



## CLARIFYING AND EXTENDING THE TSA BRAND\*

### Keynote, Session V: Measuring the Economic Contributions of Tourism: from the TSA to Alternative Modelling Techniques

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### Summary

This paper addresses the nature of product brands and branding, describes the TSA as a global brand and its pre-eminence for certain purposes, and the importance of protecting and extending the TSA brand.

A brand is a set of associations linked to a product through its features, name, trademark, or symbols. Aside from indicating how the branded product is superior to others in the same category, a brand is also a promise by the organization to users about what goals the product will help them achieve.

The Tourism Satellite Account, or TSA, is a distinctive method of measuring the direct economic contributions of tourism consumption to a national economy. Its unique approach derives from employing the principles and structure of the internationally-adopted System of National Accounts 1993 to measuring the direct economic contributions of tourism to a national economy. Through the efforts of UNWTO and partner organizations, the TSA has become a recognized and credible global brand among methods of measuring certain aspects of the economic impact of tourism. Moreover, the TSA brand may be extended through authorization of sub-national TSAs covering regional areas, and principles that such developers of such regional TSAs must follow are recommended herein.

Unfortunately, the TSA brand is under assault through misrepresentation and misappropriation. Misrepresentation of the TSA occurs when researchers describe the TSA structure and results in misleading terms. This raises false expectations among potential users and weakens the TSA brand. Misappropriation of the TSA brand occurs when reports are released based on methodologies purporting to “simulate” TSAs for countries and sub-national areas. These generally serve to exaggerate the direct tourism contribution to economies and can provoke conflicts between National Tourism Administrations and National Statistical Offices.

To protect the global TSA brand, I detail features of the TSA and goals it achieves that set it apart as a brand from other economic impact methodologies, and present a number of specific measures to build the TSA brand globally, to extend it, and to protect it from misrepresentation and misappropriation.



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## Introduction

The Tourism Satellite Account (TSA), developed by the World Tourism Organization (UNWTO) in conjunction with the United Nations Statistics Division, OECD, and other respected international organizations, has become a popular method of measuring the economic contribution of tourism to national economies. As of mid-2006, 70 countries and territories were known to have implemented or undertaken a TSA (Libreros, Massieu and Meis 2006). A recent search of a comprehensive tourism and hospitality bibliographic database found 119 published journal articles and book chapters covering the TSA since 1991 (CABI 2009).

Other testimonies to the TSA's celebrity are recent discussions of extending the concept to sub-national areas (Frechtling 2008) and the appropriation of the term for studies by consultancies and others for studies that do not observe TSA definitions, standards and principles (Department of Statistics and Tourism Satellite Account, 2008).

While the concept of a satellite account for tourism is over two decades old, it was only in early 2008 that two documents exhaustively elaborating the concepts and data requirements for a TSA were approved by the principal international economic and statistical bodies: *2008 Tourism Satellite Account: Recommended Methodological Framework* (herein TSA:RMF 2008) and *2008 International Recommendations for Tourism Statistics* (herein IRTS 2008) (TSA: RMF, 2008, pp. 5-9).

It is clear now that the TSA is a recognized brand, that is, a specific service product for which researchers, government officials and others interested in the measurement of the economic contribution of tourism have distinct associations or connotations. TSA has come to mean superior accounting for a set of the direct economic contributions of tourism to countries that is consistent with national economic accounts (Spurr 2006). As such, it promises specific benefits that are available through no other product.

But the popularity of the TSA has spawned an international assortment of consultancies, research centers and others that apply the TSA brand name to studies they produce for national and sub-national organizations. Such activities have already produced confusion among TSA users and may damage the credibility of the TSA as a sound, comprehensive method of measuring the contribution of tourism to national economies.

The issue of ensuring the legitimacy and credibility of the TSA by defending the TSA brand was among the most prominent findings of the UNWTO Conference on The Tourism Satellite Account (TSA): Understanding Tourism and Designing Strategies held in Iguazu, Argentina/Brazil/Paraguay in October 2005 (UNWTO 2005). This present paper builds on these findings through exploring the value of the TSA brand, investigating attacks on it, and recommending a program to protect the integrity of the TSA in the years ahead.

## Organization of this Paper

This paper establishes certain definitions of terms vital to its exposition and addresses the nature of product brands and branding to suggest the pre-eminence of the TSA brand for certain purposes and the



importance of protecting it. Then, the paper discusses how the TSA differs from other tourism economic impact techniques and how the TSA brand can be extended. Finally, the paper concludes with recommendations for protecting the TSA brand and advancing its recognition throughout the world.

## Concepts and definitions

The Tourism Satellite Account, or TSA, is a distinctive method of measuring the direct economic contributions of tourism consumption to a national economy. Its unique approach derives from employing the principles and structure of the internationally-adopted System of National Accounts to measuring the direct economic contribution of tourism. It comprises a set of inter-related tables that show the size and distribution of the different forms of tourism consumption in a country and contributions to gross domestic product (GDP), employment and other macroeconomic measures of a national economy.

When analyzed, the term, "Tourism Satellite Account", clearly indicates its essence and uniqueness. It deals with a distinctive set of human activities defined as "tourism": the activities of visitors (travelers taking trips to destinations outside their usual environment for less than one year for any purpose other than being employed by a resident entity in any countries visited. (IRTS 2008 ¶¶2.7-12) It is "satellite" to a larger body, in this case, the System of National Accounts promulgated by the United Nations, the World Bank, the International Monetary Fund and other respected international economic organizations in 1993 (Commission of the European Communities et al., 1993). Finally, the TSA is an "account", that is, a table or set of tables that records, for a given aspect of economic life, the transactions, sources and uses of resources of institutional units and sectors (Commission of the European Communities et al., 1993, ¶¶2.85-86). By combining these three elements, the TSA approach is unique among those available for measuring the economic consequences of tourism.

It is important here to establish basic terminology covering what such approaches aim to accomplish. I reproduce the following definitions from my paper delivered to the International Tourism Conference on Knowledge as a Value Advantage for Tourist Destinations, Malaga, Spain, October 29-31, 2008.

- **Tourism Economic Consequences:** the comprehensive term including all economic effects, both positive (benefits) and negative (costs), produced by visitors, their consumption expenditures and the reaction of business firms, nonprofit organizations and government agencies to visitors and their activities in a study area.
- **Tourism Economic Contribution:** the direct, positive effects of visitor consumption expenditures, tourism gross fixed capital investment and tourism collective consumption on the study area. This includes the TSA measures of Tourism Direct Gross Value Added, Tourism Direct GDP, and Employment in the Tourism Industries. The TSA is designed to facilitate measurement of this contribution consistent with the System of National Accounts (Commission of the European Communities et al., 1993).
- **Tourism Economic Benefits:** Tourism Economic Contribution plus the secondary effects (often termed "indirect effects" and "induced effects") in the study area; the TSA does not include these secondary effects (TSA:RMF 2008 ¶1.16).



- Tourism Economic Costs: all costs, private and incidental, explicit and implicit, direct and secondary, representing the value that must be sacrificed in order for an area to host visitors. An important category of these is external costs, those not borne by visitors or producers but by other individuals and organizations (Mak 2004, p. 128). These costs are not included in the TSA nor are they discussed in this paper (for a discussion of these, see Frechtling 1994).
- Net Tourism Economic Benefits: tourism economic benefits for an area less the tourism economic costs incurred in the area.
- Total Tourism Internal Demand: as suggested for the TSA, the sum of Internal Tourism Consumption, Tourism Gross Fixed Capital Formation, and Tourism Collective Consumption (TSA:RMF 2008, ¶4.114). We should note that the UNWTO does not recommend development of tourism fixed capital formation or tourism collective consumption for the TSA and international comparisons at this time (TSA:RMF 2008 ¶¶2.56, 2.65, 4.107, 4.112).
- Tourism Economic Impact: the sum of the direct and secondary effects of visitor consumption expenditures and other elements of Total Tourism Internal Demand on the study area. While the TSA does not include secondary effects, this recognizes that many tourism studies have focused on these variables.

As indicated above, the TSA provides a measure of the economic contribution of tourism to a country, as well as Total Tourism Internal Demand. It also contributes estimates to measures of Tourism Economic Benefits and Tourism Economic Impact for a nation.

The title of this paper indicates that it intends to “clarify” the TSA brand, that is, to distinguish this economic measurement method from others and to set it apart for specific uses. It also addresses “extending” the TSA brand through sub-national Tourism Satellite Accounts.

## Product brands and branding

There are also definitions related to brands and branding essential to this exposition. Following a recent authoritative book on product branding, this paper adopts the definition that “a brand is a set of associations linked to a name, mark, or symbol associated with a product . . . . A name becomes a brand when people link it to other things. A brand is much like a reputation.” (Calkins 2005, p. 1)

This branding literature further suggests that every time people interact with a brand, they form associations with it regarding certain goals they may have. “Brand positioning” reflects the organization’s efforts to link a product to the goal that a user will achieve by using the product and suggests why the product is superior to other ways of achieving the goal. This can be broken down into three key questions:

- (1) Who should be targeted for brand use?,
- (2) What goals does the brand allow the target to achieve?, and
- (3) Why should the brand be selected over other brands that achieve the same goal? (Tybout and



Sternthal 2005, p. 25).

Such positioning builds on brand differentiation by not only defining “the value associated with the brand as fundamentally different from its rivals” but also “value on a dimension that is inventive or unconventional, but is nonetheless valuable to target customers” (Anderson and Carpenter 2005, p. 178). When well-managed, a brand can become a powerful symbol to potential and current users of the organization’s promise (Anderson and Carpenter 2005).

Finally, there is the concept of “brand extension”. Successful companies consider brands as assets, which can be expanded in value by launching new products in the same product category (Braig and Tybout 2005). Similarly, UNWTO and its partner organizations can authorize extensions of the TSA to sub-national areas, such as provinces, states, departments, cities and metropolitan areas. This will permit regions to measure the economic contribution of using a trusted methodology and, in the process, stimulate further interest in the TSA as a national brand.

As a final relevant word on this subject, Holden offers a fitting warning focusing on implications of branding for the TSA: “Consumers have very high expectations of . . . global brands. They expect them not only to be recognizable, but also to be seen as the best. They trust that you will consistently deliver superior quality, and if they don’t see a difference, you will not be successful.” (Holden 2005, p. 299)

## **The TSA Brand**

My discussions with economists and other researchers over the years supplemented by studying articles in respected tourism journals lead me to suggest that among the associations or connotations that informed people connect with “Tourism Satellite Account” as an international brand, the following are prominent: measure of tourism impact, internationally endorsed, legitimate (i.e., conforming to acknowledged standards), trustworthy (i.e., deserving of trust and confidence) and national economic accounts.

The TSA is differentiated by its innovative approach to measuring the economic contribution of tourism (accounting rather than modeling), by measuring the contribution tourism consumption makes to a country’s Gross Domestic Product and by being authorized by respected international and national statistical and economic organizations. It is the only tourism economic contribution measurement method that permits valid comparisons of tourism with other broad consumption activities, such as health care and energy. It permits public policy officials to track tourism industries against other industries in contributing to a country’s economic output over economic cycles and across expanses of time. Finally, it allows such valid comparisons to be made among countries that have adopted the TSA methodology.

Every time a government official, academic researcher or business executive reviews a TSA, s/he develops an opinion about the TSA promise. Should the TSA results differ markedly from data from other respected sources reflecting the economic contribution of tourism consumption, the user will develop a less favorable opinion about it. Moreover, the user will begin to doubt the value of the TSA, especially in relation to the time and money required to obtain one.

The TSA brand has been developed by UNWTO through:



- meticulous attention to the requirements of a satellite account to the System of National Accounts (Commission of the European Communities et al., 1993, ¶¶2.245-249, 21.1-186),
- continuous involvement of respected authorities from major national and multilateral agencies specializing in statistical estimation and national economic accounting,
- publishing formative and summative documents on the TSA and the system of tourism statistics required to feed it,
- presenting the outcomes of its efforts at international conferences, and
- managing its website to provide essential TSA documents as they are approved.

In short, UNWTO has used every means short of media advertising of the product to answer the three key questions above and to build the TSA brand and brand promise. As a result those interested in sound measurement of tourism consumption's contribution to an economy encounter a global brand that promises valid measurement of such and that deliver on that promise.

### Threats to the TSA brand: misrepresentation

Unfortunately, as the TSA has progressed toward formal documentation and approval at the highest international levels, the TSA global brand has been threatened by misrepresentation and misappropriation.

A lengthy paper on measuring the economic impacts of tourism in Australia states, "the TSA's essential contribution is that, for the first time, it identifies aggregate official figures within the national accounts for a tourism industry" (Dwyer, et al., 2004, p. 27). Moreover, "As long as a CGE model [one means of estimating tourism economic impact], has an explicit tourism sector, it will embody a TSA within it." (Ibid.) These are misrepresentations of the TSA as neither of these statements is true.

A book chapter entitled "Tourism Satellite Accounts" states the TSA defines a core "tourism industry" and provides estimates of indirect value added and government tax revenue generated by tourism demand (Spurr 2006, p. 292). None of these representations are correct.

Lest these misrepresentations of the TSA brand be considered a product of incomplete documentation of the TSA in earlier years, papers published by in respected academic journals in 2008 indicate that valid comprehension of the TSA on the part of researchers is still lacking. Bonn and Harrington characterize the TSA as based on the input/output "framework of a *state/regional economy*" and "measures only direct and *indirect impacts* of tourism expenditures" (2008, p. 783, italics added). The TSA does not depend on regional accounts nor does it measure indirect impacts.

Another paper in the same journal "adapts" a framework that OECD published in 2000 to evaluate macroeconomic effects of yachting on the Greek economy by "the use of the tourism satellite account (TSA)" (Diakomihalis and Lagos 2008, p. 871). In fact, the OECD document is obsolete and superseded by





the UNWTO TSA methodology with OECD support. Dwyer et al., repeat earlier assertions that the TSA approach requires “the construction of a composite of composite or artificial tourism industry”, and that the TSA provides estimates of “indirect value added” generated by tourism demand (Dwyer, et al., 2008, pp. 460-461). Rather, in truth the TSA identifies a set of tourism industries as conventionally defined and measures only direct value added in response to visitor consumption.

These misrepresentations are probably unintentional, but threaten the TSA brand nevertheless. They mistakenly describe what measures the TSA produces and how it produces them. At best, they may raise false expectations among officials considering applying the TSA in their countries, and at worst, they encourage a culture of ignorance that continues in subsequent research. In any case, such misrepresentations weaken the TSA brand. Now that the final documentation of the TSA's concepts, definitions and methodology has been approved at the highest international levels, there is little excuse for such misrepresentations.

### **Threats to the TSA brand: misappropriation**

Even more threatening to the TSA brand is the assertion that “simulated Tourism Satellite Accounts” can be produced through means short of the elaboration detailed in *2008 Tourism Satellite Account: Recommended Methodological Framework*. In discussing Computable General Equilibrium (CGE) modeling as a means to estimate the impacts of tourism growth or measures to achieve increased tourism demand on the Australian economy, Dwyer et al. contend, “It will thus be possible to generate a simulated TSA, where an official TSA does not exist, as an output of the CGE model” (Dwyer, et al., 2004, p. 27). This may or may not be true, since the authors never detail the structure of the CGE model they discuss. Moreover, we need a definition of what a “simulated TSA” is in the authors’ minds. Regrettably, at face value, the statement suggests there is a way to reach the objectives of a TSA without implementing the TSA definitions, standards and methodology. This is a clear threat to the TSA brand.

Indeed, the production of “simulated Tourism Satellite Accounts” has become something of a cottage industry in the world. Reports have been released based on simulated TSAs for countries and sub-national areas by a number of consultancies and other organizations that do not follow UNWTO's methodological framework (WEFA, Inc. 2001, Norton 2007, World Travel & Tourism Council 2008). Recently, UNWTO has voiced considerable concern over such misappropriation of the term, “Tourism Satellite Account”, in studies published on the economic contribution of tourism on individual countries (Department of Statistics and Tourism Satellite Account 2008). The deleterious effects of branding estimates of tourism economic contributions as “Tourism Satellite Accounts” from approaches that do not employ TSA definitions, concepts, principles and structure include:

- Exaggerating the contribution of tourism to Gross Domestic Product,
- Harming the credibility of TSA tourism estimates,
- Contending that tourism is a single industry while no such industry exists in national accounting,





- Blurring the distinction between “visitors” and all other types of individuals, and
- Provoking conflicts between National Tourism Administrations and National Statistical Offices over the accuracy of estimates (Department of Statistics and Tourism Satellite Account 2008).

These are serious threats to the benefits a valid TSA is designed to produce.

### Distinctive features of the TSA

As indicated above, in order to clearly define the TSA brand, we need to define its characteristics, what goals it achieves in users’ minds and how it differs from other products in the class, “methods of measuring the economic impact of tourism”.

Addressing the *characteristics* that set the TSA brand apart from other products, the following elements are proposed to distinguish the TSA as envisioned by UNWTO and the United Nations System (and formally approved by the United Nations Statistical Commission) from other tourism economic impact measurement systems (IRTS 2008, TSA: RMF 2008):

- Carefully observes the UNWTO definition of “tourism” as defined above (Department of Statistics and Tourism Satellite Account 2008, p. 10);
- Elaborates eight (eventually ten) interconnected tables as accounts that are consistent with the supply and use tables of *System of National Accounts 1993* (TSA:RMF 2008, p. 3);
- Limits measurement to the direct economic contributions of tourism only (excluding indirect, induced and multiplier effects) (TSA:RMF 2008, p. 3);
- Elaborates data for ten specific Tourism Characteristic Products sold directly to visitors and the conventionally-defined Industries producing these products, (TSA:RMF 2008, pp. 41-42); and
- Presents four main macroeconomic aggregates and one employment account outputs (TSA:RMF 2008, p. 3):
  - a. Internal Tourism Expenditure (ITE) – by residents and international visitors,
  - b. Internal Tourism Consumption – ITE plus value of vacation homes to owners, residents hosting visitors, government subsidies of recreation services, and similar activities,
  - c. Tourism Direct Gross Value Added – an unduplicated measure of income generated by tourism, and
  - d. Tourism Gross Domestic Product – comparable to overall GDP for a country.
  - e. Employment in the Tourism Industries.

Looking at the user *goals* that the TSA satisfies in contrast to other tourism measurement methods, it focuses on the category of “Tourism Economic Contribution” as referenced above: the direct, positive effects of visitor consumption expenditures, tourism gross fixed capital investment and tourism collective



consumption on the study area. The TSA is designed to facilitate measurement of this contribution consistent with the System of National Accounts.

Specifically, research literature suggests the following goals that the TSA can help users achieve:

- Amount of direct value-added generated in a national economy by tourism consumption (Spurr 2006, p. 292),
- Identification of the industries that are directly impacted by tourism consumption in a country (Ibid.),
- Comparison of tourism industries as a sector to other industries and sectors in a national economy according to principles of national economic accounting (Ibid.), and
- Comparison of the contribution to GDP by tourism in one country to that in other countries that have valid TSAs.

Finally, it is helpful to distinguish the TSA from other occupants of the category, “methods of measuring the economic impact of tourism”. Among the most popular over the last decade are:

- Regional travel impact models (Dean Runyan Associates, 2008; Travel Industry Association, 2007),
- Computable general equilibrium models (Dwyer, et al., 2008), and
- Input/output models (Fletcher, 1989, Jones and Munday 2004).

These are all “models”: “simplified description of a system, process, etc., put forward as a basis for theoretical or empirical understanding” (Trumble & Stevenson, 2002, p. 1805). They require estimates of visitor expenditures at a facility, event or geographic area and then transform these through equations into estimates of business receipts, employment, income, and tax revenue generated. The equations are the modeled component and represent assumed relationships in the economy the model represents. Sometimes the assumptions are detailed clearly and sometimes they are referenced only vaguely, preventing other researchers from examining their validity.

In contrast, the TSA is predominantly an accounting system, taking variables from a country’s national economic accounts to populate nine tables. The first four require estimates of visitor spending derived from survey and other techniques (Frechtling and Libreros 2000, Frechtling 2006). Except for estimates of visitor expenditure and consumption and the proportion of value added attributable to those variables, the TSA uses accounting identities rather than assumed equations to develop its estimates. And, unlike some modeling methods, the TSA definitions, standards and methodologies are detailed exhaustively and are strictly consistent with the concepts, definitions and classifications approved for basic tourism statistics. (IRTS 2008, TSA: RMF 2008).



## Extending the TSA brand

Given the popularity of the TSA as a respected method of measuring the direct economic contributions of tourism to a national economy, it is not surprising that interest has grown in applying the TSA definitions, principles and methodology to sub-national areas, such as provinces, states, departments and metropolitan areas. I discussed the benefits of such a brand extension in my paper to the International Tourism Conference on Knowledge as a Value Advantage for Tourist Destinations, Malaga, Spain (Frechtling 2008), co-sponsored by the Regional Government of Andalusia and UNWTO. I also recommended conventions for defining regional Tourism Satellite Accounts for defined sub-national areas, the appropriate outputs of such regional TSAs and optimum approaches to developing such accounts.

While UNWTO and its partners have not formally sanctioned regional TSAs, they reference them in the basic documents approved by the United Nations Statistical Commission in March 2008 (TSA:RMF 2008). Annex 7 of that document stresses the importance of addressing how to overcome the lack of a conceptual framework for regional accounts in SNA 1993 because of the exceptional benefits that could accrue to countries and their regions from regional TSAs. Implications for the System of Tourism Statistics for sub-national TSA efforts are provided in IRTS 2008, especially, ¶¶3.36, 8.26-8.32.

My paper recommended a set of Central Principles that any TSA should follow. (Frechtling 2008, pp. 7-8). These are designed to permit extension of the TSA brand without compromising the features that make it unique among tourism economic impact estimation methodologies. To compromise on these standards is to weaken the TSA brand in extending it, and dismiss the benefits of strong branding enumerated earlier.

I am pleased that two of three of the response papers to mine at the Malaga Conference endorsed this approach. Dr. Jones of Cardiff University's Business School affirmed the TSA brand principles for sub-national TSAs, and recommended that a Regional Tourism Economic Account (R-TEA) be detailed for sub-national areas that do not have the data required for a regional TSA (Jones 2008).

Dr. Jones also recommended certain expansions of TSA Table 7 Tourism Employment to include (2008, pp. 9-10, Appendix B):

- scope of employment – distributions of owners/managers/self employed, size of work force by establishment, occupations and demographic characteristics such as age and gender;
- quality of the tourism workforce – years of experience, qualifications and job-specific training; and
- quality of employment – contract status, pension status, hourly wage-levels.

I believe these are worthy of careful consideration at the TSA and regional TSA levels.

Professor Robles Teigeiro of the faculty of Economics and Business Studies at Malaga University also affirmed the TSA definitions, principles and methodologies for a regional TSA, and offered constructive comments on measuring the value-added of public transportation for sub-national areas (2008). This is a thorny issue: visitors receive air, rail and motor coach transport services in regions where the producing firm may not have any establishments. Consequently, no value-added is accounted for by the transport services received in such regions. Professor Robles Teigeiro suggests allocating public transport value-



added by the residence areas of the employees. While this departs from the pure accounting nature of the TSA, it is a constructive approach to redressing this miss-statement of public transportation's value-added. I would prefer, however, to allocate this contribution to the establishment of record for the employees rather than their places of residence, to maintain a closer fit with the spirit of the TSA.

Professor Robles Teigeiro also makes important recommendations towards elaborating TSA Table 8 Tourism Gross Fixed Capital Formation of Tourism Industries and Other Industries, and Table 9 Tourism Collective Consumption by Products and Levels of Government (2008, pp. 8-10). I believe these contribute constructively to future discussions aimed at concrete recommendations from UNWTO for implementing these two tables.

The discussions at the Malaga Conference lead me to recommend the following principles for sub-national TSAs:

- Only appropriate in countries that have developed a national TSA and must follow the principles, coverage and methodologies of the national TSA;
- Employ predominantly account information, rather than estimates derived from models;
- Incorporate ten tourism characteristic products and industries and other industries identified in the national TSA;
- Produce estimates of certain macroeconomic aggregates – for sub-national purposes, these may be reduced to Internal Tourism Expenditure, Internal Tourism Consumption, Tourism Gross Regional Product and Employment in the Tourism Industries;
- Generates a defined set of five of the TSA tables and their relationships:
  - Table 4: Internal Tourism Consumption by Product
  - Table 5: Production Accounts of Tourism Industries and Other Industries
  - Table 6: Total Domestic Supply and Internal Tourism Consumption
  - Table 7: Employment in the Tourism Industries
  - Table 10: Non Monetary Indicators,
- Generates the following four macroeconomic aggregates defined for the TSA, plus an additional important measure of tourism industry employment:
  - Internal Tourism Consumption,
  - Gross Value Added of the Tourism Industries (GVATI),
  - Tourism Direct Gross Value Added (TDGVA), and
  - Tourism Gross Regional Product;
- Presents employment in the tourism industries, in the scale of jobs enumerated in Table 7 of the TSA plus Dr. Jones's measures of scope, quality of workforce and quality of employment enumerated earlier.



For sub-national areas where national TSA experience is lacking and/or regional data of acceptable coverage and quality are not available, an experimental study applying TSA concepts might be undertaken. Alternative approaches to such an experimental sub-national TSA have been recommended by Frechtling (2008), Jones (2008), and Zhang and Billing (2008). However, these should not be considered as extensions of the TSA brand, but rather efforts to produce selected TSA outputs on an experimental basis that can assist the national statistical office in eventually elaborating a TSA for the country.

### Protecting the TSA brand

If the gains in building the TSA brand are not to be lost, it is necessary to undertake a program to protect the TSA brand against misapplication and misappropriation if the brand is to maintain current high levels of recognition and credibility. The TSA product has been carefully defined, documented and accepted by major international and national economic and statistical organizations. Furthermore, when the TSA is authorized for extension to sub-national regions, threats to the brand will multiply as more organizations and individuals position themselves as “TSA experts” for the expanded demand that is expected to result.

The UNWTO has the institutional responsibility as the United Nations specialized agency devoted to encouraging sustainable tourism development to be the custodian or protector of the TSA brand. While it should be assisted in this endeavor by the OECD and organizations that have a stake in a strong, global TSA brand, UNWTO must take the lead. I respectfully recommend to UNWTO and its partners a set of *general measures* designed to distinguish the legitimate TSA from false imitators.

- Announce the TSA as a brand documented in 2008 and supported by the United Nations Statistical Commission and other respected organizations with a one-page summary of TSA definitions, standards and methodology;
- Develop a one-paragraph explanation that differentiates the TSA from other methods to be included in all valid TSA publications;
- Develop a phrase that differentiates the TSA from other techniques (a “brand mantra” as in Calder 2005, p. 48), such as “TSA: The Tourism Impact Account” or “TSA, the tourism impact measures derived from National Economic Accounts”;
- Develop a logo for the TSA, copyright it, and grant its use only to those reports that satisfy the requirements of a legitimate TSA;
- Encourage articles in respected professional and academic journals on TSA brand differentiation, benefits, and hazards of misappropriation;
- Encourage journal editors to apply criteria to submitted TSA articles and to reject those that do not strictly observe the TSA definitions, standards and methodology;
- Present UNWTO-sponsored seminars and workshops for training representatives from



countries and other areas who prospectively wish to understand the basic requirements and costs of developing a TSA;

- Sponsor an annual meeting where TSA managers can share experiences in defending the TSA brand and can present challenges for discussion; encourage interested publics can be encouraged to attend;
- Authorize and convene a TSA Board of Approval that grants TSA brand status to reports that follow the TSA definitions, standards and methodology;
- Sponsor an annual awards program celebrating the best first TSA, best sub-national TSA, best published paper and other superior examples of applying, interpreting, protecting or extending the TSA;
- Provide a free online tutorial in an effective distance education mode that explains the basics of the TSA and its differentiators from other methods;
- Form a TSA Speakers' Bureau of international experts available to speak at conferences and other meetings on the TSA brand;
- Distribute "specialty" products (i.e., lapel pins, paper weights, desk accessories) proclaiming the TSA brand.

Finally, I recommend there be *targeted measures* aimed specifically at those who misapply or misappropriate the TSA brand, such as UNWTO programs to:

- Email a letter on first offense, asking for retraction of TSA name from the report or article;
- Mail formal "cease and desist" letters to those that use the TSA logo or claim TSA Board of Approval endorsement without authorization; and
- Enlist the news media to distinguish pretenders from legitimate TSA managers and reports.

These and other methods of vigorously defending the TSA brand as it is extended into sub-national areas will help ensure the Tourism Satellite Account remains an internationally revered standard for measurement of the economic contributions of tourism for decades to come.



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