Tourism in Peru: Meeting the Future

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MEETING THE FUTURE

Ellen Schaaf

Introduction

With an impressive variety of historical sites, a diverse environmental landscape, and a renowned gastronomic culture, it is easy to see why Peru’s tourism industry is grabbing global attention. After Abimael Guzmán, the leader of the Shining Path Maoist insurgency, was captured in 1992 and violence between insurgents and the military subsided, the Peruvian tourism industry experienced a monumental revival, particularly for ancient sites such as Cuzco and Machu Picchu (van den Berghe and Ochoa). Indeed, Peru had 3.2 million international tourist arrivals in 2013, a staggering number when compared to the fewer than 500,000 tourists the country received in 1995, when record keeping by the United Nations World Tourism Organization began (“International Tourism, Number...”). Clearly, Peruvian tourism has established a solid foundation in the global tourism market.

As international tourist arrivals increased, so too did tourism’s contribution to Peruvian GDP. The World Travel & Tourism Council reported that Peruvian tourism and travel accounted for $17.4 billion, or 9.7 percent, of GDP in 2014; the industry is expected to account for 11.1 percent of GDP by 2025 (“Travel and Tourism: Economic Impact...,” p. 1). Travel and tourism was also the second largest contributor to employment in 2013, with a 7.4 percent share of total employment, second only to the education sector. Interestingly, Peru’s tourism industry is projected to grow by 6.3 percent over the next decade, outpacing Peru’s large but struggling mining business (“Benchmarking Travel...,” p. 10). Mining was the largest contributor in 2013 to GDP with 13 percent of production. However, Peruvian mining is expected to lose its economic power in the coming years due to decreasing commodity prices, a reduction in Chinese demand for mineral resources, and slowing of foreign investment in reaction to global monetary policy (Lipinsky et al., p. 10).
It is this combination of weakening commodity prices and the tourism industry’s sustained employment patterns, healthy projected growth, and strong GDP contribution that make tourism poised to overtake mining as the country’s largest economic component. By bolstering and innovating its meetings, incentives,1 conventions, and exhibitions (MICE) tourism sector to take advantage of these positive economic trends, Peru can boost its flourishing economy and ease its dependency on commodity exports.

Despite Peru’s progress in enticing international tourists and strong positioning for growth, large shortfalls remain in Peru’s tourism industry, particularly in areas related to MICE tourism. In this article I provide a brief history of Peruvian tourism, then move on to discuss why the tourism industry should be diversified and augmented now. I then describe a subsector of MICE tourism and meetings tourism and explain why Peru should focus on attracting business tourists rather than leisure tourists as it formulates industry programs. Finally, I discuss ways to improve meetings tourism infrastructure and incentive tourism products and tourism policies to boost the flourishing Peruvian economy and ease its dependency on commodity exports.

History

Peru debuted on the global travel stage in 1911 when National Geographic reported that an expedition led by Hiram Bingham had found the city of Machu Picchu. However, many Peruvian cultural and historical sites, including the city of Cuzco, remained relatively untouched until aviation and train travel became more accessible in the 1960s. Once railways to mountainous areas were established, tourists started flowing steadily into the Inca Valley, Cuzco, and other historical areas of Peru. Unfortunately, this newly found boom created by the demand of young, backpacking, foreign tourists did not last long (van den Berghe and Ochoa). A Marxist terrorist organization known as Sendero Luminoso, or the Shining Path, emerged in the late 1960s under the leadership of Professor Abimael Guzmán. The Shining Path’s mission was to overthrow the Peruvian government, and the insurgents used propaganda and violence to achieve this task. In order to destroy the economy, the Shining Path specifically targeted rural areas of the country, causing workers and tourists to flee the mountainous regions where most of Peru’s ancient Incan sites and poor villages are located (“The Rise and Fall…”). Indeed, the New York Times reported on January 15, 1990, that “the killing of two French sightseers in Peru’s Andean highlands on Friday highlights how terrorist attacks are forcing a wide withdrawal of foreign aid workers, archeologists and tourists from remote areas of this country’s mountainous interior” (Brooke). Such acts of terrorism committed by the Shining Path caused the number of tourists visiting Cuzco to fall drastically. In 1986, 144,000 tourists—the greatest number of tourists at the time—visited Cuzco, but just 54,000 tourists visited the city in 1991 (van den Berghe and Ochoa).

It was not until Alberto Fujimori’s regime captured Guzmán in 1992 that the Shining Path finally began to disintegrate, imploding from its sudden hierarchical disorganization (“The Rise and Fall…”).

The disintegration of the Shining Path, along with the privatization of tourism accommodations and the liberalization of the economy, helped the Peruvian tourism sector grow significantly in the 1990s (Silva, p. 27). Before 1990, Peru’s government fixed exchange rates and kept ceilings on interest rates to foster activity in Peruvian markets. These policies led to hyperinflation, frequent shutdowns of city utilities, and the disconnection of Peru from international credit markets due to fiscal deficits and negative international reserves. Alberto Fujimori partially leveraged these economic issues to secure the presidential election by promising to achieve economic stabilization during his time in office. By stabilizing inflation, eliminating price ceilings and tax exemptions, implementing stringent monetary and fiscal policies, and relaxing restrictions on banks to increase lending

1Incentive tourism is defined by the Society of Incentive Travel Excellence as “a global management tool that uses an exceptional travel experience to motivate and/or recognize participants for increased levels of performance in support of organizational goals” (“2010 Study of the German…,” p. 6).
competition, Fujimori’s government helped the Peruvian economy become more flexible and better suited for sustained economic growth. Foreign investors took advantage of these changes—as well as the ability to hold capital accounts in foreign currency—and began to heavily invest in Peru (Liébana, pp. 5–8). Public-private partnerships that are overseen by Peru’s private investment promotion agency, ProInversión, have successfully attracted foreign direct investment for projects such as the Pan-American Highway by granting private firms concessions for an agreed-upon time period (“ProInversion’s Projects…”).

Since 2003 the tourism industry has grown even further thanks to the integration of Peru with global markets, tourism-promoting government policies, macroeconomic stability, and other positive growth factors (Silva, p. 27). The Ministry of Foreign Trade and Tourism (MINCETUR) has helped the Peruvian government oversee tourism projects, policies, and advertising (“Vision, Mission, and Objectives”). These developments have led the Peruvian government to turn toward growing the tourism industry for a stronger economic future.

Why Tourism Now?

The Sputtering, Destructive Peruvian Mining Industry

There is no question that Peru has experienced enormous overall GDP growth over the past decade due to the rapid expansion and utilization of its mining industry. A keystone of the Peruvian economy since the Spanish Conquest in the sixteenth century, mining has traditionally accounted for half of Peru’s exports and has drawn large amounts of foreign private investment over the previous decades (Baker). With its contribution of 58 percent of exports, 14.4 percent of GDP, and $1.025 billion in exploration investment, it is clear why the mining sector is treated as an important component of the Peruvian economy. However, depending on an industry that is heavily reliant on finite resources is not conducive to long-term growth and sustainability (Mikesell, p. 191). Furthermore, as a resource-export–dependent economy, Peru is in danger of facing the consequences of an economic phenomenon known as the resource curse.

The resource curse is a term that describes how countries rich with natural resources tend to have poor performance in important economic and social indicators, such as high levels of inflation and corruption, respectively (Cruz, pp. 3–4). Left unchecked, the resource curse can lead to a phenomenon called Dutch disease. A term introduced by The Economist in 1977, Dutch disease was first used to illustrate how the boom in Dutch oil exports after the discovery of oil reserves in 1959 had greatly injured the economy internally. Unemployment increased from 1.1 percent to 5.1 percent, Dutch competitiveness in international markets floundered, and investment and employment shifted mostly to the oil industry (“The Economist Explains…”). This shift in economic focus in countries afflicted by Dutch disease stifles key components to a healthy, growing economy, such as diversification, trade, saving, and investment (Mikesell, p. 194). Peru is already experiencing declining commodity prices, decreasing foreign investment in natural resource production, and more frequent social protests (Kandell). These early Dutch disease symptoms show that diversification and policy changes must be made sooner rather than later to fend off a seriously distorted economy.

In addition to the problems created by the resource curse and Dutch disease, large-scale mining operations also create few jobs, causing mining communities to rely on the local government to redistribute mining revenues. The redistribution process has largely failed due to corruption among rural Peruvian governments and a lack of productive investment practices. These mining industry practices are also creating problems with environmental destruction and infrastructure deficits such as water contamination (Slack, p. 2). Due to these consequences and growth constraints, a shift should be made to push the country away from a sputtering, volatile industry toward one that develops human capital, strengthens infrastructure, and provides strong, stable income for all Peruvians of urban and rural communities. While the
local governments of Peru may be ill equipped to regulate and implement widespread mining operations in ways that prove beneficial for all Peruvians, tourism can offer these opportunities and may be able to force local officials to clean up the environment—and their act.

**International Demand**

In order to ease its dependence on its declining mining industry, Peru should shift its focus to investing in the tourism sector to increase Peru's share of the international tourism market. Although domestic tourism in Peru is still an important component of the tourism industry, concentrating economic practices on domestic tourists will not maximize the industry's potential. The domestic tourism sector is already strong under current practices. Furthermore, most domestic tourists do not need tourism services because they are already familiar with Peru (van den Berghe and Ochoa). These domestic tourists are travelling within Peruvian borders to see family or conduct business transactions and therefore tend to lodge with relatives or friends. Their trips are also shorter in duration and do not follow seasonality like international tourists, who take weeks off at a time to experience Peru (“Peru Tourism Sector…”). Consequently, the greatest potential for increased revenues and growth lies in attracting international tourists.

Fortunately for Peru, international tourists are attracted to emerging economies due to increased purchasing power. Furthermore, South America has been identified by the World Economic Forum as a region where investments in travel and tourism could reap the greatest returns, as demand is growing but investment gaps remain (“The Travel & Tourism…,” pp. 12, 25). To take advantage of this economic opportunity, Peru must innovate its tourism industry to include exciting, accessible, and modern amenities as well as opportunities that attract business tourists searching for enticing destinations capable of hosting large meetings.

The Peruvian economy is at a crossroads. It could continue to develop its mining industry, despite its shortcomings and declining contributions to jobs and employment. Or Peru could instead shift its focus to utilizing the country's colorful cuisine, beautiful biodiversity, and immense infrastructure opportunities to develop its tourism industry for sustainable, beneficial long-term growth. Indigenous and rural communities are struggling with repercussions stemming from an unregulated mining industry expansion and declining commodity prices. A sustainable alternative industry to mining must be developed and utilized to keep Peruvian GDP growing. With the right development that capitalizes on Peru’s business tourism opportunities, the tourism industry can meet these requirements now and improve growth and employment in the future. These potential benefits have spurred the Peruvian government to recognize and invest in the economic possibilities of tourism.

**Peruvian MICE Tourism: A Brief Introduction**

The Peruvian tourism industry consists of numerous subsectors. One of these subsectors is MICE tourism, which contributes six percent of the tourism industry's $3.8 billion in revenue. The MICE tourism industry serves business travelers and has been targeted by many countries as a strong source of economic growth.

To seize the benefits of a strong business tourism industry, Peru has been actively investing in its MICE tourism industry and has garnered global attention as a result of its endeavors. Specifically, Peru has become a global hotspot for meetings tourism. The United Nations World Tourism Organization, the International Congress and Convention Association (ICCA), and other meetings tourism institutions define a meeting as “a gathering of 10 or more participants for a minimum of 4 hours in a contracted venue” (“Global Report on the Meetings…,” p. 10). This definition includes business meetings as well as conventions, conferences, trade shows, and incentive events, among other events that meet the designated criteria.

Peru's meetings tourism events—such as the Expoalimentaria international agribusiness trade show—attract 750 participants each on average, double the world average of 350 attendees (“Peru Tourism Sector…”). In 2015,
20,000 meetings tourists visited Lima—12,000 of whom were international arrivals from 188 countries—when the city hosted the annual meetings of the International Monetary Fund and the World Bank, held at Lima Convention Center (“Peru: WBG/IMF Meetings…”). Lima has hosted multiple United Nations meetings as well, such as the 2014 United Nations Climate Change Conference, the 2016 United Nations Conference on Trade and Development, and the 2016 Asia-Pacific Economic Cooperation events (“Lima: A Center for Conference…”). Lima’s ability to host these global events has allowed it—and Peru as a whole—to rise in prominence in the rankings of the ICCA list of destinations. Lima rose from the 42nd most prolific ICCA city to 35th in its rankings, hosting 64 events in 2014. Peru was ranked 39th in the ICCA’s ranking of countries hosting international events after hosting 84 ICCA-approved conventions (“Minister Magali Silva…”).

Unfortunately, these statistics show that most meetings tourism is only taking place in Lima, as it is currently best equipped at handling such events. This keeps the benefits of meetings tourism from reaching more rural areas of Peru, where tourism job creation could be the most beneficial. Furthermore, 41 percent of Peru’s international business travelers come from Chile, the United States, or Colombia; Peru could greatly benefit from attracting meetings tourists from a greater variety of nations (“Perfil del Turista…,” p. 9). To attract meetings tourists and to spread the wealth that meetings tourism brings, Peru should implement a multi-faceted strategy that establishes the country as an international meetings tourism destination. I describe a comprehensive approach to achieve this objective below.

Peruvian Meetings Tourism: A Comprehensive Strategy

Companies around the world use the meetings subsector of meetings tourism to motivate and develop their employees. These meetings extend many benefits to host countries, such as attracting high-end meetings tourists and global experts; educating and retaining MICE tourism workforces; promoting trade, communications, and investment; reducing seasonality through hosting events; and revitalizing destinations (“Global Report on the Meetings…,” p. 4).

MICE meetings offer host countries far more than the large-scale benefits mentioned above. Meetings tourists spend more per day, and likely more per trip, than leisure tourists (Jones and Li). The average international meetings tourist in Peru stays around five to seven days, and daily expenditure totals average from $350 to $500, far more than the $110 to $125 a leisure tourist spends on an 11- to 12-day visit to Peru (“Peru Tourism Sector…”). Seventy-five percent of these international business tourists stay in four- or five-star hotels, whereas leisure tourists are more likely to stay in cheaper one- to three-star accommodations. International meetings tourists also account for most of the users of tour packages; these packages include accommodations, food, entry and exit transportation, and internal transfers (“Perfil del Turista…,” p. 20). Finally, meetings tourists integrate a destination’s leisure activities—such as a trip to Machu Picchu—into their business trips due to their proximity to their destinations (“Peru Tourism Sector…”). Clearly, meetings tourists take advantage of all that a country’s tourism industry offers. After engaging with all aspects of a country’s tourism industry throughout the duration of their event, 40 percent of meetings tourists will later return to a host country with friends, family, and peers.

Destinations such as Singapore, Madrid, and Vienna are already taking advantage of the wide-reaching economic benefits that meetings tourism creates in countries that can accommodate and attract MICE events. Peru can join these successful MICE tourism destinations and attract international meetings tourism by promoting and investing in its unique tourism products, improving and expanding its weak infrastructure, and strategically advertising to global businesses.

Peruvian Tourism Products

Peru is already well known for its cultural tourism. Machu Picchu, the former capital of the Incas, is easily the most recognizable and most visited feature of Peru. The classic
tourism circuit, which consists of the cities Cuzco, Arequipa, Puno, and Ica, is currently the most popular route for leisure tourists (“Perfil del Turista…,” p. 21). Businesses can rent out sites such as the Sacsayhuamán archeological park and La Mansión del Fundador—home to the founder of the city of Arequipa—for events along this circuit. This service is advertised by MINCETUR and by the Commission for the Promotion of Peruvian Exports and Tourism (PromPerú) on their website dedicated to meetings travel (“Find a Place…”). While the main cultural tourism products of Peru are well developed and well known, developing more interactive experiences at cultural sites would attract more contemporary meetings tourists looking for truly hands-on experiences. Successful meetings tourism programs such as those found in Cartagena de Indias, Colombia, recognize that meetings tourists want interactive, fresh experiences. Consequently, they do not rely solely on cultural tourism to entice tourists to return (“Global Report on the Meetings…,” pp. 14, 34). Therefore, Peru must diversify its tourism products to remain competitive; natural tourism provides Peru many sustainable opportunities to do so.

Natural Tourism

Peru is one of the most biodiverse countries of the world. It is home to over 2,000 species of fish, hosts 20 percent of the world’s migrating bird species, and has the second largest share of the Amazon rainforest, among other impressive natural characteristics. Tourists are drawn to these natural attractions because they cannot experience them elsewhere—Amazon River cruises, ecotourism lodges, and bird-watching tours are becoming niche products in the Peruvian tourism industry. River cruises in particular have been attracting high-end tourists in recent years as more luxury options—costing as much as $2,500 for four nights—have become available. Canatur, Peru’s National Chamber of Tourism, expects demand for high-end river cruises to continue to grow in the future (“Peru Tourism Sector…”).

With the goal of protecting the incredible flora, fauna, and natural landscape, the National Service of Areas Protected by the State (SERNANP) has established numerous protected areas of natural land around the country. Examples of these areas include natural sanctuaries, wildlife habitats for endangered species, protected forests, and other use classifications (“Peru’s Protected Areas”). With nature tourism earning developing nations an estimated $210 billion in revenue each year, increasing the accessibility and global publicity of Peru’s natural tourism products would provide numerous economic opportunities within the Peruvian tourism sector (Kirkby et al.).

Gastronomic Offerings

Peruvian cuisine has garnered global attention for its unique blend of different cultural styles, and many tourists travel to the South American country to taste Peru’s culinary offerings themselves. One of the most widely used definitions of this type of tourism, called gastronomic tourism by the United Nations World Tourism Organization, is defined by C. Michael Hall and Liz Sharples (2003) as “an experiential trip to a gastronomic region, for recreational or entertainment purposes, which includes visits to primary and secondary producers of food, gastronomic festivals, food fairs, events, farmers’ markets, cooking shows and demonstrations, tastings of quality food products or any tourism activity related to food” (“Global Report on Food Tourism,” p. 6). In 2013, 1.2 million (40 percent) of all foreign tourists claimed to be visiting Peru to partake in gastronomic tourism; these gastronomic tourists claimed to be visiting Peru to partake in gastronomic tourism; these gastronomic tourists contributed $700 million to tourism revenues, spending an average of $130 on food every day of their stay (Chase). Peru attracts these tourists with culinary variety ranging from village cafes to world-renowned restaurants. In fact, Peru is home to 9 of the top 50 restaurants in Latin America for 2016, 2 of which also made the 2016 list of the top 50 restaurants in the world (“The World’s 50 Best Restaurants”). Like regions such as Napa Valley in the United States and Bordeaux in France, which attract visitors from around the globe, incentivizing Peruvian gastronomy tours could easily bring in more global tourists and consequently more revenues.
Areas for Improvement

Peru has a strong tourism industry, but its market share is currently limited mostly to South America. To attract international meetings tourists visiting for meetings and incentive travel, Peru must make improvements to its tourism-related infrastructure, tourism products, tourism policies, and global marketing strategy.

Infrastructure Improvements

To fully utilize the Peruvian tourism industry, major infrastructure upgrades need to be made. The lack of efficient major transportation systems in Lima, Cuzco, and Peru in general is particularly detrimental to attraction accessibility. In 2015, Peru ranked 83rd in the world for air transport infrastructure and a disappointing 118th in ground and port infrastructure related to travel and tourism competitiveness. In comparison, neighboring Chile ranked 66th in air transport infrastructure and 61st in ground and port transportation infrastructure, showing a clear advantage despite having a similar mountainous terrain (“The Travel & Tourism…,” pp. 42–43). Peru needs to greatly increase its investment in quick, efficient transportation to become a strong competitor of its tourism rivals.

Improving the quality and capacity of Lima’s Jorge Chávez airport is an ideal place to start the infrastructure investment process. Constructed through a public-private partnership with the Lima Airport Partners (LAP) consortium, the Jorge Chávez airport is the only international airport in the country and it has only one runway, which severely limits Peru’s international air traffic capacity. LAP is contracted to build a second runway and terminal through the partnership; however, this project has not seen progress for more than a decade due to a dispute over 740 acres of land. As Lufthansa, Korean Air, Alitalia, and other international airlines have decided not to expand service to Lima due to lack of capacity, this weakness must be addressed first to access more international tourism markets (Post). The Peruvian government should quickly settle the legal and construction obligations between itself and LAP to begin construction as soon as possible.

Furthermore, to surpass growth constraints, Peru must also invest in more airports throughout the country. The World Economic Forum currently ranks Peru 73rd in airport density—the number of airports with at least one scheduled flight per million of urban population (“The Travel & Tourism…,” p. 456). This lack of rural transportation keeps the industry from utilizing the Amazon Rainforest and other less accessible areas to their full potential, consequently leaving many indigenous peoples isolated and stuck in poverty (Agung et al., pp. 22–23). To offset the investment burden that would arise from initiating large transportation investment projects, the Peruvian government should streamline more public-private partnerships—like the one used to construct the Jorge Chávez airport—to attract private investment. Once work on air transportation services has been completed, further projects must be implemented to modernize the roadways in rural Peru, to ease the traffic constraints in Lima’s roadways, and to expand Lima’s public transportation systems. Only then will the country’s transportation systems effectively handle the volume of a strong international meetings tourism industry.

Tourism Product Diversification

While international meetings tourists do use the infrastructure available to them currently, most tourists only travel to Machu Picchu, and many spend little time in Lima or other areas of the country (“Perfil del Turista…,” p. 25). This stagnant travel pattern confines most tourism income to Machu Picchu and other areas around popular Inca sites. To combat this stagnation, Peru needs to increase the variety of its tourist attractions to attract meetings tourists.

Peru’s portfolio of natural tourism products includes numerous opportunities for such development through ecotourism. Ecotourism is defined as “travel to natural areas to admire, study or enjoy wild nature in a way that contributes to its conservation and to the wellbeing of local people” (Kirkby et al.). This type of tourism offers a sustainable and profitable option for investment through the construction of more ecotourism lodges near...
the protected, biologically diverse Peruvian Huascarán and Yanachaga–Chemillén National Parks. Similar ecotourism lodge operations in the Tambopata area of the Madre de Dios region of Peru have already proved economically and socially advantageous. In a 2010 study, ecotourism was found to create more value per hectare of land than other currently popular regional practices of unsustainable agricultural farming, cattle ranching, and clear-cutting logging. Furthermore, by actively conserving the surrounding rainforest, ecotourism lodges in the Tambopata region removed 5.3 to 8.7 million tons of above-air carbon emissions (Kirkby et al.). By combining natural tourism products with gastronomic experiences, Peru will be able to provide sustainable, interactive experiences that will motivate meetings tourists to make return trips for many years.

Government Actions

Although development of Peru’s tourism products and related infrastructure will allow Peru to entice and accommodate international meetings tourists, more actions must be taken by the Peruvian government to ensure the continued success of the Peruvian meetings tourism industry. To accomplish this, Peru should first follow the lead of the Estonian and German convention bureaus and establish a non-profit, public-private task force that helps MINCETUR develop and implement meetings tourism–related strategies (“Global Report on Meetings…,” pp. 28–29).

Once a dedicated organization has been created, the Peruvian government needs to take several steps to ensure the continued success of the ecotourism lodges and conservation efforts that are crucial to the success of its natural tourism portfolio. Land ownership laws must be formalized and strengthened so that companies feel that they are making a secure investment. Current laws grant ownership to those that clear an area of rainforest. This seriously hinders conservation efforts; and for ecotourism companies to ensure that their investments are protected, these laws must be changed. Furthermore, community-based ecotourism ventures are prone to failure because they require long-term external support, and developments such as the Interoceanic Highway can bring destructive illegal logging and mining into previously protected areas (Kirkby et al.). Therefore, MINCETUR must train rural communities in lodge operations and land ownership policies to avoid continued dependency on government support. The government and the Peruvian National Police must also strengthen governance in rural areas to ensure that laws are being followed and that natural tourism attractions such as the Amazon Rainforest are being protected.

Finally, MINCETUR must make an active effort to market the value and meaningful experiences that Peru has to attract meetings tourists. Meetings tourists now prioritize value and meaningful experiences when choosing a meeting location. Consequently, these destination characteristics are crucial elements of a competitive meetings tourism strategy (“Global Report on the Meetings…,” p. 14). MINCETUR must promote Peru’s natural, gastronomic, and cultural tourism products to show that Machu Picchu is just one part of the story that Peru has to tell.

Conclusion

Developing the tourism industry will take much effort, but capitalizing on Peru’s many invaluable cultural and environmental assets will create lasting economic and social value. Investing in sustainable, quality infrastructure would be a great start and allow Peru to plan for further tourism growth. Advertising and strengthening the gastronomic culture of Peru would improve an already celebrated part of Peruvian culture and draw gastronomic tourists from around the world. Finally, strengthening the meetings tourism industry will bring additional revenues, business ventures, and cultural awareness to Peru, spreading the country’s reach into global tourism markets.


