ICT infrastructure		10. Price competitiveness in the T&T industry	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Albania	90	3.31	98	2.52	85	3.24	76	3.67	97	2.51	64	4.60
Algeria	126	2.66	115	2.24	126	2.63	131	1.44	115	2.02	28	4.97
Argentina	72	3.61	66	3.07	120	2.77	55	4.50	56	3.47	101	4.22
Armenia	88	3.34	85	2.70	94	3.12	80	3.42	73	3.05	80	4.44
Australia	25	4.81	4	5.86	49	4.19	20	5.89	18	5.06	137	3.05
Austria	11	5.11	30	4.44	15	5.61	1	7.00	20	5.00	131	3.52
Azerbaijan	87	3.34	83	2.72	57	4.01	109	2.18	63	3.34	77	4.47
Bahrain	32	4.69	38	4.23	11	5.84	66	4.23	47	3.76	7	5.38
Bangladesh	109	2.91	113	2.27	65	3.77	127	1.64	128	1.74	16	5.16
Barbados	18	4.96	32	4.35	9	5.89	26	5.57	19	5.02	113	3.97
Belgium	26	4.78	37	4.24	8	5.91	28	5.48	26	4.74	128	3.54
Benin	130	2.61	130	1.98	122	2.74	115	2.07	118	1.95	92	4.31
Bolivia	102	3.09	104	2.43	116	2.82	98	2.55	103	2.31	8	5.34
Bosnia and Herzegovina	95	3.19	135	1.82	130	2.57	65	4.24	64	3.25	107	4.06
Botswana	91	3.31	89	2.65	83	3.25	89	2.97	99	2.44	12	5.22
Brazil	76	3.57	48	3.75	129	2.57	60	4.39	55	3.49	126	3.67
Brunei Darussalam	57	3.94	45	3.87	67	3.66	86	3.12	65	3.22	2	5.81
Bulgaria	45	4.24	91	2.64	91	3.14	4	6.72	42	3.94	49	4.77
Burkina Faso	134	2.55	129	1.99	112	2.85	120	1.91	130	1.68	86	4.35
Burundi	139	2.33	138	1.78	107	2.89	137	1.29	139	1.37	88	4.32
Cambodia	112	2.86	106	2.40	81	3.26	132	1.43	112	2.08	19	5.12
Cameroon	124	2.68	117	2.23	111	2.85	114	2.08	123	1.88	85	4.37
Canada	8	5.17	1	6.67	33	4.75	21	5.81	23	4.94	124	3.71
Cape Verde	66	3.72	46	3.85	72	3.53	62	4.31	95	2.56	87	4.35
Chad	140	2.11	139	1.75	127	2.61	136	1.30	137	1.45	132	3.44
Chile	53	4.07	55	3.43	56	4.03	49	4.67	52	3.62	60	4.61
China	63	3.77	35	4.28	51	4.13	101	2.52	74	3.03	37	4.88
Colombia	103	3.09	73	2.93	131	2.56	93	2.83	77	2.93	105	4.18
Costa Rica	56	3.98	44	3.94	100	2.99	33	5.13	67	3.20	56	4.65
Côte d'Ivoire	118	2.73	116	2.24	97	3.06	97	2.60	120	1.90	117	3.86
Croatia	39	4.43	68	3.01	53	4.07	5	6.71	30	4.32	109	4.01
Cyprus	21	4.89	36	4.26	19	5.30	5	6.71	40	3.99	102	4.21
Czech Republic	37	4.49	50	3.70	23	5.16	32	5.15	35	4.23	99	4.23
Denmark	16	4.98	28	4.47	12	5.84	25	5.63	4	5.65	135	3.33
Dominican Republic	75	3.58	59	3.29	71	3.61	70	4.08	85	2.74	104	4.18
Ecuador	83	3.38	84	2.71	79	3.31	84	3.21	98	2.45	11	5.22
Egypt	77	3.56	57	3.38	96	3.11	90	2.93	80	2.83	4	5.58
El Salvador	82	3.39	80	2.76	78	3.43	83	3.26	86	2.73	50	4.75
Estonia	30	4.72	65	3.08	30	4.84	18	6.08	25	4.77	44	4.83
Ethiopia	127	2.65	90	2.65	118	2.78	135	1.32	138	1.44	22	5.09
Finland	22	4.89	11	5.25	20	5.24	44	4.79	13	5.37	118	3.81
France	7	5.18	8	5.39	5	6.24	17	6.10	15	5.21	140	2.96
Gambia, The	93	3.27	81	2.76	50	4.17	126	1.65	110	2.10	3	5.67
Georgia	80	3.46	101	2.48	61	3.85	82	3.26	75	3.02	52	4.67
Germany	6	5.29	7	5.39	6	6.22	23	5.73	11	5.39	125	3.70
Ghana	108	2.94	109	2.35	82	3.25	102	2.39	104	2.26	76	4.48
Greece	33	4.65	20	4.66	58	3.99	3	6.76	33	4.28	127	3.59
Guatemala	98	3.15	100	2.51	114	2.83	96	2.64	88	2.67	23	5.08
Guinea	137	2.38	133	1.87	138	2.22	128	1.64	134	1.63	69	4.56
Guyana	111	2.88	105	2.42	105	2.91	121	1.76	91	2.62	51	4.70
Haiti	136	2.39	131	1.93	140	1.73	110	2.18	131	1.67	78	4.47
Honduras	92	3.28	70	2.95	101	2.97	81	3.27	101	2.39	39	4.85
Hong Kong SAR	3	5.32	6	5.40	1	6.55	71	3.90	2	5.81	32	4.92
Hungary	49	4.16	74	2.91	40	4.51	30	5.20	43	3.90	93	4.29
Iceland	13	5.06	17	4.83	38	4.54	9	6.69	8	5.47	121	3.75
India	67	3.69	39	4.18	42	4.44	95	2.64	111	2.09	20	5.11
Indonesia	84	3.36	54	3.46	87	3.21	113	2.10	87	2.72	9	5.30
Iran, Islamic Rep.	96	3.18	102	2.48	76	3.45	133	1.41	93	2.61	1	5.97
Ireland	19	4.96	22	4.61	24	5.15	12	6.31	24	4.80	115	3.91
Israel	51	4.08	52	3.60	54	4.07	52	4.60	27	4.72	133	3.41

Table B3: The Travel & Tourism Competitiveness Index 2013: Business environment and infrastructure (cont'd.)

Country/Economy	BUSINESS ENVIRONMENT AND INFRASTRUCTURE		PILLARS									
	Rank	Score	6. Air transport infrastructure		7. Ground transport infrastructure		8. Tourism infrastructure		9. ICT infrastructure		10. Price competitiveness in the T&T industry	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Italy	29	4.76	24	4.55	39	4.53	1	7.00	31	4.30	134	3.40
Jamaica	64	3.76	63	3.22	45	4.28	59	4.41	92	2.62	95	4.29
Japan	24	4.86	25	4.53	7	6.20	53	4.56	7	5.50	130	3.52
Jordan	69	3.63	62	3.23	75	3.47	69	4.10	82	2.80	67	4.56
Kazakhstan	79	3.48	82	2.74	80	3.27	87	3.12	48	3.75	73	4.54
Kenya	105	2.98	77	2.83	86	3.23	104	2.37	106	2.18	91	4.31
Korea, Rep.	17	4.98	31	4.44	16	5.56	51	4.61	1	6.00	96	4.29
Kuwait	62	3.89	72	2.94	59	3.95	68	4.11	54	3.60	40	4.85
Kyrgyz Republic	131	2.61	128	2.01	132	2.55	138	1.27	89	2.65	70	4.56
Latvia	40	4.40	47	3.85	44	4.34	35	5.03	38	4.12	57	4.65
Lebanon	65	3.74	67	3.02	110	2.87	27	5.52	84	2.75	68	4.56
Lesotho	132	2.60	140	1.62	125	2.65	105	2.36	129	1.70	55	4.66
Lithuania	48	4.19	95	2.58	21	5.22	63	4.30	36	4.21	58	4.64
Luxembourg	20	4.96	41	4.11	14	5.78	43	4.82	5	5.64	83	4.42
Macedonia, FYR	74	3.58	122	2.19	84	3.24	64	4.27	60	3.41	46	4.79
Madagascar	119	2.73	111	2.31	133	2.46	100	2.54	132	1.66	54	4.66
Malawi	135	2.48	134	1.86	103	2.96	129	1.53	135	1.61	82	4.43
Malaysia	41	4.36	26	4.48	36	4.60	73	3.83	57	3.47	5	5.45
Mali	129	2.61	119	2.23	90	3.16	117	1.94	125	1.85	116	3.88
Malta	14	5.06	18	4.76	28	4.99	15	6.25	21	4.96	90	4.32
Mauritania	133	2.60	132	1.88	128	2.60	123	1.72	117	2.00	48	4.78
Mauritius	55	4.04	60	3.25	37	4.60	48	4.68	69	3.19	75	4.48
Mexico	61	3.92	49	3.75	69	3.64	61	4.37	78	2.93	33	4.92
Moldova	97	3.16	125	2.12	123	2.72	91	2.92	66	3.21	41	4.84
Mongolia	107	2.96	71	2.95	135	2.38	116	1.97	94	2.59	36	4.89
Montenegro	50	4.14	58	3.36	92	3.13	19	5.98	51	3.64	62	4.61
Morocco	73	3.60	64	3.10	70	3.63	74	3.78	79	2.89	63	4.61
Mozambique	120	2.72	114	2.25	134	2.42	106	2.34	133	1.65	30	4.95
Namibia	70	3.62	61	3.24	60	3.91	72	3.84	100	2.44	53	4.66
Nepal	128	2.64	121	2.23	137	2.28	130	1.51	127	1.79	6	5.40
Netherlands	15	5.01	13	5.16	4	6.31	58	4.45	12	5.39	122	3.73
New Zealand	12	5.06	12	5.23	46	4.27	11	6.34	22	4.95	74	4.51
Nicaragua	101	3.11	112	2.29	106	2.90	88	3.11	113	2.07	17	5.16
Nigeria	114	2.83	99	2.51	119	2.77	103	2.37	105	2.20	89	4.32
Norway	28	4.77	15	5.06	64	3.79	10	6.42	14	5.35	136	3.23
Oman	47	4.20	53	3.50	41	4.50	57	4.45	53	3.61	29	4.96
Pakistan	104	2.99	96	2.53	77	3.43	119	1.93	121	1.89	15	5.16
Panama	36	4.52	16	4.84	47	4.26	42	4.84	50	3.64	26	5.01
Paraguay	115	2.80	136	1.80	136	2.29	99	2.55	102	2.36	27	4.98
Peru	85	3.36	75	2.88	121	2.77	67	4.16	83	2.79	103	4.20
Philippines	89	3.33	69	2.96	89	3.17	92	2.90	96	2.52	24	5.08
Poland	58	3.94	86	2.69	66	3.69	46	4.71	41	3.98	61	4.61
Portugal	27	4.78	34	4.29	22	5.20	16	6.13	34	4.24	108	4.04
Puerto Rico	43	4.33	40	4.14	32	4.76	41	4.88	62	3.41	79	4.44
Qatar	31	4.70	23	4.60	35	4.67	37	5.01	32	4.30	31	4.95
Romania	68	3.67	93	2.59	109	2.87	34	5.07	59	3.42	84	4.41
Russian Federation	46	4.22	33	4.33	93	3.13	40	4.93	37	4.16	72	4.54
Rwanda	117	2.74	103	2.44	55	4.06	134	1.35	140	1.25	59	4.63
Saudi Arabia	38	4.43	42	4.03	43	4.38	47	4.71	45	3.84	14	5.18
Senegal	113	2.84	94	2.58	99	3.01	94	2.71	107	2.18	123	3.72
Serbia	81	3.40	110	2.33	117	2.79	56	4.47	49	3.64	119	3.77
Seychelles	42	4.35	27	4.47	31	4.81	29	5.24	58	3.47	120	3.76
Sierra Leone	138	2.36	137	1.78	124	2.68	140	1.06	136	1.49	47	4.79
Singapore	4	5.31	14	5.07	2	6.45	38	5.00	9	5.45	66	4.57
Slovak Republic	60	3.92	123	2.18	48	4.20	39	4.94	44	3.88	81	4.43
Slovenia	35	4.52	76	2.83	25	5.05	14	6.27	29	4.46	111	4.00
South Africa	59	3.93	43	3.97	63	3.79	54	4.53	81	2.82	71	4.55
Spain	5	5.30	10	5.29	10	5.87	5	6.71	28	4.53	106	4.11
Sri Lanka	86	3.35	88	2.66	29	4.91	108	2.28	116	2.01	34	4.91
Suriname	100	3.11	97	2.52	102	2.96	85	3.12	76	2.98	114	3.96

(Cont'd.)

Table B3: The Travel & Tourism Competitiveness Index 2013: Business environment and infrastructure (cont'd.)

Country/Economy	BUSINESS ENVIRONMENT AND INFRASTRUCTURE		PILLARS									
	Rank	Score	6. Air transport infrastructure		7. Ground transport infrastructure		8. Tourism infrastructure		9. ICT infrastructure		10. Price competitiveness in the T&T industry	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Swaziland	106	2.96	126	2.11	68	3.66	111	2.16	114	2.03	38	4.86
Sweden	23	4.89	19	4.70	17	5.54	36	5.01	3	5.66	129	3.53
Switzerland	1	5.42	9	5.36	3	6.40	5	6.71	6	5.57	139	3.03
Taiwan, China	34	4.63	51	3.67	18	5.54	75	3.77	16	5.10	21	5.09
Tajikistan	123	2.69	107	2.40	104	2.92	139	1.16	109	2.12	42	4.84
Tanzania	125	2.68	118	2.23	113	2.85	125	1.69	126	1.80	43	4.83
Thailand	44	4.25	21	4.62	62	3.81	31	5.17	90	2.63	25	5.03
Trinidad and Tobago	54	4.07	56	3.42	34	4.70	77	3.62	61	3.41	13	5.19
Turkey	52	4.08	29	4.47	52	4.08	45	4.76	71	3.10	112	3.98
Uganda	121	2.70	120	2.23	108	2.89	124	1.69	124	1.87	45	4.83
Ukraine	71	3.62	78	2.80	73	3.52	50	4.63	70	3.13	110	4.01
United Arab Emirates	9	5.14	3	6.06	26	5.02	24	5.69	39	4.02	35	4.90
United Kingdom	10	5.13	5	5.61	13	5.78	22	5.76	10	5.43	138	3.05
United States	2	5.36	2	6.16	27	5.00	13	6.27	17	5.08	94	4.29
Uruguay	78	3.53	87	2.67	74	3.52	79	3.44	46	3.77	98	4.25
Venezuela	99	3.12	92	2.61	139	2.21	78	3.44	72	3.07	97	4.25
Vietnam	94	3.26	79	2.78	98	3.03	112	2.15	68	3.19	18	5.15
Yemen	110	2.89	124	2.17	115	2.82	107	2.30	122	1.88	10	5.27
Zambia	122	2.69	108	2.38	88	3.17	122	1.73	119	1.94	100	4.23
Zimbabwe	116	2.76	127	2.06	95	3.11	118	1.93	108	2.13	65	4.58

Table B4: The Travel & Tourism Competitiveness Index 2013: Human, cultural, and natural resources

Country/Economy	PILLARS									
	T&T HUMAN, CULTURAL AND NATURAL RESOURCES		11. Human resources		12. Affinity for Travel & Tourism		13. Natural resources		14. Cultural resources	
	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score
Albania	63	3.96	43	5.10	4	5.89	109	2.85	87	2.00
Algeria	123	3.25	103	4.41	137	3.69	121	2.68	74	2.21
Argentina	41	4.38	57	4.95	107	4.28	20	5.02	44	3.26
Armenia	94	3.65	44	5.10	47	4.83	124	2.61	81	2.07
Australia	4	5.39	22	5.40	38	4.91	2	6.16	20	5.10
Austria	9	5.24	17	5.56	12	5.47	49	4.04	12	5.89
Azerbaijan	96	3.63	59	4.95	62	4.69	110	2.84	85	2.03
Bahrain	83	3.74	26	5.37	59	4.72	129	2.43	67	2.46
Bangladesh	124	3.24	108	4.28	130	3.96	90	3.23	116	1.49
Barbados	50	4.20	23	5.40	2	6.10	133	2.25	50	3.03
Belgium	18	4.90	19	5.54	31	5.07	103	3.00	9	5.99
Benin	126	3.20	113	4.11	88	4.48	112	2.81	124	1.40
Bolivia	85	3.73	101	4.52	139	3.24	27	4.80	72	2.37
Bosnia and Herzegovina	92	3.66	76	4.81	49	4.81	107	2.91	79	2.12
Botswana	112	3.43	128	3.57	105	4.30	39	4.26	109	1.61
Brazil	12	5.10	62	4.94	83	4.51	1	6.18	23	4.76
Brunei Darussalam	67	3.91	36	5.20	63	4.66	53	3.94	95	1.82
Bulgaria	53	4.10	69	4.89	67	4.62	76	3.41	40	3.47
Burkina Faso	129	3.16	129	3.55	94	4.38	81	3.36	126	1.36
Burundi	138	2.73	137	3.23	126	4.09	127	2.56	140	1.03
Cambodia	78	3.77	99	4.57	20	5.28	67	3.63	111	1.58
Cameroon	102	3.56	112	4.23	103	4.32	32	4.53	136	1.15
Canada	5	5.39	5	5.77	34	5.00	10	5.33	16	5.47
Cape Verde	107	3.45	75	4.81	14	5.43	138	1.85	102	1.72
Chad	136	2.82	135	3.29	134	3.82	95	3.16	139	1.03
Chile	65	3.94	39	5.15	89	4.46	93	3.20	53	2.94
China	13	5.09	38	5.18	129	4.04	5	5.59	15	5.53
Colombia	34	4.51	72	4.88	86	4.49	16	5.14	37	3.52
Costa Rica	38	4.45	27	5.36	28	5.12	7	5.44	93	1.87
Côte d'Ivoire	114	3.41	124	3.74	93	4.41	41	4.15	129	1.34
Croatia	42	4.37	93	4.63	29	5.12	56	3.85	32	3.87
Cyprus	46	4.27	24	5.39	10	5.50	96	3.14	48	3.07
Czech Republic	28	4.61	48	5.04	70	4.60	77	3.40	17	5.39
Denmark	26	4.64	10	5.71	79	4.53	72	3.46	22	4.86
Dominican Republic	108	3.45	85	4.72	36	4.95	130	2.40	100	1.74
Ecuador	56	4.05	88	4.68	123	4.09	13	5.26	76	2.16
Egypt	84	3.74	105	4.41	60	4.70	87	3.27	61	2.58
El Salvador	125	3.24	95	4.60	90	4.44	132	2.38	113	1.52
Estonia	51	4.19	37	5.20	23	5.22	57	3.81	63	2.54
Ethiopia	97	3.61	126	3.71	120	4.16	33	4.52	82	2.06
Finland	24	4.65	4	5.80	64	4.65	54	3.88	26	4.28
France	11	5.20	35	5.22	48	4.82	30	4.71	8	6.04
Gambia, The	111	3.43	111	4.25	21	5.23	114	2.78	121	1.47
Georgia	91	3.67	40	5.12	53	4.79	119	2.70	84	2.05
Germany	7	5.31	18	5.54	61	4.69	31	4.66	4	6.34
Ghana	117	3.35	109	4.27	110	4.26	82	3.35	114	1.51
Greece	30	4.58	50	5.02	55	4.79	40	4.24	25	4.28
Guatemala	69	3.88	86	4.72	57	4.74	47	4.07	88	2.00
Guinea	134	3.03	120	3.82	119	4.16	105	2.92	133	1.21
Guyana	106	3.47	73	4.87	75	4.58	97	3.11	132	1.31
Haiti	140	2.44	136	3.27	135	3.80	140	1.49	134	1.21
Honduras	89	3.69	98	4.58	85	4.50	48	4.05	106	1.64
Hong Kong SAR	29	4.59	8	5.74	3	6.01	84	3.33	42	3.30
Hungary	54	4.08	42	5.11	102	4.32	111	2.81	30	4.09
Iceland	36	4.47	3	5.84	11	5.50	63	3.72	57	2.83
India	21	4.72	96	4.60	111	4.25	9	5.36	24	4.68
Indonesia	31	4.56	61	4.94	114	4.23	6	5.57	38	3.51
Iran, Islamic Rep.	74	3.85	87	4.71	128	4.04	74	3.44	45	3.20
Ireland	40	4.41	11	5.67	26	5.16	117	2.71	29	4.09
Israel	71	3.86	31	5.29	87	4.48	98	3.09	60	2.60

(Cont'd.)

Table B4: The Travel & Tourism Competitiveness Index 2013: Human, cultural, and natural resources (cont'd.)

Country/Economy	T&T HUMAN, CULTURAL AND NATURAL RESOURCES		PILLARS							
	Rank	Score	11. Human resources		12. Affinity for Travel & Tourism		13. Natural resources		14. Cultural resources	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score
Italy	14	5.05	41	5.12	72	4.59	34	4.43	7	6.06
Jamaica	87	3.72	84	4.73	27	5.15	80	3.37	108	1.62
Japan	10	5.22	21	5.42	77	4.55	21	4.99	11	5.90
Jordan	72	3.86	67	4.93	13	5.46	94	3.19	94	1.86
Kazakhstan	119	3.30	71	4.88	121	4.13	120	2.69	117	1.49
Kenya	60	4.01	106	4.29	58	4.73	14	5.26	97	1.75
Korea, Rep.	20	4.74	33	5.25	81	4.52	89	3.24	10	5.97
Kuwait	131	3.14	66	4.93	132	3.92	139	1.81	90	1.89
Kyrgyz Republic	103	3.51	97	4.60	19	5.29	122	2.67	119	1.48
Latvia	77	3.81	46	5.05	113	4.24	70	3.59	73	2.36
Lebanon	70	3.87	64	4.94	1	6.12	136	1.95	68	2.45
Lesotho	139	2.62	140	2.85	74	4.59	137	1.90	137	1.13
Lithuania	61	3.98	63	4.94	78	4.54	73	3.44	51	3.01
Luxembourg	39	4.42	20	5.53	15	5.41	55	3.85	55	2.90
Macedonia, FYR	100	3.58	81	4.76	73	4.59	113	2.80	75	2.16
Madagascar	127	3.20	118	3.95	91	4.44	99	3.08	131	1.33
Malawi	113	3.43	123	3.75	118	4.16	36	4.36	123	1.43
Malaysia	17	4.93	28	5.35	16	5.39	18	5.08	31	3.89
Mali	121	3.28	131	3.51	71	4.60	123	2.61	70	2.39
Malta	49	4.22	29	5.35	9	5.66	115	2.77	47	3.10
Mauritania	132	3.07	127	3.61	109	4.27	106	2.92	115	1.49
Mauritius	93	3.65	49	5.03	6	5.75	134	2.23	110	1.60
Mexico	15	5.02	53	5.00	65	4.62	8	5.38	21	5.08
Moldova	133	3.04	102	4.51	112	4.25	135	2.01	125	1.39
Mongolia	90	3.69	91	4.66	100	4.33	85	3.29	66	2.47
Montenegro	47	4.26	51	5.01	7	5.66	62	3.73	59	2.65
Morocco	68	3.89	90	4.67	22	5.23	126	2.60	49	3.06
Mozambique	130	3.15	138	3.20	116	4.22	64	3.71	120	1.48
Namibia	115	3.38	130	3.52	84	4.51	43	4.13	127	1.35
Nepal	105	3.48	125	3.74	92	4.43	35	4.38	128	1.34
Netherlands	16	4.97	9	5.73	52	4.80	60	3.74	14	5.60
New Zealand	22	4.69	13	5.62	17	5.38	26	4.80	52	2.96
Nicaragua	82	3.74	89	4.68	68	4.61	52	3.95	101	1.74
Nigeria	118	3.33	122	3.78	117	4.16	68	3.62	98	1.75
Norway	33	4.53	16	5.56	66	4.62	59	3.81	27	4.14
Oman	76	3.84	54	4.98	43	4.85	79	3.38	78	2.16
Pakistan	116	3.38	115	4.09	136	3.76	86	3.27	71	2.38
Panama	45	4.29	79	4.78	41	4.89	11	5.32	77	2.16
Paraguay	120	3.29	104	4.41	124	4.09	100	3.04	107	1.63
Peru	37	4.47	80	4.78	82	4.51	12	5.29	43	3.30
Philippines	64	3.95	82	4.73	42	4.89	44	4.12	83	2.05
Poland	32	4.56	45	5.09	125	4.09	66	3.70	18	5.35
Portugal	19	4.84	32	5.27	32	5.03	83	3.35	13	5.71
Puerto Rico	81	3.75	47	5.05	30	5.08	104	2.98	92	1.88
Qatar	75	3.85	7	5.74	76	4.57	128	2.52	62	2.54
Romania	73	3.85	83	4.73	122	4.11	88	3.25	41	3.31
Russian Federation	58	4.02	92	4.64	138	3.66	37	4.31	39	3.49
Rwanda	104	3.49	110	4.26	40	4.89	61	3.73	138	1.07
Saudi Arabia	80	3.76	30	5.31	98	4.35	69	3.59	96	1.76
Senegal	88	3.71	117	4.00	56	4.76	46	4.07	89	1.99
Serbia	109	3.45	94	4.63	104	4.30	131	2.39	65	2.48
Seychelles	48	4.26	56	4.96	5	5.86	65	3.71	64	2.50
Sierra Leone	137	2.81	133	3.35	131	3.96	116	2.76	135	1.19
Singapore	25	4.64	2	6.05	8	5.66	92	3.21	35	3.63
Slovak Republic	55	4.06	52	5.01	96	4.36	51	3.98	54	2.90
Slovenia	52	4.11	55	4.96	50	4.80	58	3.81	56	2.85
South Africa	57	4.03	132	3.45	44	4.85	17	5.13	58	2.70
Spain	6	5.36	34	5.24	39	4.90	29	4.75	1	6.57
Sri Lanka	66	3.93	78	4.78	51	4.80	42	4.15	86	2.00
Suriname	86	3.72	100	4.52	115	4.22	38	4.26	91	1.88

Table B4: The Travel & Tourism Competitiveness Index 2013: Human, cultural, and natural resources (cont'd.)

Country/Economy	T&T HUMAN, CULTURAL AND NATURAL RESOURCES		PILLARS							
	Rank	Score	11. Human resources		12. Affinity for Travel & Tourism		13. Natural resources		14. Cultural resources	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score
Swaziland	135	2.94	139	2.94	95	4.38	118	2.71	99	1.74
Sweden	8	5.30	12	5.65	33	5.00	45	4.10	2	6.44
Switzerland	2	5.63	1	6.11	25	5.21	19	5.03	6	6.16
Taiwan, China	44	4.29	25	5.38	37	4.94	91	3.22	34	3.64
Tajikistan	122	3.26	60	4.95	127	4.06	125	2.61	122	1.43
Tanzania	59	4.02	116	4.01	80	4.53	4	5.86	104	1.66
Thailand	23	4.68	70	4.89	18	5.37	23	4.86	36	3.60
Trinidad and Tobago	95	3.64	74	4.84	133	3.87	75	3.44	69	2.42
Turkey	27	4.63	68	4.92	35	4.96	78	3.39	19	5.23
Uganda	79	3.76	114	4.10	54	4.79	25	4.82	130	1.33
Ukraine	99	3.59	65	4.93	101	4.33	102	3.03	80	2.08
United Arab Emirates	35	4.51	15	5.61	24	5.22	71	3.46	33	3.74
United Kingdom	3	5.57	6	5.76	45	4.85	15	5.24	3	6.44
United States	1	5.65	14	5.61	69	4.60	3	6.09	5	6.30
Uruguay	62	3.97	58	4.95	46	4.85	108	2.91	46	3.19
Venezuela	110	3.45	107	4.29	140	2.98	24	4.83	103	1.68
Vietnam	43	4.30	77	4.80	108	4.27	50	3.99	28	4.13
Yemen	128	3.18	119	3.87	106	4.28	101	3.03	112	1.54
Zambia	98	3.60	121	3.79	97	4.36	28	4.76	118	1.49
Zimbabwe	101	3.56	134	3.32	99	4.34	22	4.91	105	1.66