

KNOWLEDGE TRANSFER AND CONTRIBUTION OF
TECHNOLOGY TO SUSTAINABLE TOURISM
DEVELOPMENT--- NIGERIA'S EXPERIENCE

PRESENTED BY

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ABSTRACT

This paper unravels the problem of high rate of population explosion, poverty, illiteracy, and youth unemployment leading to disenchantment and restiveness (CBN:2008; UNHDI:2007; MAN:2008; NBS:2008). As maintained by the report of the UNWTO(2005) and the evaluation of the Nigeria Tourism Development Master Plan(2006), the level of tourism development and the government's efforts in developing and promoting tourism in the country has

not actually translated into Nigeria an ultimate tourism destination in Africa. The high level of inadequate manpower coupled with unskilled labour and predominantly traditional and poor quality service delivery in the tourism industry from both the providers of the tourist service providers, the facilities and the employees have left much to be desired in attracting a return visit by tourists. Hence, the need for the transfer of knowledge which introduced modern technology in information and computerized operations contributing to improve client services in the airline, accommodation, tour and other support service in reservations and purchases. There are innovations created on cyber links through e-learning; e-businesses for sustainable tourism development. Same can be said of industrial/ commercial operational devices presently found in airlines, hotels, restaurants, resorts, amusement parks and other entertainment facilities which has introduced sophistication and varieties in industry(APO:2001).

The paper is aimed at improving the quality of product and service delivery in the Nigeria's tourist industry to attract inflows to destinations and investments for increased employment, poverty alleviation and socio-economic growth. Significantly, this paper will provide both the enabling bodies, facilitators and the practitioners a blue print to evolving a tourism knowledge transfer especially in the use of modern technologies to compete favorably in attracting international tourism among destinations.

The methodology employed in collating the data for this paper is basically through the utilization of documentary and survey sources while past and current data are obtained from contemporary profiles of randomly selected economies for comparative analyses on quantitative and qualitative basis. Furthermore, secondary data from various sources was obtained to assess the general business environment and the importance of institutional training and in-house training for the knowledge workers. Sampled Survey respondents, responses and views were collated for analytical discussions. The respondents for the survey were selected from the knowledge organizations in such sectors as tour; hotel, restaurant, amusement parks, entertainment and other support service providers, consulting and business. Furthermore, these organizations belonged to various types of ownership, namely, private-owned, public-owned, partnership, and MNCs. The selection also took into consideration their geographical dispersion, albeit at a less extent, in order to neutralize the effects of cultural and regional differences.

The paper further appreciate the fact that the tourism industry is one of the fastest growing industry in the world generating over \$2 billion daily(\$733 billion) in receipt from 898 million international tourist arrivals and providing 70% of export services to the Least Developed Countries (LDCs) in 2007 generating five additional jobs from every single

tourist demand(UNWTO:2008). That Nigeria' s ranking in receipts and arrivals is non current and quite insignificant given the scanty flow of generated data on tourist arrivals and receipts. For instance UNWTO reported that Nigeria had 190,000 international tourist arrivals and a receipt of \$280 million in 2004(UNWTO/NTDMP:2005). The question often asked is, why is Nigeria not making it in the tourism sector in spite being in the league since 1960s with its abundant tourism resources. Given the demand for over 70,000 employees in the hotel sector alone, Can knowledge transfer and contribution to technology contribute to the country's Sustainable Tourism Development efforts?

Findings revealed that organisations agree that training brings organisations to meaningful and common platform through value and performance reorientation. That there is also the need for change in work procedures while traditional methods is no more appropriate especially for hotel bar, restaurant, reception, kitchen and house keeping. Decision making is further enhanced in work place environment focusing on evaluating positives and negatives of decision making made on trade offs. Training for knowledge also brings about reforms through new employees for improved performance. Lastly, it is discovered that the topical issue results in getting latest and best information through technology.

In conclusion, the consensus is that the success of any organisation is increasingly linked to ability to manage its intangible and often invisible assets as knowledge and competence of employees. That knowledge is embodied in people and performance in knowledge society, the need to be people centric and changes even as focus changes. Again, customer needs, technological advancement and leadership is seen as the driving force for training policies of an organisation hence, strategy for training knowledge workers is influenced by these forces. Further, best practice is to encourage become internal resource persons and trainers. This recognize high performance through sharing of relevant knowledge in jobs and specific skills like in the case of the Asian Tigers who have excelled in this field contributing to the travel, tourism, hospitality and other sectors of the economy(Mahathir:2001). That created gaps of expectations are also resolved while exchanging knowledge while the advancement in information and computer technology (ICT) offers the opportunities innovative e-learning and business applications for value performance, freedom, integrity, innovativeness opportunity to learn on specialist skill for self management. Hence, the paper recommended that a strategic plan be initiated to provide technical and skill acquisition programmes in Nigeria's institutions of learning. These can be through programme reviews and MNCs franchise agreements on transfer of knowledge to indigenes for self reliance.

INTRODUCTION

Nigeria had had its tourism activities record registered since 1962 with UNWTO declaration of over 1,200 international tourist arrivals and which kept increasing at an unprecedented rate over time. By 2005, Nigeria recorded over 190,000 arrivals and a receipt of US\$280 million (UNWTO:2005). This figure is insignificant when compared with other West African countries statistical figures. By this revelation, it is obvious that Nigeria has a problem attracting tourists to its destination given the importance attached to the tourism industry given its socio-economic benefits.

By this revelation, it is obvious that tourism is a service business and to those who encounter visitors to provide for their needs and entertainment. This is virtually critical to any competitive tourist destination. It is also the business of hospitality requiring the courtesy of friendliness in service delivery. People only go where they are welcomed hence, the need for exhibition of professionalism, effective skills and efficiency and these can only be achieved through knowledge transfer via education and training investments.

Workers as providers of the tourist services are essential to the business' success. Therefore, to meet this demand, the Nigerian government through the various agencies work hard to establish employment policies and skills standards to meet increasing global environment. This is actualized through the introduction of tourism and hospitality curricular at various tourism fields from the public and private sectors' educational levels. The basic aim is to enhance sustainability in the development of tourism at long run.

Multinational and national corporations of hotel chains who have investments in the accommodation and hospitality services vide franchise and management contracts in Nigeria. They provide in-house training for its employees in various hotel operational functions thereby transferring knowledge for skills acquisition and professionalisation. These employees at long run use such acquired knowledge to sustain their existence after the termination of their contracts with their respective employers.

In Nigeria for instance, there are the Polytechnics, Colleges of Education and of recent Universities mostly of public sector background with a blend

of a few private sector's offering skills and managerial programmes in hotel and catering fields for career prospect to meet the industry manpower demands. While most fresh graduates from these institutions find themselves trying to make a career in the industry which is in need of over 70,000 employees(UNWTO/FGN:2006), others who started work with hotel service providers after obtaining an in-house training knowledge enroll into the tertiary institution to either advance their knowledge or start afresh in chosen careers.

Therefore, this paper seeks to advance the experiences of Nigeria in the improvement of hotels service delivery for the benefit of sustainable tourism development.

2. BACKGROUND

Nigeria has the third largest Gross Domestic Product(GDP) behind South Africa and Algeria in Africa. However, in spite of its huge potentials, including human and natural resources, Nigeria has experienced a prolonged period of economic stagnation, rising poverty levels and degradation of public institutions and infrastructures in the last decades.

The key challenge of macroeconomic management was to align public policy formulation and implementation frameworks in line with the basic needs of the domestic economy necessitating embankment on a comprehensive economic reform programme based on a home-grown strategy, the National Economic Empowerment and Development Strategy (NEEDS).

The 2008 budget proposal presently before the Parliament is valued at N2.345 trillion. The main thrust is hinged on the need to accelerate physical and human infrastructure for wealth creation and poverty reduction. In 2008, there would be improved implementation of budgetary, fiscal and monetary policies, complemented by enhancement in debt management for a stable macroeconomic environment. The implementation of all policies will be characterized by transparency, openness and accountability. Enhancement of private sector investment rate through a combination of macroeconomic stabilisation, financial sector deepening, improved governance and accountability and more openness to trade would be witnessed.

Accelerating the development of infrastructure, human capital, improving the lot of the common man, job creation and the resolution of the Niger Delta region issue are key areas being addressed by the present Administration. Government is strongly focusing on improving the quality of education, security, healthcare and social services. Besides, government intends to build and strengthen institutions, systems and processes for a just and accountable governance. We recognized all these as some of the most critical challenges facing

the economy.

The pegging of oil price at \$53.83 per barrel in the 2008 budget is a positive macroeconomic indicator. In early November, 2007 oil price rose above \$98 per barrel to close-in on around \$100 per barrel landmark. The implication is that with the 2008 budget benchmarking crude oil at \$53.83 per barrel, there would be an accumulation of government savings as a war chest for precautionary, smoothening and intergenerational equity effects. We need to protect the economy from falling victim to sudden declines in oil prices as was the case in the past. With the GDP growth rate trend averaging 7.4% since the commencement of reforms, a growth rate of 11% is achievable in 2008, considering higher oil and gas production, increase in oil price in international market, greater stability in the foreign exchange market, ongoing government reforms and the anticipated growth in the non-oil sector.

Inflation pressure has been subdued from a peak of 23.9% in 2003 to a single digit. The National Bureau of Statistics (NBS) data indicates, however, that inflation rate has been on the increase since the beginning of the last quarter of 2007, due to increase in the prices of utilities, transport, hotel and tourism as well as education. Projections indicate that the year-on-year headline inflation may move from about 6.8 % in November and further up to 7.3% by the year end as a result of demand pressures. The projected inflation rate for 2008 is 8.5%. The use of "operating target" interest rate as a nominal anchor for all interest rates is expected to continue in the year 2008 with increased lending to the private sector. All these factors have direct bearing on the hospitality and tourism industry operations given that the industry is capital intensive and volatile to socio-economic and political changes.

HILTON HOTEL MANNAGEMENT

Hilton Group is a global company operating in the hospitality and gaming markets with the leading brand names of Hilton and Ladbroke's. The group intends to enhance shareholder value by exploiting its prime position in these international markets, both of which are expected to experience significant long-term growth.

Since Hilton Group plc was founded more than 115 years ago as a small agency to handle the horseracing bets of England's high society, it has grown from a simple partnership between a local horse trainer (Arthur Bendir) and a friend to become one of the world's leading companies in the hotel and leisure industries. The partnership, originally known as Ladbroke and Co., was named for the village in the county of Warwickshire, England, where it was first established; it became Ladbroke Group PLC in 1967 and then Hilton Group plc in 1999. In the new millennium, Hilton Group consisted of two divisions. During 2001, the former generated only about 37 percent of the revenues of Hilton Group but was responsible for more than 60 percent of the profits.

Hilton International holds the rights to the Hilton name outside of the United States, and it operates more than 380 hotels--under the Hilton and Scandic brands--in 70 countries worldwide including Nigeria. Since early 1997 Hilton International and Hilton Hotels Corporation have cooperated, through a worldwide marketing alliance, on such matters as sales and marketing, the Hilton Honors loyalty program, and a central reservation system. Hilton International also operates more than 90 LivingWell health clubs.

3. THE PROBLEM

The is faced with high population explosion; high poverty rate; low literacy level and high unemployment level. Nigeria basically has hotels that are mostly within the grading range of 2-3 Stars status scattered across the major capital cities of the country.

In the hotel sub sector, there is wide believe of the career being a second rated employment. Hence, gross inadequacies abound in hotel operational skills acquisition. These are in the areas of poor impressions expressed in receiving and welcoming guests at the reception; poor management and performance in catering services; Career in cookery practice is poor with no immediate and advanced skills development courses. Given the poor educational system and framework for the industry, there is lack of man power planning in all its ramifications. The need for knowledge transfer in

this sphere however, are in the hotel sections of bar, restaurant, kitchen and housekeeping.

4. AIM AND OBJECTIVES OF THE PAPER

The aim of this paper is to accelerate the standard of service delivery through best practice to attract tourist inflows and this can only be achieved through product and manpower development for creation of employment and income outlets.

5. REVIEW OF LITERATURE AND CONCEPTUAL FRAMEWORK

Suffice it to say that among the positive benefits attributed to social cultural impacts of tourism are the promotion of goodwill, understanding and peace between peoples of different states and religious groups as in the case of the global conflicts of the western world and the Japan, Vietnam, Middle East among others. It has been suggested that tourism helps promote mutual understanding and therefore peace as nations that were once enemies are today good friends and allies(APO:2001). The natural desire of people is to see tourism as an avenue for cross- cultural and religious understanding. In spite of the traits Nigeria witnesses in the hands of the Niger Delta militants after a fatal civil strife and war, the country is despite that united through a forged tribal, cultural, social, religious political understanding and encouraged domestic tourism. Hence the prerequisite to such goals have long been desired and have never been actually pursued beyond ritual occasions.

In the light of the above background, efforts have been fairly sustained to employ various means of actualizing this fit through the introduction of improved quality service delivery to attract more and more travels for tourism purposes and a return visit to tourist destinations like Nigeria.

Knowledge transfer and the contribution of technology to sustainable tourism development can not be overemphasized as it has been discovered that its introduction virtually translate into a transition from production base to knowledge based economy. The rate of organizational competitiveness is presently increasingly high with every tourism service provider trying to excel and so do nations. Traditional management philosophies are now giving way to modern innovations and technologies especially in the areas of information and computer technology(ICT) in professional operations. With Nigeria's population and dominant agrarian resource base, her economic growth rate is alarming given the high rate of investments and industrial development to include the hotel industry.

Inspite of the growth in GDP advancement, poverty and illiteracy level is quite disturbing. Countries like India and Malaysia are cases in point when topical issues of survival against strives and the state of the economy are to be viewed. Facts relating to knowledge transfer and the contribution of technology the level of preparedness, issues and challenges of a tourist destination like Nigeria can be known. This is given the rate of growth in the population of the nation which is standing at 140 million with the labour force for the industry lingering at an insignificant level(NPC:2006). The rate of employment is comparatively low and inadequate with less skill development and the employment of traditional methods in human resource development(HRD) in the sector. It is important to note that knowledge work employs humans as information processors and decision makers and calls for significant concentration and attention as their tasks are more and more job-specific. Knowledge work activities include acquisition of knowledge, mental modeling, decision-making, and communication. The productivity of knowledge work is influenced by factors such as motivation and cognitive skills, which have become critical to such competitive attributes as customization, quality and expansion of scope.

Comparatively, the quality of work performed by university graduates in Nigeria and India for instance has been fairly recognized. Like India which is the largest English speaking countries in the world after U.K. and U.S. Many Nigerian people are familiar with the work style of western countries and they are outstanding in handling complicated and analytical jobs such as accountancy. Every year, thousands of polytechnic, university and other mono institution students are graduated and Nigeria is all set to break many old myths and moves from a "low-wage" country to a "high-intellectual" country through the economic reforms which is on-going. The primary challenge is how to utilize these favorable factors of competitive advantage in the business

sector, especially those involved in the hotel services knowledge-intensive arenas.

In the aspect of the topic reflecting on national agenda of moving into knowledge based economy, India for instance is today standing on the threshold of profound changes in the economy and social life styles due to the knowledge revolution. Comparatively, Nigeria's hotel industry is passing through a critical phase of transition and restructuring. New advances in knowledge will alter all the products we make, the ways we produce and how wealth is created. Such knowledge is not limited to the arenas of hi-tech scientific or technological advances, but exhibits in all walks of life and in all types of activities. A high-level task force is recommendations for the development of technology transfer culture in the country and for fostering an enabling environment to facilitate the transition.

Notwithstanding the current euphoria, it needs to be emphasized that the

definition of knowledge economy is not only restrict to the ICT and the hotel industry. It includes air flight, tour and hotel reservations, facility service operations, pharmaceuticals, consultancy, design engineering, financial service, media and entertainment, and education. These are sunrise sectors that are offering attractive investment opportunities. It can be found that since the economic reforms in the 1990s, only the service sector has grown considerably stronger than in the 1980s; manufacturing growth has improved marginally, while infrastructure and mining have grown more slowly.

The financial sector is increasingly open to foreign investment and is growing strongly. However, Nigeria's banking industry has been constrained by a strong public presence, overstaffing and non-performing assets; and the government is addressing these issues. Investors may find that best business opportunities lie in partnering with recent private Nigerian financial sector entrants. The telecommunications sector, on the other hand, is also growing strongly; recent reforms opened up opportunities for private companies to compete with public incumbents and provide service and equipment to this sector. As a result, foreign investors' interest in this sector is increasing. Healthcare, education, biotechnology, environmental service, media and entertainment are other fast growing sectors of the economy and recent liberalization and stronger market growth should allow foreign firms to have more investment opportunities.

Under the Public Private Partnership, many companies have for many years acknowledged in their annual reports the quality of people employed and their intrinsic value to the companies, but such recognition has not been reflected in the way these people are managed. Employment pattern of Nigeria's formal sector is also undergoing structural changes and are leading toward the creation of jobs of high-skill intensity. To meet the challenges of changing skill requirements, efforts of HRD directed toward skill development assume significance. This can be better achieved through closer interaction and collaboration between the corporate sector and the education and training institutions. As the market situation is becoming highly dynamic and changes are evolving at a faster rate than expected, organizations have to look for strategic alliances/mergers in the context of global competition.

The success stories in the 1990s of many players in the automobile sector in forming joint ventures have prompted the knowledge organizations to consider the same of fostering alliances with strategic partners. The primary motives for having strategic alliances include diversifying into emerging sectors and bridging the gaps in skill requirements. As a result of the growing importance of intangible assets and strategic alliances, the nature of work itself has changed. With the knowledge workers doing justice to their own skills and capabilities by switching jobs frequently, one of the major concerns for the hotel organizations was to tap the knowledge available with each employee before he leaves the organization. As many hotels in Nigeria have responded to this challenge by building and using various knowledge management packages, Nigeria is as well following the same steps.

The various applications for which these packages are used include virtual communities based on skill/interest, customer relationship management, transaction monitoring, repository management, and information of best industry practices. Many of these hotel organizations have created positions reflecting the extent of importance they had given to knowledge management. The nature of Research and Development(R&D) has also changed considerably. In the past, most of the R&D was undertaken by the academia, but now the industry is funding its own R&D, and many renowned companies are associating and supporting leading educational institutions to carry out R&D projects.

TRANSFERRING NATIONAL AGENDA TO COMPANIES

Many organisations have for many years acknowledged in their annual reports the quality of people employed and their intrinsic value to the companies, but such recognition has not been reflected in the way these people are managed. Employment pattern of Nigeria's formal sector is also undergoing structural changes and are leading toward the creation of jobs of high-skill intensity. To meet the challenges of changing skill requirements, efforts of HRD directed toward skill development assume significance. This can be better achieved through closer interaction and collaboration between the corporate sector and the education and training institutions. As the market situation is becoming highly dynamic and changes are evolving at a faster rate than expected, organizations have to look for strategic alliances/mergers in the context of global competition. The success stories in the 1990s of many players in the automobile sector in forming joint ventures have prompted the knowledge organizations to consider the same of fostering alliances with strategic partners. The primary motives for having strategic alliances include diversifying into emerging sectors and bridging the gaps in skill requirements. The mergers of consulting giants are clear examples of firms that have joined hands with national and international players to capitalize on the opportunities unfolded in the emerging areas such as business process outsourcing. As a result of the growing importance of intangible assets and strategic alliances, the nature of work itself has changed. With the knowledge workers doing justice to their own skills and capabilities by switching jobs frequently, one of the major concerns for the organizations was to tap the knowledge available with each employee before he leaves the organization. Many companies in India as a comparison have responded to this challenge by building and using various knowledge management packages.

Generally speaking against the hotel industry, firms in the area of consulting, automobile manufacturing, banking, and software are the ones that are going for knowledge management implementation. The various applications for which these packages are used include virtual communities based on skill/interest, customer relationship management, transaction monitoring, repository management, and information of best industry practices. Many of these organizations have created positions like chief knowledge officer, knowledge manager, and the like, reflecting the extent of importance they had given to knowledge management.

The nature of R&D has also changed considerably. In the past, most of the R&D was undertaken by the academia, but now the industry is funding its own R&D, and many renowned companies are associating and supporting leading

educational institutions to carry out R&D projects. An example is the establishment of a research laboratory in the Indian Institute of Technology, Delhi, a highly positive sign that the industry is driven with the desire to push ahead of time and be the market leader in the age of intensified competition. This has helped the spread of knowledge to the users.

THE LAW REGULATING THE TRANSFER OF TECHNOLOGY.

Knowledge transfer is also obtained from franchise and management contract with foreign partners to build capacity for affected sector. To buttress this point, Section 2(1)(d) of the National Office for Technology Acquisition and Promotion Act. No.70, 1979 provides that the National Office (otherwise known as NOTAP) shall carry out the following function - "the registration of all contracts or agreements having effect in Nigeria on the date of coming into force of this Act, and of all contracts and agreements hereafter entered into, for the transfer of foreign technology to Nigeria parties; and without prejudice to the generality of the foregoing, every such contract or agreement shall be so registrable if its purpose or intent is, in the opinion of the National office, wholly or partially for or in connection with any of the following purposes, that is to say -

- i. the use of trademarks;
- ii. the right to use patented inventions;
- iii. the supply of technical expertise in the form of the preparation of plans, diagrams, operating manuals or any other forms of technical assistance of any description whatsoever;
- iv. the supply of basic or detailed engineering
- v. the supply of machinery and plant; and
- vi. the provision of operating staff or managerial assistance and the training of personnel."

From the foregoing provisions, it is to be assumed that franchising is covered by the broad definition of transfer of technology contained in the provisions. On that premise, a franchisor entering into a contract with "Nigeria parties" that includes the use of trademarks and patented inventions, technical assistance of any description whatsoever and training

of personnel will have to seek registration of the contract from NOTAP.

NOTAP therefore registers all license agreements which involve the use of a foreign franchise by Nigerians. During the registration exercise NOTAP ensures that the terms and conditions including the consideration in the agreement are fair and equitable. In this regard NOTAP seems to have partially filled the vacuum created by the absence of antitrust/competition laws in our legal environment as most of the specifications listed in Section 6(2)(a) - (r) are aimed at protecting Nigerians entering into agreements for transfer of foreign technology. Consider the following specifications: -

(a) licensee is not obliged to purchase equipment, tools, or raw materials exclusively from the licensor(f) ensuring that prices at which a licensor supplies goods and services are competitive (b) the Nigeria party is free to export its products to other countries(g).

It is within the powers of NOTAP to grant waivers of the specifications under Section 6(3) of the Act if the Governing Council so decides in the "national interest". This power of waiver has in the past been exercised in respect of the Hospitality Industry in relation to the requirement that Royalties, license fees, and other fees payable by the franchisees to the franchisors (technology transferees to transferors) do not exceed 5% of net sales.

The international Hotel chains group has succeeded in getting NOTAP to revise its rules to allow in addition to an incentive fee "other payments (to the Hotel chains)..which are internationally accepted within applicable Hotel chains".

The apparent loose wording of Section 6 and loopholes for avoidance of the scrutiny of NOTAP have been noted as minuses for the effectiveness of the Act as the only law offering specific Guideline no. 17(c) of the Revised Guidelines on Acquisition of Foreign Technology released in July 2003 by the Honourable Minister of the Federal Ministry of Science and Technology stipulates the rates payable for Management Services under the new technology fee structure as follows: (i) A management fee ranging between 2-5% of profit before tax should apply to management services except for the management of Hotels by international Hotel chains. However, management services of project where profit is not anticipated during the early years

will attract a fee ranging from 1-2% of net sales during the first three to five years only. (ii) Hotel Services - A basic fee or lump sum not exceeding 5% of turnover plus an incentive fee not exceeding 12% of Gross Operating Profit (GOP) shall be applicable. Other payments which are internationally accepted within applicable Hotel chains may also be allowed. Only hotels initially located in the disadvantaged areas will attract the upper limits of the basic and the incentive fees.

On the protection for the Nigeria franchisee in foreign franchise arrangements, Section 7 of the Act states that "no payment shall be made in Nigeria to the credit of any person outside Nigeria by or on the authority of the Federal Ministry of Finance, The Central Bank of Nigeria or any licensed bank in Nigeria in respect of any payments due under a contract or agreement mentioned ..in this Act, unless a certificate of registration issued under this Act is presented by the party or parties concerned together with a copy of the contract or agreement certified by the National Office in that behalf".

This provision represents the main disadvantage stated in the Act for non-registration with NOTAP by owners of foreign franchises wishing to do business with Nigerians. There appears to be no sanction for non-registration.

The identified disadvantage is rendered completely irrelevant where the parties choose to draft their contracts with a requirement that the franchisee remits all royalties to the franchisor through offshore accounts thereby circumventing the Federal Ministry of Finance, the Central Bank and other banks in Nigeria and making registration with NOTAP completely unnecessary.

There is a need to strengthen the NOTAP law to ensure registration compliance by parties to a franchise arrangement if that is the intention of the makers of the law and fill the gap created by the non-existence of disclosure legislation in Nigeria. In doing this, it must be borne in mind that only a few States have attempted to regulate franchising. Such attempts have been in the area of

domestic franchising and not in international franchising which is more related to the subject of transfer of technology.

6. METHODOLOGY

SURVEY IMPLEMENTATION AND METHODOLOGY

The primary data for the current study was collected through semi-structured interviews and an extensive questionnaire survey among knowledge workers and their managers in Nigeria focusing on training policies and practices in knowledge organizations. Sampled hotels included:- Transcorp Hilton Hotel, Abuja; Sheraton Hotel, Abuja and Lagos; Meridien Hotel, Uyo; Protea Hotels Port Harcourt, Abuja, and Bauchi; Chelsea Hotel Abuja; Golden Tulip Lagos; Palm Manor Hotel, Lagos; Tarzan Waterside Restaurant & Bar, Lagos; Le Chateau Hotel, Calabar; Obudu and Ranch Hotel, Obudu; Cross River National Park Resort and Whispers Pines Hotel, Lagos. 24 Hospitality and Tourism tertiary institutions were also sampled for analytical purposes. The surveys are partly finalization of UNWTO on Nigeria Tourism Master Plan Report and the researcher's fieldworks. Furthermore, secondary data from various sources was obtained to assess the general business environment and the importance of in-house training for the knowledge workers.

The respondents for the survey were selected from the knowledge organizations

in such sectors as hotels, restaurants, resorts, consulting and business advisories. Furthermore, these organizations belonged to various types of ownership, namely, private-owned, public-owned, partnership, and MNCs. The selection also took into consideration their geographical dispersion, albeit at a less extent, in order to neutralize the effects of cultural and regional differences. The table below indicates the companies selected for the survey.

7. DATA AND DISCUSSIONS

Organizations interacted with generally agreed that training brings the organization to a meaningful and common platform through value and performance reorientation. The return on investment in training perceived by Indian organizations is very high compared to other business enhancement methods like advertising, technology upgrading and price discount offering. Below are detailed discussions of significant findings from this survey.

Firstly, traditional, structured mode of training adopted by most organizations

may not be appropriate and adequate to meet the training needs and requirements of today. The turn of the 20th century has witnessed a number of changes calling for a reassessment of the manner in which trainings are designed and delivered in most organizations. The need for change can be attributed to the change in the nature of work; procedural work characteristic of the early 20th century is being transformed, as the nature of work itself requiring more and more knowledge contents in the 21st century. Furthermore, with the information boom brought by the Internet, expert knowledge in certain areas or subject matters are easily available from elsewhere and trainers within the organization may not be the mere sources of such expertise knowledge.

Table No. I: FRAMEWORK OF HOTEL OPERATIONAL PERSONNEL
REQUIRED BY CADRE.

LEVEL
CADRE/POSITION

EDUC. QUALIFICATION

7

Senior industry leader/educationist

M.Sc Hotel/Tourism Management

6

Senior Manager/Academician

B.Sc/B.A Hotel & Tourism Mgt.

5

Senior/General Manager

HND Hotel&Tourism

Management

4

Junior Manager

ND Hotel & Tourism Management.

3

Advance Craft Skill

Certificate in hotel/Cat. specialized skills

2

Intermediate Craft Skills

"

1

Basic Craft Skill

NTC Catering Craft

*Adopted from UNWTO/NNTDMP:2006.

To buttress the point above, the UNWTO in its Tourism development master

plan report for Nigeria indicated that as at 2006 and against the present action/rolling plan for the sector, there are over 70,000 hotel rooms with a ratio of 1: 01 with requirement of 70, 700 employees. Again, 28,000 employees are needed to replace skilled workers in specified areas as stated in Table No. 1 above. It continued against the above background that , 10,000 new employees are expected to be produced through knowledge transfer per year for the hotel sector for the next five years to meet manpower capacity. The present situation on hotel manpower as reflected in Table No. 2 below is an expression of inadequacy in 23 sampled hotels.

Table 2: DISTRIBUTION OF HOTEL EMPLOYEES IN NIGERIA BY

LEVELS

HOTEL DEPTS /LEVEL

1

2

3

4

5

6

7

8

TOTAL

%

FOOD & BEVERAGE

OPERATION

LEVEL

HOD/Supervisors

91

13

11

2

8

1

8

2

136

9.0

F&B Service

101

14

36

17

25

16

44

5

258

16.9

Kitchen

51

12

22

9

12

11

13

3

133

8.7

ACCOMMODATION

OPERATION

LEVEL

HOD/Supervisors

25

11

7

1

6

2

12

3

67

4.5

H/Keeping & Laundry

92

18

8

3

19

12

43

9

204

13.5

Front Office

55

11

3

6

4

9

17

3

108

7.3

ADMINISTRATION OPERATION

LEVEL

Control & Accts

28

11

24

3

12

4

19

2

103

6.9

Administration

2

12

2

5

1

2

1

25

1.6

Security

86

19

34

6

14

8

34

3

204

13.4

Maintenance

55

26

14

5

12

2

9

2

125

8.2

Personnel&Training

26

2

1

2

1

1

33

2.1

Leisure Center Personnel

12

6

9

2

29

1.9

Others

32

5

37

2.4

SENIOR MANAGEMENT

LEVEL

-

13

26

5

6

1

2

2

55

3.6

TOTAL

656

161

197

79

125

68

205

36

1527

100

No. of bedrooms

540

319

196

61

50

45

248

50

1509

Source: UNWTO/NTDMP,2006.

In addition, as the pace of change is accelerating, traditional training programs to

impart fixed and rigid concepts and skills are unsuitable for today's business

environment. The findings from the survey clearly pointed to the importance of training

training need identification to better prepare the outfit for the future.

Traditional

training programs in Nigeria's Polytechnics are mostly instructor-led and dependent on the time availability of the faculties or experts. In many occasions, some of the experts spend most of their time in conducting training, leaving little time for knowledge development. This is perhaps the reason why some of the Nigerian hotels interviewed encourage their employees to become resource persons and trainers and implement e-learning programs for their staff.

Secondly, structured, traditional training is usually based on an idealized working environment and is not grounded in real-life situation. This provides little scope for developing decision-making abilities, and focus mainly on evaluating the positives and negatives of a decision rigidly. This is evident in the kind of programmes and courses run in the training institutions which are not reviewed over time to meet present needs. But knowledge work not only involves a lot of decision-making, such decisions that are made on-the-job involve trade-off. Hence, proactive modern organizations realize that training for knowledge workers must be derived from real-life workplace problems and challenges and focus on how these are

solved, coupled with the trade-off made when a decision is taken.

Thirdly, training in organization exists usually to accomplish piece-meal reforms

such as to help new recruits to perform their jobs, as a means to improve staff performance, or as a method to share something that a team had learned after a particular problem was encountered and solved. However, present day situation demands that learning and practice must co-exist concurrently. Knowledge workers need to learn continually; they need to learn to work and learn from work. Therefore, training has to be seen as a mechanism to ensure that learning occurs as a continuous and ongoing process.

Fourthly, there is also a general feeling among organizations that planned, formal training is inherent with the risk of becoming outdated very soon. Therefore, in borrowing a leaf, knowledge organizations in like found in India place high importance to ensure that the employees always get the latest and best information at any given point in time. It is also clearly established that there has been a paradigm shift toward in-house among knowledge organizations rather than outsourcing for various reasons.

Fifthly, one common issue observed regarding implementation is the difficulties to release personnel for. All the organizations surveyed have pointed out this issue. This is a clear indication of how important or irreplaceable a knowledge worker is and strengthens the fact that knowledge work is highly job-specific especially for the hotel sector as seen in Table No. 3, 4 and 5.

Table No. 3: POLYTECHNICS OFFERING DIPLOMA(ND) AND

HIGHER NATIONAL DIPLOMA(HND) IN CATERING AND HOTEL MANAGEMENT/ TOURISM MANAGEMENT IN NIGERIA

POLYTECHNIC
OWNERSHIP

ND CHM

HND

CHM

ND

TM

HND

TM

Fed. Poly. Afikpo

Federal Govt.

Yes

Fed. Poly. Auchi

Federal Govt.

Yes

Fed. Poly. Bauchi

Federal Govt.

Yes

Yes

Fed. Poly. Bida

Federal Govt.

Yes

Yes

Fed. Poly. Idah

Federal Govt.

Yes

Yes

Fed. Poly. Mubi

Federal Govt.

Yes

Kaduna. Poly.

Federal Govt.

Yes

Yes

Yes

Yes

Fed. Poly.

Federal Govt.

Yaba Coll. Of Technology

Federal Govt.

Yes

Yes

Yes

Benue State Poly.

State

Yes

Yes

Hassan K. Poly., Katsina.

State

Yes

Ramat Poly. Miduguri

State

Yes

Rufus Giwa Poly., Owo

State

Yes

Yes

Ogun State Poly., Ilaro

State

Yes

Kwara State Poly., Ilorin

State

Yes

Yes

Lagos State Poly., Lagos

State

Yes

Plateau State Poly., Jos

State

Yes

Yes

Nassarawa State Poly.,Lafia

State

Yes

Wavecrest School, Lagos

NGO

Yes

Source: Fieldwork,2008.

Table No.4. UNIVERSITIES OFFERING HOSPITALITY AND
TOURISM UNDERGRADUATE PROGRAMMES IN
NIGERIA

UNIVERSITY
OWNERSHIP

FACULTY

DEGREE

Imo State Univ., Owerri.

State

Administration

B.Sc Hosp.& Tourism Mgt.

Univ. of Agric., Umudike.

Federal Govt.

Agriculture

"

Olabisi Onabanjo Univ., Abeokuta.

State

Agriculture

B.Sc Home&Hotel Mgt.

Source: Fieldwork,2008.

In the light of the above background, efforts have been fairly sustained to employ various means of actualizing this fit through the introduction of improved quality service delivery to attract more and more travels for tourism purposes and a return visit to tourist destinations like Nigeria.

Table No. 4. TRAINING, RESEARCH AND CONSULTANCY SERVICES

RENDERED BY NIHOTOUR FROM 1988 TO DATE.

YEAR

TRAINING PROGRAMME/COURSE

NUMBER OF TRAINEES/GRADUATES

1988

A. TRAINING

Train the Trainers (Polytechnic Instructors).

17

1989

National Workshop on Tourism for Stakeholders.

130

1990

National Tourism Workshop for Stakeholders.

140

1991

National Tourism Workshop for Stakeholders.

186

1992

Not Available

1993

Tour Guiding Course for Tour Operators.

15

1994

Hajj Operation Course for Pilgrim Welfare Boards.

18

1995

Effective Management course in Travel Trade

18

1996

N/A

N/A

1997

Security Improvement in Hotel Operations for Hotels.

31

1998

* Management of Small/Medium Size Hotels for Stakeholders.

* Tourism Ethics for Nigeria Tourism Dev. Corp. Staff.

* Professional Cert. in Tourism Management (Stakeholders) 14

*National Training on Effective Tourism Operations(Stakeholders).

* IATA/UFTA Foundation Diploma course.

5

400

14

18

20

1999

*In-House Training on tourism and Hospitality.

* IATA/UFTAA Diploma in Travel & Tourism Mgt(Foundation Level).

141

2000

*In-House Training on tourism and Hospitality for stakeholders .

* IATA/UFTAA Diploma in Travel & Tourism Mgt(Foundation Level).

650

2001

*In-House Training on tourism and Hospitality for stakeholders.

* IATA/UFTAA Diploma in Travel & Tourism Mgt(Foundation Level).

650

2002

*In-House Training on tourism and Hospitality for stakeholders.

* IATA/UFTAA Diploma in Travel & Tourism Mgt(Foundation Level).

2003

- *In-House Training on tourism and Hospitality for stakeholders.
- * IATA/UFTAA Diploma in Travel & Tourism Mgt(Foundation Level).

2004

- * Post Graduate Diploma Programmes (Hospitality and Tourism Management).
- * Diploma Programmes (Hospitality;Travel, Tourism & Recreation; Travel &Transport Management; Information Technology).
- * National Technical Certificate (NTC) Programmes/ Modular Courses (Catering Craft).
- * WAHEB Programmes/ Modular Courses (Cert./Diploma in Food Hygiene).
- * Professional Certificate Programmes/Courses (Cookery and Pastry Practice).

2005

- * Post Graduate Diploma Programmes (Hospitality and Tourism Management).
- * Diploma Programmes (Hospitality; Travel, Tourism & Recreation; Travel & Transport Management; Information Technology).
- * National Technical Certificate (NTC) Programmes/ Modular Courses (Catering Craft).
- * WAHEB Programmes/ Modular Courses (Cert./Diploma in Food Hygiene).
- * Professional Certificate Programmes/Courses (Cookery and Pastry Practice).

2006

- * Post Graduate Diploma Programmes (Hospitality and Tourism Management).
- * Diploma Programmes (Hospitality; Travel, Tourism & Recreation; Travel & Transport Management; Information Technology).
- * National Technical Certificate (NTC) Programmes/ Modular Courses (Catering Craft).
- * WAHEB Programmes/ Modular Courses (Cert./Diploma in Food Hygiene).
- * Professional Certificate Programmes/Courses (Cookery and Pastry Practice).

389

2007

- * Post Graduate Diploma Programmes (Hospitality and Tourism Management).
- * Diploma Programmes (Hospitality; Travel, Tourism & Recreation; Travel & Transport Management; Information Technology).
- * National Technical Certificate (NTC) Programmes/ Modular Courses (Catering Craft).
- * WAHEB Programmes/ Modular Courses (Cert./Diploma in Food Hygiene).
- * Professional Certificate Programmes/Courses (Cookery and Pastry Practice).

326

2008

- * Residential Programmes in progress
- * Diploma in Travel & Tourism Management (IATA/UFTAA Foundation Level).
- * Cert. in Hospitality Service Delivery

Source: NIHOTOURL, 2008.

Knowledge transfer and the contribution of technology to sustainable tourism development can not be overemphasized as it has been discovered that its introduction virtually translate into a transition from production base to knowledge based economy. The rate of organizational competitiveness is presently increasingly high with every tourism service provider trying to excel and so do nations. Albeit the reservation of hotel and tourism programmes to the polytechnic institutions alone, within the past few years, universities have commenced same programmes even though with no specific skills to address(See Table No. 4).

Traditional management philosophies are now giving way to modern innovations and technologies especially in the areas of information and computer technology(ICT). With Nigeria's population and dominant agrarian resource base, her economic growth rate is alarming given the high rate of investments and industrial development. In spite of the growth in GDP, this advancement, poverty and illiteracy level is quite disturbing. Countries like India and Malaysia are cases in point when topical issues of survival against strives and the state of the economy are to be viewed.

Table No. 6. NUMBER OF GRADUATES OF THE HOTEL,CATERING AND TOURISM MANAGEMENT FROM NIGERIA'S POLYTECHNICS (2000-2004)

YEAR
ND HCM

HND HCM

ND TM

HND TM

1999/00

192

189

48

18

2000/01

264

66

26

18

2001/02

231

187

23

30

2002/03

309

206

125

30

2003/04

462

213

30

21

TOTAL

1458

861

252

117

Source: Nigeria National Board for Technical Education,2005.

The paper reveals basic facts relating knowledge transfer and the contribution of technology the level of preparedness, issues and challenges of a tourist destination like Nigeria can be known especially given the rate of growth in the youth population with the labour force potentials for the industry lingering at a significant level.

The rate of employment is comparatively low and inadequate with less skill development and the employment of traditional methods in human resource development(HRD) in the sector. It is important to note that knowledge work employs humans as information processors and decision makers and calls for significant concentration and attention as their tasks are more and more job-specific. Knowledge work activities include acquisition of knowledge, mental modeling, decision-making, and communication.

Table No. 7: FUTURE ESTIMATE OF MANPOWER NEEDS FOR THE
HOTEL SECTOR ON YEARLY BASIS IN NIGERIA

Food and Beverage Service Staff	= 2,000
Chefs and Cooks	= 1,000
Receptionists	= 800
Kitchen Supervisors/ Head Chefs	= 500
Restaurant Supervisors	= 500
Head House Keepers	= 225
Head Receptionists	= 225
Senior Managers	= 380

*SOURCE: UNWTO/NNTDMP,2005.

Table no. 8: GRADUATES REQUIRED ON YEARLY BASIS FOR THE
NEXT 5 YEARS

Managers (HND holders)	= 200.
Supervisors (ND holders)	= 350 - 400.
Skills Craft (Catering)	= 140.

*SOURCE: UNWTO/NNTDMP,2005.

The productivity of knowledge work is influenced by factors such as motivation and cognitive skills, which have become critical to such

competitive attributes as customization, quality and expansion of scope. Comparatively, the quality of work performed by university graduates in Nigeria and India for instance has been well recognized. Like India which is the largest English speaking countries in the world after U.K. and U.S. Many Nigerian people are familiar with the work style of western countries and they are outstanding in handling complicated and analytical jobs such as accountancy. Every year, millions of university and Ph.D. students are graduated and Nigeria is all set to break many old myths and moves from a "low-wage" country to a "high-intellectual" country. The primary challenge is how to utilize these favorable factors of competitive advantage in the business sector, especially those involved in the knowledge-intensive arenas.

In the aspect of this topical topic reflecting on national agenda of moving into knowledge based economy, India today is standing on the threshold of profound changes in the economy and social life styles due to the knowledge revolution. Nigeria's industry is passing through a critical phase of transition and restructuring. New advances in knowledge will alter all the products we make, the ways we produce and how wealth is created. Such knowledge is not limited to the arenas of hi-tech scientific or technological advances, but exhibits in all walks of life and in all types of activities. A high-level task force is recommendations for the development of IT and IT culture in the country and for fostering an enabling environment to facilitate the transition.

Notwithstanding the current euphoria, it needs to be emphasized that the

definition of knowledge economy is not only restrict to the ICT industry. It includes air flight, tour and hotel reservations, facility service operations, pharmaceuticals, consultancy, design engineering, financial service, media and entertainment, and education. These are sunrise sectors that are offering attractive investment opportunities. It can be found that since the economic reforms in the 1990s, only the service sector has grown considerably stronger than in the 1980s; manufacturing growth has improved marginally, while infrastructure and mining have grown more slowly.

The financial sector is increasingly open to foreign investment and is growing strongly. However, Nigeria's hotel industry and the training institutions has been constrained by a strong public presence, understaffing

and non-performing assets; and the government is addressing these issues. Investors may find that best business opportunities lie in partnering with recent private Nigerian financial sector entrants. The information and computer (ICT) sector, on the other hand, is also growing strongly; recent reforms opened up opportunities for private companies to compete with public incumbents and provide service and equipment to this sector. As a result, foreign investors' interest in this sector is increasing. Healthcare, education, biotechnology, environmental service, media and entertainment are other fast growing sectors of the economy and recent liberalization and stronger market growth should allow foreign firms to have more investment opportunities.

Under the Public Private Partnership, many companies have for many years acknowledged in their annual reports the quality of people employed and their intrinsic value to the companies, but such recognition has not been reflected in the way these people are managed. Employment pattern of Nigeria's formal sector is also undergoing structural changes and are leading toward the creation of jobs of high-skill intensity. To meet the challenges of changing skill requirements, efforts of Human Resource Development(HRD) directed toward skill development assume significance. This can be better achieved through closer interaction and collaboration between the corporate sector and the education and training institutions. As the market situation is becoming highly dynamic and changes are evolving at a faster rate than expected, organizations have to look for strategic alliances/mergers in the context of global competition.

The success stories in the 1990s of many players in the automobile sector for instance in forming joint ventures have prompted the knowledge organizations to consider the same of fostering alliances with strategic partners. The primary motives for having strategic alliances include diversifying into emerging sectors and bridging the gaps in skill requirements. As a result of the growing importance of intangible assets and strategic alliances, the nature of work itself has changed. With the knowledge workers doing justice to their own skills and capabilities by switching jobs frequently, one of the major concerns for the organizations was to tap the knowledge available with each employee before he leaves the organization.

As many companies in Nigeria have responded to this challenge by building and using various knowledge management packages, Nigeria is as well following the same steps. The various applications for which these packages are used include virtual communities based on skill/interest, customer relationship management, transaction monitoring, repository management, and information of best industry practices. Many of these organizations have created positions like chief knowledge officer, knowledge manager, and the like, reflecting the extent of importance they had given to knowledge management. The nature of R&D has also changed considerably. In the past, most of the R&D was undertaken by the academia, but now the industry is funding its own R&D, and many renowned companies are associating and supporting leading educational institutions to carry out R&D projects.

8. CONCLUSIONS

In this knowledge era, there exist a consensus that the success of any

organization is increasingly linked to its ability to manage its intangible and often

invisible assets such as knowledge and competence of employees. Hotels operators and organizations alike also realize that knowledge is embodied in people and to perform in this knowledge society, they need to be people centric. As the focus of management has indeed shifted, training strategies also need changes especially from general to specific technical know-how. This survey has identified that hotel staff, training and customer needs, technology advancements and leadership are key driving forces for training policy of hotels and organizations and hence the strategy for knowledge workers is influenced by these factors.

The primary objectives of imparting to employees include empowering knowledge workers and expanding organizations' intellectual capital. One of the best practices observed in this survey and which is highly recommendable for knowledge organizations is to encourage their employees to become internal resource persons and trainers. This contributes to a great extent in sharing relevant knowledge especially when intricate technicalities are involved in the subject and when highly job-specific skills are needed as is expected of a Chef, Waiter, Receptionist, Supervisors and Managers.

Furthermore, organizations can use this process to recognize high performing employees as experts and contribute to enhance the morale and motivation of their employees. With the increasing complexity of the business processes a practice is slowly emerging wherein individual departments and divisions identify the needs of its employees. This strategy is in tune with the need of the hour in terms of empowering knowledge workers. A higher level of empowerment that may be adopted is to encourage employees to self nominate themselves for training programs according to their own interests and needs.

Training essence of programs is knowledge sharing, which helps to solve practical business problems. The mechanism for knowledge sharing must match with the organizational style and reflect the core values of the organization. Existing networks must be integrated into the knowledge sharing mechanism. It is advisable for knowledge organizations to include experiential learning and mentoring in their strategy. Knowledge workers themselves should participate in evolving efficient and effective work practices through application of various modern management techniques.

In striving to utilize the service of best available resource persons many

organizations invariably find a gap between the expectations of the participants and delivery of knowledge. This is a typical phenomenon observed even with in-company training programs. It is the right time for organizations to evolve strategies to bridge this gap. An ideal situation is when a training program is preceded by a pre- training workshop, during which the head of HRD tries to assess the exact training needs of each participant. This also helps the expert to tailor the training materials and methodology to better meet the participants' needs. Advancements in ICT offer numerous opportunities to implement innovative e-learning applications.

All knowledge workers value professional freedom, integrity, innovativeness and opportunities to learn. e-Learning enables knowledge workers to self-manage the learning process. In the new economy when lifetime employment cannot be guaranteed by organizations, e-learning provides opportunities for lifetime employability. Hence implementation of a suitable e-learning solution has to become an integral part of the training strategy

of any knowledge organization. In a nutshell it can be concluded that training in the knowledge society needs to refocus itself from "delivers of knowledge" to "managers of learning."

9. RECOMMENDATIONS

For sustainable tourism development in Nigeria through hotel sector operations and for knowledge transfer and its contribution to technology to be better achieved, it is recommended that:-

- A master plan of knowledge and technology transfer for the hotel sector should be initiated with strategies for indigenous acquisition of technical skills.
- MNCs on franchise and management contract agreements on technology transfer for indigenous and foreign hotels and hospitality investments in Nigeria should be actualized and exercised to the latter.
- Training on ICT and skills acquisition should be funded for the benefit of both training institutions, hotel in-house arrangements through Public Private Partnership(PPP) programmes in the country.
- There should be increase skills development and managerial enrollments in training institutions to improve hotel reception, bar, restaurant, kitchen and cookery and house keeping training for improve employee performance.
- Intermediate and Advanced skills development courses should be initiated and run to bridge the gap created in the stream of manpower needs for the hotel industry.
- Awareness and enlightenment should be undertaken to encourage development of career from the various skills of the industry while campaign should be sponsored to disabuse the populace minds on attaching second rated employment status to the profession.
- To feel the impact of knowledge and technology transfer, an SME support for MNCs hotel chain retirees and upcoming entrepreneurs should be funded by finance houses for increase volume of service providers in the sector.

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