BLOCK 1: TOURISM POLICY AND PLANNING FRAMEWORK

After India became independence in 1947, Tourism did not receive much attention. But slowly and steadily, it was realized that it was an important area to capitalize on. This is evident from the current tourism policy, India is adopting and the type of impetus it has received over the years.

In this block, the emphasis has been given on tourism planning and policy highlighting its attributes, the course of evolution it has undergone apart from its constraints and achievements.

This block comprises the following units:

- **Unit 1** focuses review of tourism planning progress in International and Indian context.
- **Unit 2** focuses on Tourism policy highlighting its meaning, characteristics and relevance.
- **Unit 3** focuses on Tourism planning, constraints & grey areas.
- **Unit 4** focuses on levels and types of Tourism Planning
- **Unit 5** focuses on Tourism Development and its components
- **Unit 6** focuses on concept of destination Life cycle and its relevance in context of Destination Planning.

OBJECTIVES

After studying the block ,you will be able to know –

- Tourism planning – meaning & significance.
- Tourism policy in India
- The key attributes in a tourism policy.
- The constraints and grey areas in tourism planning
- The correlation between Tourism policy and tourism destination & further its effect on tourism life cycle.

UNIT 1: REVIEW OF TOURISM PLANNING PROGRESS IN INTERNATIONAL AND INDIAN CONTEXT

STRUCTURE:

1.1 Objectives
1.2 Introduction
1.3 Review of Tourism Planning Progress in Indian Context
1.4 Historical sites
1.5 Check Your Progress
1.6 Summary
1.7 Clues to Answer
1.8 Glossary
1.9 Suggested Sources for Future Reference

1.1 OBJECTIVES

After going through the Unit 1 on Review of Tourism Planning Progress in International and Indian Context, you would be able to:

- Comprehend the term Tourism Planning.
- Be acquainted with Tourism planning evolution over the years in India and Abroad.
- Understand its role and important aspects associated it.
- Understand the various perspectives associated with Tourism planning.

1.2 INTRODUCTION

Unit 1 gives detailed information on tourism development and then correlating it in Indian and International perspective. Planning is the dynamic process of determining and shaping the goals, methodically selecting alternative courses of actions to realize those goals, then executing the chosen alternatives, evaluating the alternative and ultimately, concluding if it will become successful. The planning process regards the environment which includes political, physical, social and economic elements as interrelated and interdependent components which should be taken into account in considering the future of a destination. Do you know that? Like any planning progression, tourism planning has to be goal-oriented, involve your utmost efforts to achieve the preset objectives by matching available resources by keeping in mind, the needs and wants of the people. Comprehensive & all- inclusive planning requires a orderly approach, usually involving a series of steps. Gunn（1992）pointed out that tourism industry originated from tourists' desire to travel and finished with the contentment level of the desires. Hence, while planning for tourism, though some emphasis has to be given to the demand, but more than that emphasis should be given to the aspirations & desires of the tourists, but keeping in mind the sustainable attributes of the local place. This requires careful & inventive planning which recognizes the desires of tourist, at the same time also gives importance to the locality and locals. This prospective action, hence call for constructive tourism planning keeping in mind the goals and formulation of the policies.

Planning is about setting and meeting objectives. But in case of tourism, not much attention was given on planning until 1990's (Gunn, 1994; WTO, 1994; Wilkinson, 1997; Timothy, 1999; Tosun and Jenkins, 1998). Tourism planning was restricted to just impact studies. In 1979, Gunn was one of the pioneer researchers, who defined tourism planning as an instrument for destination area development. Spanoudis in 1982 proposed that tourism planning should occur within the skeleton of the overall plan depending on the local circumstances & resources of an area sustainably. Planning is an important activity to realize the

objectives of tourism development. According to Murphy (1985), planning helps in organized development in tourism, by enhancing the social, economic and environmental advantages of the development progression.

But, Are the goals same for all countries? The goals of tourism planning is surely to achieve the positives for both locals and hosts, but the type of planning greatly differs in developed, developing countries and least developed nations. For example in country like India, emphasis on tourism is given to create more livelihood opportunities for people in the varied environment conditions in the different states present in the country, especially the lagging or least developed areas. Tourism creates new avenues for people by enhancing the employment opportunities and entrepreneurship pursuits, at the same time to enhance the affirmatives and negate the harmful effects. And this can only be possible through sound tourism planning covering the entire scope of the tourism activity and focusing on the key aspects which are vital for its nourishment and development.

Tourism is one of many anthropological activities in a region, but involves both private and public sector activity. Though the responsibility of government is very important as it influences the private activity. And plays an important role in Tourism planning, policy and co-ordination. Tourism influences the bricolage of an area, in economic, physical, environmental and social aspects. Hence, it should be considered as part of many activities in an area that must be considered as part of economic, physical, environmental, and social planning. As, all these aspects can help tourism to prosper & extend in a good way. At the same time to consider these perspectives in a unique way to develop comprehensive tourism planning in a community or as a region as a whole.

Tourism planning primarily involves economic development planning which is directed towards tourism-related objectives but differs between the public and the private sector. In the public sector, the majority of planning is done by different levels of government. It gives consideration to economic and social factors, land use policies and zoning controls, environmental concerns, infrastructure development, employment concerns, and the provision of public

services. Private sector tourism planning is usually apprehensive with investment objectives involving various aspects of product development, building and design, financial feasibility, marketing, management and operations.

1.3 REVIEW OF TOURISM PLANNING PROGRESS IN INDIAN CONTEXT

In India, planning gears for the country including tourism was initiated by setting up the constitution which came into force on 26th January 1950, in which the directive principles of state policy indicated that "the state shall endeavor towards the interests of the masses by protecting & securing as successfully as it may, a social order in which justice, social, economic and political, shall inform all the institutions of the national life". As a result the planning commission in 1950 and National Development Council in 1952 were constituted. The former was formed to make the assessment of resources (material, financial & human); formulate a map for their effective & balanced utilization, characterize the periods, apportion the resources, conclude the nature & mechanism for each stage of planning, review the growth and specify the issues which are limiting fiscal growth. While, the role of latter was to was a consultative and assessment organization to reinforce and organize the efforts and assets of the nation.

The first plan of tourism (1951-1956) made no major contribution in tourism, though the tourist division was formed in 1949 & placed under the transport. Emphasis was also given to attract tourists outside domestic boundaries, print tourist material, participate in exhibitions & promotional activities and opening of tourists offices within India & world. In the second plan (1956-1961), provision was made to develop tourism as a central & state sector. In the third plan (1961-1966), importance was given on developing & building accommodation facilities, transport and improvement of accessibility. In the fourth plan (1969-1974), tourism was recognized as important means of earning foreign exchange, improving tourist facilities, creation of ITDC (1966) and provision of loans to hospitality and transport sector. In the fifth plan (1974-79), the role of tourism industry was recognized within the country, many resorts built

on Kovalam, Goa and Gulmarg, development of selected archaeological sites & sanctuaries and construction of youth hostels & tourist bungalows recognized for middle income groups. The sixth plan (1980-85) was major signpost in the history of tourism in which lot of effort was done to promote and develop tourism. Also, the first tourism policy was drafted in 1982. The prominence was given to the domestic and cultural tourism. Also, the Janta hotels began in four metros. In the seventh plan (1985-1990) tourism was given the position of Industry. Also, the National Committee on Tourism was set up by government in 1986 along with setting up of Tourism Finance Corporation of India (TFCI). The National action plan (1992) for tourism was launched in, the eighth plan (1992-1997) and importance was given to diversify the tourism product and development of all inclusive "special tourism areas". In the ninth five year plan (1997-2002), special task force was constituted for the promotion and development of tourism in north eastern states, Sikkim, J&K and Himachal Pradesh. The following circuits were developed such as Buddhist circuit, south Heritage circuit, western circuit and North monastic circuit of Kullu, Manali, Lahaul- Spiti & Leh. The focal point of tenth five year plan (2002-2007) was integrated development of tourism circuits and development of tourist destinations. Also, to carry out this work partnership was done with development agencies, NGO's and private sector. Also, Bekal Resort Corporation and Puri-Konark beach were developed. In the eleventh five year plan (2007-2012) assistance to Hotel Management Institutes throughout the country was given. Large thrust was given in this plan for capacity building, overseas promotion and publicity, market research, assistance for large revenue generating projects, computerization, involvement of Information Technology and building construction done in IISM at Gulmarg. The current twelfth five year plan on tourism (2012-2017) adopts a pro-poor approach aimed at increasing the net benefits to the poor from tourism and ensure that tourism growth contributes to poverty reduction. It also aims to improve tourism infrastructure and develop niche tourism products. Tourism is a multi-sectoral activity, but for its development co-ordination is required against breadth and depth of the industry.

The twelfth plan aims vertical and horizontal integration throughout the tourism industry.

The key events in Tourism Planning Progress in Indian context are:

1946: Sir John Sargent Committee on Tourism

1947: Report of Sir John Committee

1949: Sir John Committee Suggestions, Govt. started branches of Tourism in Delhi, Calcutta, Bombay and Madras

1951-55: First Five Year Plan, No allotment for tourism development

1956-60: Allotment for tourism with name of transportation Division

1957: Establishment of Department of Tourism

1958: Establishment of Tourism Department Council

1960: Establishment of Indian Tourism Development Corporation (ITDC)

1966: Establishment of Department of Aviation

1966: Establishment of Department of Aviation and Tourism

1967: Establishment of Ministry of Tourism and civil Aviation

1982: Declared First time Tourism Policy

1986: Establishment of National Committee on Tourism

1986: Separate Department of Tourism

1986: Tourism as an industry declared by Government

1986: Separate department with cabinet minister

1988: Establishment of Ministry of civil Aviation Tourism

1991: Tourism as a source of Foreign Investment

1992: Nation action plan for tourism

1992: Tourism Year

1995: Establishment of Tourism cell

1988-99: Tourism with export businesses

1999-2000: Visit India Year

2002: The concept of highway tourism, agricultural tourism, and rural tourism A campaign titled as Incredible India was launched

2009: Another campaign titled as Atithi Devo Bhava was introduced

THE NATIONAL TOURISM POLICY 1982

In November 1982, a tourism policy was formulated and presented to the Parliament. The objective of the policy was to develop tourism so that it-

- Becomes a unifying force nationally and internationally fostering a better understanding.
- Helps preserving Indian Heritage and culture and projecting the same to the world.
- Brings socio-economic benefits in terms of employment, income generation, revenue generation, foreign exchange etc.
- Gives direction and opportunity to the youth of the country to understand the aspirations and view point of others and helps in developing national integration.
- Offers opportunities to the youth of the country, not only for employment but also for taking up activities for nation-building and character-building like sports, adventure activities etc.

The national policy highlighted the need for coordination and appropriately referred to tourism as a "common Endeavour".

A national committee on tourism which was constituted soon after submitted its report in 1988. The report covered all the important issues relating to the role of tourism, the need for infrastructure and development, etc. Some of the crucial recommendations in the report were:-

- The need for re-arranging the existing organizational structure of the Department of Tourism and the need for an apex body called the National Tourism Board.
- The setting up of a standing committee of Tourism Ministers for an integrated approach to tourism development and also to effectively associate the state governments.
- Tourism needs to be integrated into overall plans of the country and into area development plans. These recommendations are fundamental to any substantial tourism development strategy for the country.

- To ensure implementation of the recommendation, a National Policy needs to be evolved, supported by a comprehensive legislation.

THE NATIONAL ACTION PLAN 1992

In 1992 a National Action Plan 1992 was announced. It was regarded as an emerging action plan to set things right in some key areas, and to provide directions to achieve quick results. The objectives set out rightly stroked at the perceived inadequacies of the system and incorporate all those areas which have been identified as the weakness of India's tourism development policy.

The strategies outlined in the Action Plan for achieving these objectives were as follows:-

- Improvement of tourism infrastructure.
- Developing areas on a selective basis for integrated growth along with marketing of destinations to ensure optimal use of existing infrastructure.
- Restructuring and strengthening of the institutions for development of human resources.
- Evolving a suitable policy for increasing foreign tourist arrivals and foreign exchange earnings.

The National action plan also mentioned area of action which were important for tourism development but which fall under the control of different ministries of the government of India like improvement in facilities at international airports, liberalized chartered flights and open sky policy for routes on which Air India does not operate or operates in a limited fashion. These were important issues and most of them still need to be addressed.

THE NEW TOURISM POLICY (2002)

In 2002, the action plan was finally translated into a tourism policy and it officially became a joint central-state government concern. The policy document attempted to establish tourism's great contribution in national development and its role as an engine of growth. It suggested that tourism not only generates government revenue, foreign currency, but also provides an optimal use of India's scarce resources, sustainable development, high quality employment (especially

to youngsters, women and disabled people), and finally peace, understanding, national unity and stability. The policy aimed at increasing the number of domestic and international tourists. In order to do this, the government proposed to diversify the Indian tourism products and substantially improve the quality of tourism infrastructure, marketing, visa arrangements and air travel. In 2002, Government of India launched an international marketing campaign named as Incredible India to promote tourism in India to global audience. The Incredible India campaign projected India as an attractive tourist destination by showcasing different aspects of Indian culture and history like yoga, spirituality, etc. The campaign was conducted globally and received appreciation from tourism industry observers and travellers. However, the campaign was substantially criticized from some quarters. Some experts criticized it on its failure to cover several aspects of India which could have been attractive to the average tourist.

In 2009, the Ministry of Tourism launched a campaign titled “Atithi Devo Bhava” targeting the local population to educate them regarding good behaviour and etiquettes while dealing with foreign tourists. “Atithi Devo Bhava” aimed at creating awareness about the effects of tourism and sensitizing the local population about preservation of India's heritage, culture, cleanliness and hospitality. It also attempted to re-instill a sense of responsibility towards tourists and re-enforce the confidence of foreign tourists towards India as a preferred holiday destination. The concept was designed to complement the “Incredible India” Campaign.

1.4 REVIEW OF TOURISM PLANNING PROGRESS IN INTERNATIONAL CONTEXT

Tourism plays an important role in the economic development of the country. Though, the context of tourism greatly varies in developed, developing and least developed countries (LDC). In the present time, planning plays an important role in tourism as its ignorance may lead to severe economic, social and ecological consequences. Further, the level of involvement of government in tourism may depend on several factors such as the percentage of contribution to

the economy; the amount of Forex earned through tourism; the amount of investment brought in the country; the percentage of people employed in tourism or the type of political environment.

Every nation responsible for promotion of tourism has setup central organization to look after tourism. This organization is known as an NTO i.e. National Tourism Organization. Apart from this body, there may be also official or semi-official bodies or private voluntary organizations of Hoteliers, travel agents etc which not only promote tourism, but also look after the interests of the stakeholders ranging from local people to tourism professionals. The tourism organizations are influenced by a number of factors in a country. These may be political, economic and social. The tourism industry is centralized and owned by the government in some countries such as Spain, Russia, on the other hand it is decentralized with no governmental meddling in Great Britian, Austria, Germany and Switzerland. Also, the level of importance a country gives to tourism industry is another aspect which decides the level of involvement, the government or tourism organization gives to it. In Italy and France dual ministries' control both tourism and entertainment. The phase of tourism development is one more feature which decides the intensity of authority; the government will exercise over the tourism organization. For example in developing countries, where tourism is in nascent stage or started to be recognized, there more control and intervention is done by the government. Also, here the role of government is beneficial as the tourism activity is still evolving and can pour in monetary benefits which are required for infrastructure and Suprastructure development in tourism destinations. In case of developed countries, where tourism has evolved over the years, there tourism industry has become de-centralized and become autonomous in nature.

In 1963, the United Nations Conference on International Travel & Tourism was held in Rome, which recognized the important role of tourism organizations in the development of Tourism. And the various governments should grant necessary self-sufficiency and essential resources to tourism

organizations for the successful progress and support to tourism at International & National arena. The conference further stated that:

- NTO's having governmental or semi-governmental support served as good basis for a flourishing tourist industry. Though various types of NTO's were considered during the conference.
- In developing countries, the government should give complete autonomy to the National Tourism Organization.
- Tourism is an important economic, social & cultural activity. Hence, the NTO should be given complete responsibility with regard to it.
- The role of NTO should not be restricted to promotional activities, but also include establishment, improvement and development of tourism.
- In countries which lack a nodal agency of tourism, there it should be the responsibility of the government to set up such a body to aid in planning, developing & promoting tourism.
- The NTO's should be given more skills, accountability and larger resources, so that tourism could be promoted and explored to traditional & new levels.

The four broader areas of NTO's organization & work in global context are administration, production, marketing and financing. Apart from it, the main three functions of NTO are control, direction and promotion. The NTO/NTA in a county is responsible for tourism activities. They may be department of government (either independent or under ministry); statutory corporation, a semi-government body or a non-government organization. In India, France & Spain, both the functions of planning, promotion and development of tourism is done by solitary organization at the nationwide level.

In Australia also, the department of tourism was an Australian government department that existed between December 1991 and March 1996, but it was replaced by Department of Industry, Science and Tourism in 1966, based in Canberra. Singapore has a Singapore tourism board to market and develop the tourism sector in Singapore. In some countries such as Italy, Japan & Switzerland, there are two organizations one each for planning & development and promotion.

New Zealand also has two organizations such as Tourism New Zealand is the national institution for promoting the country as a tourism destination and Ministry of Tourism which is involved with policy & research.

Hence, each country has its own mechanism to plan, develop and promote tourism in national and international boundaries. The nodal tourism organizations have been designed to work perfectly in the framework provided by the government. Though the pattern and nature of work differs from one country to other.

Though tourism planning differs from tourism policy, but they have to be integrated, if we want to achieve better results of tourism in any region or country. The tourism planning helps in clarifying the present scenario, what work needs to be done and in which direction we want to go. Good planning focuses on sustainability goals without having any negative impacts of tourism. It enhances the satisfaction of tourists at the same time involve the hosts, so that tourism phenomenon results in balanced approach. A balanced approach in which positives are created & negatives removed through thorough understanding of the tourism situation.

1.5 CHECK YOUR PROGRESS

1) Why is planning important in tourism?

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2) Are the tourism goals same for all countries?

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3) Which plan was a major signpost in the history of tourism?

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4) In which plan special task force was constituted for the development of Tourism?

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5) Name the three key events in the Indian tourism planning process?

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6) What is NTO & what is its importance?

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7) In which countries tourism industry is centralized?

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8) In which countries tourism industry is decentralized?

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1.6 SUMMARY

Planning plays an important role in tourism. It not only helps to use the resources of a place in an efficient way. But also takes into account the interests of the local community and limiting the negative impacts, if any. The tourism planning initiatives in a country are done by NTO/NTA (National Tourism Organisation/ National Tourism Agency).The nature of organisation is determined by the type of environment and system, the country possesses. The tourism organizations are influenced by a number of factors in a country. These may be political, economic and social. The tourism industry is centralized and owned by the government in some countries such as Spain, Russia, on the other hand it is decentralized with no governmental meddling in Great Britian, Austria, Germany and Switzerland.

After India became independence in 1947, Tourism did not receive much attention. But, slowly and steadily, it was realized that it was an important area to capitalize on. This is evident from the current tourism policy, India is adopting and the type of impetus it has received over the years.

1.7 CLUES TO ANSWER

Check your progress

1. Refer Sec 1.2
2. Refer Sec 1.2
3. Refer Sec 1.3
4. Refer Sec 1.3
5. Refer Sec 1.3
6. Refer Sec 1.4
7. Refer Sec 1.4
8. Refer Sec 1.4

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UNIT 2: TOURISM POLICY- MEANING, NATURE, RELEVANCE AND SALIENT FEATURE

STRUCTURE:

2.1 Objectives
2.2 Introduction
2.3 Tourism Policy – Meaning, Nature & Salient Features
2.4 Importance of Tourism policy
2.5 National Tourism Policy, 2002
2.6 Check Your Progress
2.7 Summary
2.8 Clues to Answer
2.9 Glossary

2.1 OBJECTIVES

After going through the Unit 2 Tourism Policy – Meaning, Nature & Salient Features, you would be able to:

- Understand about the Tourism Policy & its salient features.
- Know about the relevance of tourism policy.
- After having the conceptual knowledge of tourism policy, you can easily interpret the tourism policy document.
- You know about the new tourism policy (2002) of India.

2.2 INTRODUCTION

Though, Tourism planning is a vital element in tourism development. But, a high level strategic planning involving defining the major tourism policies is important. This major tourism policy document reveals an ongoing agreement among all the stakeholders within a destination that they yearn for larger participation in Tourism Policy. All the tourist destinations face two universal vim and vigor i.e. competition from other established destinations and stress to uphold sustainable development at the tourist destination. According to Charles R. Goeldner and J.R.Brent Ritchie (2006), Tourism policy can be defined as "*A set of regulations, rules, guidelines, directives, and development/promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting long-tem tourism development and the daily activities within a destination are taken*".

The basic purpose of any Tourism Policy is to host tourism activities, but at the same time to look after the interests of the other stakeholders too, which constitute the local population. It sets the long term goals and gives direction to developmental activities going on in a destination. Also, it maintains a balanced approach between the hosts and guests relationship.

2.3 TOURISM POLICY – MEANING, NATURE & SALIENT FEATURES

As explained in the introduction, Tourism policy means plans, rules, regulations and actions of a decision–making body done to accomplish recognized, explicit goals related to tourism. The basic aim of the tourism policy is to provide a framework for tourism development by establishing goals and setting out the guidelines in order to achieve them. But in broader term, it gives a framework in context to the societal, social and political setup present. In order to make a tourism policy stakeholder perspective is very important. As it helps us to understand the issues related to social, cultural and other perspectives, which give a strong foundation framework to the policy. Further this helps to lay down sound skeleton for the overall mission and vision of the tourism policy. Before making a

tourism policy, it is also important to examine the resources, which are present in the tourism destination / region / country. The resources include the natural resources, cultural resources and the resources created by man. Here, the infrastructure and the supra-structure facilities also play a vital role and their examination helps to evaluate the asset inventory along with the infrastructure framework available. Asset evaluation or in other words, SWOT Analysis helps in deciding the future course of action. It validates the ground scenario and helps in setting the goals. Edward Inskeep, a tourism expert, validates that policies by and large develop from surveys and research studies of the current tourism patterns, infra-structure & supra-structure analysis, tourism attractions, amenities, services. It shapes the tourism policy by highlighting the necessities and sets the development activity in various perspectives through sustainable development.

Generally the tourism policy goals and features are largely dependent on the sound understanding of the environment, stakeholder perspectives with a long term aspirations by integrating local / regional and national plans.

The goals of tourism policy can be limited or manifold such as:

- To see the interests of the community i.e. economic, social, cultural and ecological aspects.
- To promote harmony between hosts and guests.
- Local control.
- Visitor fulfilment
- To enhance local community participation and involvement.
- To improve the facilities for guests as well as hosts.
- To enhance the universal brotherhood through awareness and activity.
- To preserve what we have inherited from our ancestors and pass it in a reasonable way to our future generations (Intergenerational equity)[1].
- To sustain equity between people of the same generation (Intra-generational equity)[1]. This includes considerations of distribution of resources and justice between nations or within a nation.
- Local equity and pro-poor tourism.

- Resource quality and efficiency.
- To protect the cultural and natural resources of the communities.
- To enhance the livelihood opportunities to the local community.
- To promote regional development and harmony.
- Increased income and revenue generation.
- Augment neo-employment opportunities.
- Minimizing negatives and enhancing or reaping positives.

The characteristics or attributes of a tourism policy is largely determined on –community attributes & attitude, the contribution of tourism to the overall economy, the tourist pattern & attributes, the level of infrastructure, motivation level of the government, the local resources available and the environment of the tourist destination.

Attributes of a tourism policy generally include the following aspects:

- It is concerned not with politics, but on sound principles and broad goals of that guide the actions of the government body.
- The nature of tourism destination attributes also influence the features of tourism policy. For example, if the tourist destination is a national park and comprising largely of forest region. The role of the local factors will be defined, emphasizing on the protection and preservation of the region and less attributed to mass construction and mass movement.
- The goals of tourism policy largely determine the attributes of the tourism policy.
- The policy domains highlight the type of tourism development an area experiences.
- In order to augment the tourism infrastructure and transportation, various schemes are also part of tourism policy.
- To infuse innovation with involvement of green practices, also makes the policy sustainable, futuristic and acceptable by the public.
- The geographical position of the tourist destination and nature of tourist development, also influence the tourist development.

- Positioning tourism as a growth engine for growth in terms of economic, social, cultural and ecological aspects.
- Tourism policy defines and explains the role of the stakeholders. It clarifies the role of the government, private agencies and tourism industry.
- Developing and creating tourism integrated circuits on the basis of attributes & resources of the regions through involvement of private, state and other agencies.
- Sound tourism policy are based on proper market research and thorough understanding of the destination/region environment which include the natural & other attributes like culture, demography, topography etc.
- The tourism policy should not be cut, copy and paste of other destinations tourism policy, but should be result of vigorous SWOT Analysis and based on the true spirit of India which would reflect the adoption of strategies, which are not alien to the country, but unique as the tourism product of the destination.
- The government financial incentives for the tourism sector are also part of the tourism policy. They may be taxes or subsidies intended to promote & encourage tourism activities.
- Government regulations are also made part of tourism policy to prohibit or promote certain activities, which would help in promotion of tourism & minimize the negative impacts.
- Also, the tourism policy is overhauled with introduction of certain aspects & discontinuing certain aspects.
- Technology innovation and modernization is at times made compulsory for tourism organizations and institutions to enhance the experience of the visitors and make it more customers friendly. For example electronic ticketing, smart cards, information kiosks, intelligent transportation systems etc.
- Apart from the benefits, tourism policies also emphasize on education and training to enhance the skills of the work force (hard, soft & job related).

In general the tourism policy rests on:

- Some guiding principles such as sustainability, green practices etc
- Understanding of tourism resources & region.
- Involving code of ethics.
- Importance of tourism sector & contribution to the economy of the country / region.
- Defining role of stakeholders.
- Development of key circuits & destinations.
- Launching new schemes, grants, and initiatives for developing tourism.
- Acknowledging the role of the stakeholders.
- Emphasis on some key aspects to improve tourism experience such as Swagat (Welcome), Soochna (Information), Suvidha (Facilitation) etc.
- Understanding current situation & future prospects.
- SWOT Analysis & improvement
- Improvement and diversification of Tourism product to attract more tourists or enlarge the base of tourists.
- Emphasis on infrastructure & Suprastructure to improve the quality of accommodation and accessibility.
- Strategies for effective marketing, promotion & branding.
- Rests on strong research studies and surveys to have proper understanding of the present tourism environment.

2.4 IMPORTANCE OF TOURISM POLICY

The tourism policy is a important tool in developing the tourism product and environment of the place. It highlights the important tourist areas, resources and help in tourism development. The significance of tourism policy is:

- The tourism policy gives a direction to the development of tourism by focusing the core areas of tourism in an area.
- It defines the responsibility & jobs of various stakeholders and help in developing the tourist activity.

- The framework takes care of both hosts & guests; and of course their synchronization.
- It examines the present environment and guides the tourism aspects of region by emphasizing on future prospects.
- It emphasizes on planning and management. And accentuates on environmental sustainability, socially beneficial ability and economical viability.
- It always promotes Intergenerational equity and Intragenerational equity.
- It helps in limiting negative impacts and enhancing positive impacts.
- It helps in proper land use planning, efficient resource utilization and appropriate planning initiatives.
- It not only directs the locals, but also the tourists to understand their rights and of course the duties to the destinations they visit.
- It necessitates to develop infrastructure, transport and Suprastructure (if required); without misutilization of resources.

2.5 NATIONAL TOURISM POLICY, 2002

India introduced the first tourism policy in 1982, after the planning commission recognized tourism as an industry on June 2002. Further, it was in 1986 that the planning commission of India formulated National committee on tourism in order to put together plans for tourism sector. As a result it was only in May 1992, that National Action Plan for tourism was proclaimed and is considered as a landmark plan in the history of the tourism planning in India. It emphasized on developing tourist areas, domestic tourism, preserving environment and culture, international tourism, improving India's percentage in world tourism and increasing employment opportunities in tourism sector. The planning of tourism in India further improved with Seventh (1985-89) and Eighth Five Plan (1992-97). Finally, it was the introduction of the National Tourism Policy in 2002, which positioned India as a major engine of growth in economic, social & other aspects. It emphasized on the phenomenal employment and livelihood opportunities created by the tourism industry.

Basic principles of the National Tourism Policy 2002:

1. Tourism has been recognized as an engine of economic growth throughout the world and if India has to be part of this revolution, it will have to adopt new strategies, tools and techniques. India contributes 0.38% of the world tourist traffic, which is very meager figure.
2. A framework needs to be developed which is government led, private sector driven and community welfare oriented. The role of both government and private sector is very important.
3. Our culture plays an important role in Tourism. Hence, improvements and environmental up gradation of the protected monuments and its vicinity is very important.
4. Effective linkages developed with other departments & sectors such as Aviation, environment, railways, home etc.
5. Sustainable development is the key factor for the tourism policy.
6. Concepts like ecotourism concepts should be emphasized and socio-cultural aspects such as poverty reduction, no gender disparity, preserving cultural heritage should be promoted.
7. Special thrust areas such as rural tourism should be promoted, where our original natural and cultural visits exist.
8. Importance given to rural tourism.
9. Youth is a new class which has emerged in tourism. Also, this class doesn't need any elite but ordinary facilities which can be improved through involvements of Panchayats, local bodies and associations.
10. Special attractions of Indian tourism such as yoga and cuisines developed.
11. Code of ethics should be there for tourism professionals.
12. We should properly project our tourism product in International Arena and make our presence felt.
13. The civilization issues such as ethics and good governance made part of the tourism policy.

Tourism is seen as a priority sector because:

- It helps to maximize the productivity of India's natural, human, cultural, technical resources and supports sustainability.
- Providing high quality of employment.
- Focuses on rural areas with appropriate and relatively low cost progammes.
- Have extensive forward and backward linkages, that helps in employment, income generation etc.
- Leads to Forex earning and balance of payments.
- Promotes international fraternity and peace.

SWOT Analysis of the Indian tourism sector:

- The real strength of our tourism sector is the culture of the country.
- The main constraint of the tourism sector is the low priority given to it.
- The main threat is the safety, security and health situation, failure to involve the local community and implement sustainable development and management principles and practices.
- The main opportunity is the multitude tourism product present in the country.

Key objectives of the tourism policy 2002:

- Tourism development in India should be made a national priority sector.
- As a tourist destination, the competitiveness of India should be increased and sustained.
- Extending the range of tourism products in vertical or horizontal integration.
- Conception of World Class Infrastructure.
- Efficient and proper implementation of tourism plans and programmes.

2.6 CHECK YOUR PROGRESS

1. What is Tourism Policy?

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2. How the National Tourism Policy, 2002 aims at increasing the number of domestic and international tourists?

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……

3. How tourism can be a development tool?

……

……

4. Any two salient features of National Tourism Policy, 2002.

……

……

2.7 SUMMARY

Tourism Policy is generally considered to be an area of a nation's overall economic policy. It is a public policy designed to achieve specific objectives relevant to tourism established at the municipal, state or federal level. The National Tourism Policy, 2002 of India aims that tourism can be used as a development tool, e.g. that it can generate high quality, mass employment and prosperity among vulnerable groups in backward areas. Focus should be placing India as a worldwide brand so as to benefit from escalating travel and trade globally and the infinite potential in India that has not been tapped as a tourist destination over the years.

2.8 CLUES TO ANSWER

Check your progress

1. Refer Sec 2.1 & 2.2
2. Refer Sec 2.5
3. Refer Sec 2.3
4. Refer Sec 2.5

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UNIT 3: TOURISM PLANNING- SIGNIFICANCE, CONSTRAINTS, GREY-AREAS AND SCOPE

STRUCTURE:

3.1 Objectives
3.2 Introduction
3.3 Significance in Tourism Planning
3.4 Constraints in Tourism Planning
3.5 Grey-Areas in Tourism Planning
3.6 Scope of Tourism Planning
3.7 Check Your Progress
3.8 Summary
3.9 Clues to Answer
3.10 Glossary

3.1 OBJECTIVES

After going through the Unit 3 on Tourism Planning: Significance, Constraints, Grey- Areas and Scope, you would be able to:

- Understand the significance of Tourism Planning
- Understand the constraints of Tourism Planning
- Understand the grey areas in Tourism Planning.
- The scope of Tourism Planning.

3.2 INTRODUCTION

Tourism is one of the numerous activities in the society or a area that call for planning and co-ordination. Tourism planning like any planning is purpose oriented, determined to accomplish some of the objectives by corresponding to the accessible resources and programs with the necessities and desires of the people. Tourism as a whole is an activity which is judged as the part of physical, environmental, social and economic planning. It is seen as a business activity, in which the public or private and individual stakeholders have different perspectives to plan it. But, the role of government agency in developing countries is central to tourism planning. Planning in tourism is setting and achieving the goals, keeping constraints in mind such as time, money etc. there are many approaches involved in tourism planning such as bottom up approach, collaborative, boosterism, interactive, integrated etc. If you talk about planning in tourism in developing countries, it is generally taken by the consultancy firms. But it has only been in 1990's that tourism has been thought as a serious planning activity (Gunn, 1990; WTO 1994).

Tourism in the present context and situation has to be developed and managed in a proper, controlled, sustainable and integrated way. This starts from sound planning. Tourism can generate numerous socio-economic and ecological benefits if the negative impact of the phenomenon is avoided. There are many examples in the world which have suffered brunts of unplanned and mismanaged developments. And, it has resulted in loss of competitive value of those destinations causing a negative impact on environment, society and ecology of the place.

Further, also at some locations it has resulted in loss of appeal on part of tourists and loss of support of the local community. Tourism planning occurs at all levels international, national, regional and for specific areas and sites. National and regional planning establishes the policies, physical and institutional structures, standards for developments, while the local bodies generally implement them.

In 1992, Gunn spotted out that tourism industry was the result of the tourist's desire to visit a particular location and culminated when his desires got fulfilled. According to him, planning helps tourism by critically reviewing the various choices available & to choose the most appropriate plan, so that the destination achieves the desired results in terms of economic and social aspects. Hence, wherever planning is involved in tourism, the various things important are- reviewing the ground position w.r.t resources available (capital, material, human); setting objectives; appraisal of the various plans, selection of the most appropriate plan in tandem with the local community support & approach and achieving the desired results. This also involves formulation of national tourism policies in which key guiding principles and objectives are set along the possible strategies which would help the tourism industry at local/regional/national level. The tourism development plans by planning, scope and level of government body is segregated into three main levels i.e. national tourism development planning, regional tourism development planning and local tourism development planning. Tourism area planning is an overall co-ordination arrangement for the rational exploitation of tourism areas. Tourism area planning by planning levels is divided into the overall planning, detailed plan, site plan, etc.

3.3 SIGNIFICANCE IN TOURISM PLANNING

At all levels of tourism in order to achieve success, planning is vital for managing and developing tourism. This has been exemplified by many tourism destinations throughout the globe that planning that also long term can only lead to economic, sociocultural and ecological benefits to both local community and tourists. Uncontrolled tourism activity without any planning has resulted in negative impacts i.e. environmental, socio-cultural and ecological. Further, it also leads to repercussions among the hosts and guests with regard to local resources and affects the carrying capacity of the place. Also, this results in loss of competiveness in terms of infrastructure and insane environment available at unplanned destinations. Here, everyone sees his economic benefits ignoring the socio-cultural and ecological benefits. The countries for which tourism is a

nascent or new activity, then planning can help in ascertaining its resources and provide a blue print for further development. It can also prevent mis-management, poor planning and loss of authenticity of valuable inventories such as culture, heritage, cuisine, festivals, events etc. and the countries where tourism is a important sector, there the tourism planning can rejuvenate this segment and improve its potential practicability. There are manifold benefits of undertaking planning at national/regional and local level. They can be summarized as follows:

- Development of linkages and co-ordination of tourism with other sectors through policy formulation.
- Ascertaining the objectives and tourism policy in order to realize the goals.
- Preserving & conserving the resources (natural/cultural/man-made) efficiently and effectively, so that they are also kept for coming generations also.
- Planning can be used to upgrade and revitalize existing outmoded or badly developed tourism areas. Through the planning process, new tourism areas.
- Integrating tourism policy at national, regional and local level.
- Helps in making a tourism framework for effectual execution of hard work done both by public & private sector. The public sector creates an environment conducive for tourism development, while the private sector pours financial assets for developing tourism.
- Helps in the harmonized growth of the various elements of the tourist sector through co-ordination and involvement.
- It helps to maximize the benefits (economic, socio-cultural and ecological) to local community; poor people etc and help in impartial distribution of the benefits to everyone.
- It helps to minimize the negative impacts of tourism, if any.
- Right type of planning can ensure that the natural and cultural resources for tourism are indefinitely maintained and not destroyed or degraded in the process of development.
- Developing specialized training facilities.

- Achieving controlled tourism development requires special organizational structures, marketing strategies and promotion programmes, legislation and regulations, and fiscal measures.
- Planning provides a rational basis for development staging and project programming. These are important for both the public and private sectors in their investment planning.
- It promotes rational thinking and development for tourism growth and expansion.
- It helps in formulation of a skeleton framework which directs the tourism development in terms of facilities, infrastructure, services and attractions.
- Helps in formulation of tourism policy, plans and effective management of tourism areas, facilities etc.
- Helps in creation of guidelines and standards which help in preparing detailed plans for developing tourism destinations and circuits.
- Helps in incessant monitoring of the developmental activities of tourism.
- Positioning tourism as a major engine of economic growth.
- Developing suitable marketing plans with realistic, practical and sustainable targets.
- Employing sustainable environmental practices.
- Review of tourism polices and their evaluation.
- Development of planning criterion and analysis of resources.
- Providing adequate recreation opportunities and facilities in the tourist destination and tourist circuits.
- Proper land- use and planning of the physical spaces.
- Allocating an adequate level of funding for tourism programmes

In order to develop tourism, planning is done at all levels of tourism through policy formulation and planning activities. Though the nature and type of planning varies from one country to other ranging from developed to least developed countries. But, the tourism planning should have a firm foundation for which good research and study of the grass root level is very essential. Also, the

plans need to be revised again & again based on the study results and likely future trends, but retaining the basic structure.

3.4 CONSTRAINTS IN TOURISM PLANNING

The constraints in tourism planning can vary from one location to another. And depending on the local resources present or not. There may be a large number of constraints which may hamper the tourism planning process. They may vary from institutional to logistical, to technical, to cultural, and to technical and distributed in excess of a apparently never-ending continuum. It may be less involvement of the local community in tourism planning process; scarcity of financial resources; lack of expertise; lack of research activity; lacking organizational skills; need more time; limited natural resources; destruction of flora, fauna & biodiversities and decease in the satisfaction level of local community or vice versa.

The constraints in tourism planning are:

- **Lack of community participation**: The unwillingness of the people to participate in the tourism activity limits its future. The tourism planning and in fact tourism can only give positive results, if it receives people support at every stage of tourism process.
- **Limited budgets**: Usually, government provides low or limited budgets to the tourism a Industry. And this makes tourism a very limited process.
- **Accuracy and reliability of market data**: for planning and management is also a serious problem in tourism. If the market information is incomplete or hazy, then also the goals of the tourism planning would be affected.
- **Low priority accorded to the tourism sector**: No, doubt, there has been a positive mindset w.r.t tourism in the Indian economy. But, still this sector deserves much more, then it has received.
- **The poor quality of infrastructure & facilities present at the attractions**: also act as a constraint in tourism planning and development.
- **Quality of transportation service**: The quality and quantity of transportation service is not very good. And needs great improvement.

- **Multiplicity and high level of taxation**: also gives less inspiration to the tourism entrepreneurs and creates more & more obstacles for the tourism.
- **Facilitation of entry of tourists at ports(Airport/seaport/land port)**: The lengthy procedures involved in immigration should be made reasonable without giving the visitors much botheration and anxiety, before they visit the country for tourist purpose.
- **Poor communication & awareness**: A sound plan without clear communication can lead to duplication of endeavors and create differences among the stakeholders of tourism. It can also lead to occurrence of feuds among the stakeholders and create complexity.
- **Conflict of interest:** At times, the tourism policies can lead to conflict of interest among the stakeholders and create questions at the very start of the tourism planning. Hence, whenever policies are framed the local community should be involved at all levels, so that tourism policies not lead to planning failures.
- **Management constraints:**
  - **Legislative constraints and adherence to rules/regulations/ executive orders:** Touism planning will have to abide rules & regulation related to environment, wildlife, local resources. And at times, it also creates impediments for the overall tourism project or plan for a particular tourism area/destination or tourism project.
  - **Environmental constraints**: The presence of wetland, certain wildlife species, sensitive habitat, steep slopes, unstable soil, hazardous geologic conditions, tectonic movement, seismicity, critical habitat, lack of land base are the limiting factors or constraints in tourism development. And their incidence can create problems for infrastructure development and tourism planning.
  - **Carrying capacity constraints**: Carrying capacity is the ability of a place to accommodate fixed number of individuals without affecting the ecology of the place. But, if this threshold increases, then it affects the ecology and

resource base of that place. Carrying capacity can be divided into four types i.e. (1) social, (2) physical, (3) environmental (or ecological), and (4) facility. So, all these carrying capacity are adversely affected, if the number of individuals increases. This is one of the biggest constraints in the tourism planning as it is often violated in tourism.

- **Apt understanding of ground realities**: The improper understanding of ground realities can also lead to creation of tourism polices and tourism planning, which leads to no results. Hence, the policies become rudimental often at its inception stage.
- **Inactivity dilemma:** For the tourism planning process, the nodal agency involved may have large infrastructure, bureaucracy, man power involved but may suffer from the fear of change. This mental state creates a lot of obstacles in the tourism planning.

Based on Claire A. Gunn (2004) described the prospects for tourism planning in term of the key issues and concerns in the field of tourism planning in which the issues include the poor understanding of the need for planning, the lack of systems planning, poor organizational integration, and lack of tourism literacy.

The first issue of **poor understanding of the need for planning** refers to the unclear understanding or different assumptions on tourism planning that seen as the unnecessary interference in market driven development. Investors and developers might see an opportunity to build various kinds of attractions or tourism related places in the destination to increase tourism development. Then tourism promoters usually belief that all development is positive by bringing better employment and economic benefits and continually to attract tourists. However, this merely a half-truth even though tourism development can provide economic benefit but the understanding on planning doesn't take into account that tourism growth also create negative impacts in which it creates more demand for new investment to build more attractions as a result may lead to increase in pollution, and destroyed natural landscape. The high volume of visitor in the destination could also have reduced the local quality of life, and forcing long-time

residents to move. Hence, these issues require new planning techniques and planners must cope with the constantly changing environment results from tourism growth.

The second issue is **the lack of system planning**. Most tourism planners have modelled the functioning tourism systems which have two main drivers of tourism consist of a demand and a supply side. The five supply side major components include transportation, attractions, services, information, and promotion. They are all interdependent which subject to travel demand and require planning that relates to market trends as well as to physical characteristics of land and resources. The supply side is influenced greatly by many external factors such as the governmental policies, competition, community involvement, entrepreneurship, labour, finance, cultural and natural resources. This way of viewing tourism is oppose to the mind-set of tourism as an industry and mostly on the business sector. Understanding of tourism as a system is relatively important and knowing how each part of tourism depends upon each other.

Poor organizational integration is another issue in the tourism planning in which there are lack of communication and integration between different and separate organizations (such as in in the business tourism sector there are the hotel organizations, restaurant, attraction, and airline organizations) developed in tourism in tourism planning,. The lack of organizational mechanism is affecting the tourism as entirely. There is a need for better communication among many existing tourist organizations in order to gain mutual benefit and assist better understanding of change.

Lastly, is the lack of tourism literacy means within parts of tourism all parties are very well knowledgeable about their functions and operations. However, there are still remains a lack of understanding among developers and managers considering the full meaning and importance of tourism to them. Due to the tourism illiteracy, community is not well prepared to plan their localities in the best interest of tourism and to protect local lifestyle. Other issue or complication of tourism planning developed by Gunn (2002) is regarding with the worldwide

proliferation of ecotourism, acculturation, and the dramatic evolutionary changes in many aboriginal societies.

Native populations (non-industrial foundation) could face the dilemma of introducing tourists to their cultural uniqueness and lead them to move into new industrial societies. Thus, it will be difficult for them to plan for tourism development that might generate economic advantages without facing the great internal stress for protection of their cultural heritage and acculturation.

3.5 GREY AREAS IN TOURISM PLANNING

Although, there is evidence that some tourism destinations have developed without conscious strategic and integrated planning, many of them have experienced unforeseen consequences which have led to their deterioration. Many reasons are offered for tourism planning, not least the advocacy that planning is the best way of extending the vital life-cycle of a destination by providing a means of anticipating changes, adjusting to the demands of change, and exploring new opportunities.

Some of the likely consequences of the lack of commitment to integrated tourism planning, as a result of the grey-areas in Tourism Planning include:

1. **Physical impacts:**
   - damage or permanent alteration of the physical environment
   - damage or permanent alteration of historical/cultural landmarks and resources
   - overcrowding and congestion
   - pollution
   - traffic problems
   - poor or deteriorating quality of facilities and services

2. **Human impacts:**
   - less accessibility to services and tourist attractions for local residents resulting in local resentment

- dislike of tourists on the part of local residents
- loss of cultural identities
- lack of education of tourism employees in skills and hospitality
- lack of awareness of the benefits of tourism to the destination area
- security concerns

3. Marketing impacts:

- failure to capitalize on new marketing opportunities
- erosion of market shares due to the actions of competitive destination areas
- lack of sufficient awareness in prime markets
- lack of a clear image of destination area in potential markets
- lack of cooperative advertising among individual operators
- inadequate advantage taken of packaging opportunities
- lack of sufficient attractions and events

4. Organizational impacts:

- a fragmented approach to the marketing and development of tourism, often involving competitive groups
- lack of cooperation among individual operators
- inadequate representation of the tourism industries' interests
- lack of support from local public authorities
- failure to act upon important issues, problems, and opportunities of common interest to the industry
- poor or inadequate travel information services

All in all, Unwanted expenses, Heavy rush, Sanitary conditions, Infrastructure, Arrangements, Transport facility, Safety and security, Service, Accommodation, Guidance, Beggars, Corruption, Pollution, Health care, Local language and many more factors act as the Grey-Areas; hampering a Tourism Planning.

3.6 SCOPE IN TOURISM PLANNING

Tourism planning has come a long way in the tourism development process. But still there is ample scope for betterment. The scope of Tourism planning can be explained cleanly by the Figure 3.1, as follows:

1. **Transport**- The accessibility plays an important role in tourism planning. It provides mobility to not only the tourists, but also the tourism policy or plan. If the means of transport such as land, air and water are developed, it also makes ground for implementing the tourism plan at the grass-root level.
2. **Accommodation**- is one of the important A's of the tourism industry. It also increases the carrying capacity of a place by accommodating the more number of tourists. But, currently in India, if we want to increase the flow of tourists, then we also need more hotels or accommodation facilities to accommodate them. Hence, the tourism plans should give a priority to develop them.
3. **Tourist Activities**- The tourist activities such as adventure activities, non-adventure activities, experiential activities in tourism such as in rural tourism, village tourism, Geotourism, ecotourism should be given more space in tourism development. And, these should be developed along with tourism concept as it gives more innovation to tourism, apart from enhancing the variety of experience to the tourists.
4. **Product Development**- The diversity of the tourism product should be enhanced to give variety of experience to all tourists suiting their age, taste and culture. Also, emphasis should be laid down to develop the tourism product through quality gradation and innovation. Also, importance should be given to develop native product which is unique, indigenous to the land and helps in portraying the image of the land in terms of its culture, heritage, cuisine, festivals, folklores, traditions, dance forms, dresses etc.
5. **Tourism Zoning**- Tourism zoning is an important aspect involved in tourism destination planning. It divides the tourist destination into various regions and segregates the tourist activity in those regions.

6. **Marketing and Promotion**- Marketing and Promotion are an important element in tourism planning and development. It needs more improvement in case of India. As, the tourism product of India is very diverse, indigenous and unique, still it lags in attracting the number of tourists. So, surely it is area in tourism planning which needs great attention and careful planning.
7. **Institutional Framework**- Tourism development in India is institutionalized at central level, state level and local level. But, still there are large lacunas associated with it. The co-ordination of the institutions is delayed due to non-streamlined procedures, bureaucracy, nepotism, corruption etc and hampering the state of tourism in the country.

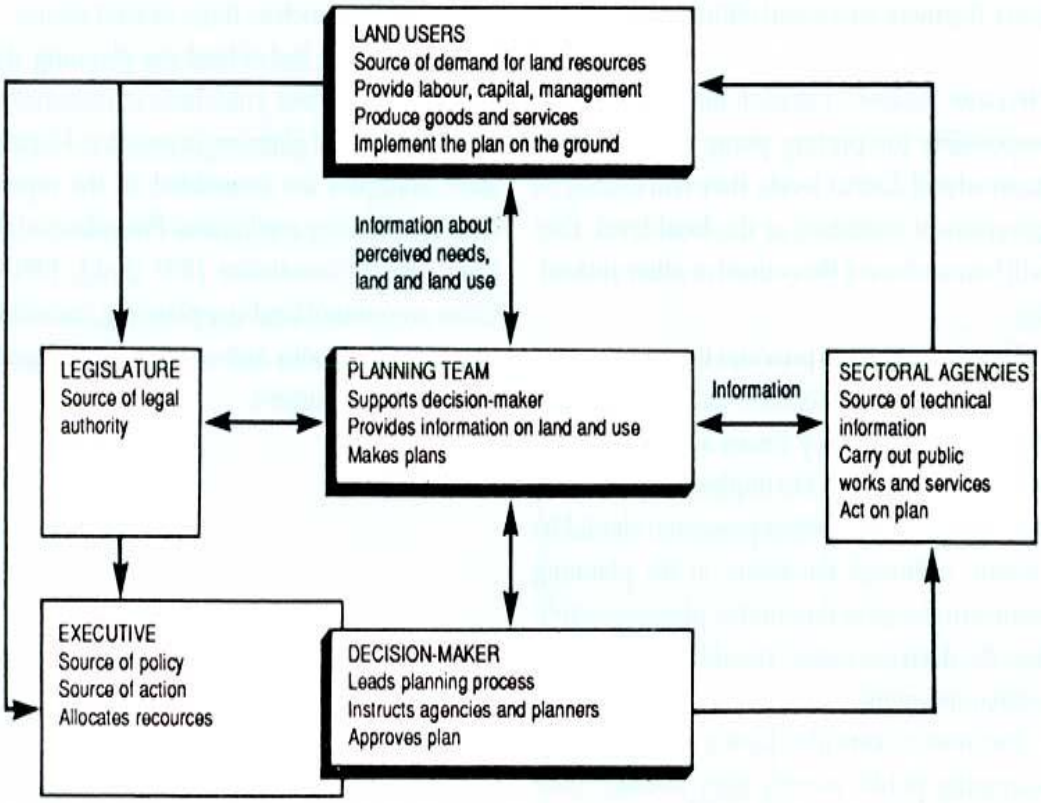

Figure 3.1: Scope of Tourism Planning

8. **Statistics and Research**- The tourism planning in India, still requires more research base and ground work, prior to making the tourism policies. And, hence, if we want to improve our tourism planning and tourism policy, the research wings for the tourism industry have to be made sound and strong.

9. **Legislation and Regulation**- The existing legislations and regulations need to be revised to match up the current environment. Also, the legislations should be made keeping in mind the perspectives of all the stakeholders. They should not be made just by keeping the tourist in mind.
10. **Quality Standards of Tourism Services**- There has been great growth in the tourist infrastructure. But, in order to increase the tourism competiveness, the importances have to be given on the quality of services and facilities. Also, the pricing of the tourism services is a big question. And, they should be made affordable keeping in consideration not only the foreign tourists, but also the domestic tourists whose role can also not be ignored.

3.7 CHECK YOUR PROGRESS

1. What is Tourism Planning?

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2. What all is required for a controlled tourism development?

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3. Mention any two importance of Tourism Planning.

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4. Which all factors prove to obstruct a Tourism Planning?

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5. Mention any two physical impacts on Tourism Planning, as a result of the grey-areas.

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6. Mention any two human impacts on Tourism Planning, as a result of the grey-areas.

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7. Mention any two organizational impacts on Tourism Planning, as a result of the grey-areas.

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8. What is the scope of tourism planning?

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9. What are the management constraints?

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3.8 SUMMARY

Tourism planning plays a pivotal role in the development of the tourism. It helps us to plan tourism at all levels in a co-ordinated and proper way. The important aspects involved in tourism planning are reviewing the ground position w.r.t resources available (capital, material, human); setting objectives; appraisal of the various plans, selection of the most appropriate plan in tandem with the local community support & approach and achieving the desired results. Though the nature and type of planning varies from one country to other ranging from developed to least developed countries. But, the tourism planning should have a firm foundation for which good research and study of the grass root level is very essential. Also, the plans need to be revised again & again based on the study results and likely future trends, but retaining the basic structure. But, there may be

a large number of constraints which may hamper the tourism planning process. They may vary from institutional to logistical, to technical, to cultural, and to technical and distributed in excess of a apparently never-ending continuum. Also, the grey areas or loop holes of tourism planning need to be plugged to achieve the desired results. Unwanted expenses, Heavy rush, Sanitary conditions, Infrastructure, Arrangements, Transport facility, Safety and security, Service, Accommodation, Guidance, Beggars, Corruption, Pollution, Health care, Local language and many more factors act as the Grey-Areas; hampering a Tourism Planning. Tourism planning has come a long way in the tourism development process of India. But still there is ample scope for betterment in terms of marketing, transport, accommodation, infrastructure, research, legislation, institutional framework and quality standards.

3.9 CLUES TO ANSWER

Check your progress

1. Refer 3.2
2. Refer 3.3
3. Refer 3.3
4. Refer 3.4
5. Refer 3.5
6. Refer 3.5
7. Refer 3.5
8. Refer 3.6
9. Refer 3.4

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UNIT 4: LEVELS AND TYPES OF TOURISM PLANNING

STRUCTURE

4.1 Objectives
4.2 Introduction
4.3 Levels of Tourism Planning
4.4 Types of Tourism Planning
4.5 Check Your Progress
4.6 Summary
4.7 Clues to Answer
4.8 Glossary

4.1 OBJECTIVES

After going through the Unit 4 on **Levels and Types of Tourism Planning**, you would be able to:

- Know about the various levels of Tourism Planning.
- Understand the types of Tourism Planning.

4.2 INTRODUCTION

Planning and policy development critically assess the key arguments regarding the outcomes of tourism in less developed societies. One does not have to look at literature too see that the impacts of tourism have been immense in the world we live in. Tourism is one of the fastest growing industries, according to WTO (World Tourism Organization) revised estimates total international tourist arrivals worldwide come to almost 595 million in 1996. International tourism receipts for 1996 are estimated to be $425 billion (WTO, 1997).

An article in the Hutchinson Educational Encyclopedia (1999) has pointed out that tourism is world's largest industry. It sustained 120 million jobs in 1995 accounting for 7% of the global workforce (Hutchinson, 1999). As the figures show Tourism has a major impact on the world economy. One has to realize that along with benefits tourism does also bring many detrimental effects on both the developing and developed countries.

Planning involves methods and materials hand in hand with making decisions regarding the future. Planning helps in attaining the objectives, through rational thinking and using the resources in an efficient & effective way in order to maximize output, income and employment. It ensures balanced growth of tourism sector which is unidirectional, focused and to achieve the desired goals.

In tourism, planning is very important and brings a lot of benefits. Though, in the developed countries, the importance of this sector was realized soon, but lately recognized in the developing countries. This sector was greatly recognized post second world war. In 1960's UNO also recognized the importance of tourism and the need of planning in it. The UNO in 1963 organized the International conference on "International Travel and Tourism" held in Rome (Italy) and recognized the importance of planning in the tourism sector and ended up with subsequent suggestions:

- The developing countries should give high importance to growth of tourism.
- UN is ready to give full support in form of regional and sub-regional surveys to support this activity.
- Nations should carry out surveys of their resources and of the potential visitors and carry out thorough studies on tourist traffic estimates and forecasts.
- The development of tourism should have both short term & long term objectives.
- In order to achieve the short term & long term objectives, the countries should establish nodal agencies to set up National Tourism Organizations (NTO).

The planning function of tourism was recognized by International Union of Official Tourism Organization (IUOTO) in 1964 and also recognized by United Nations Conference of Travel and Development (UNCTAD) in 1965. Careful planning is a pre-requisite for the successful development of tourism. Though the nature & pattern of planning varies in developed and developing countries. For example in a developing countries the resources are scarce, while in case of developed countries there is no dearth of resources, hence, then development of tourism has to be done accordingly. But emphasis on the conservation of ecology and natural resources is very important. Whatever planning is there, the variables of the region/destination such as attributes of the region; its relative location on the map; perception of the tourists and local community; government decisions, role of stakeholders, nature of tourism product i.e. goods & services have to be considered. Sustainability has an important role in tourism planning, both at micro and macro level.

AT MACRO LEVEL

- Dispersion policy: for example a policy of dispersing tourist resorts across a region to distribute resorts and tourists, so that financial benefits are got by everyone.
- Zoning: of land areas in a destination to segregate the activities and preserve the habitat.
- Encouragement of green policies e.g. rain water harvesting, use of solar energy.
- Creation of urban tourist facilities and improvement of basic infrastructure.
- Creating environmental awareness.

AT MICRO LEVEL

- Restrictive entry
- Barriers across entrance points.
- Quotas for visitors during the year.
- Use of price mechanism.

- Site management signposting.
- Protecting footpaths
- The location and size of tourism facilities like hotels, car parking, roads etc.

4.3 LEVELS OF TOURISM PLANNING

Tourism planning is implemented at different levels from the general level which may apply to an entire country or region down to the local level which may apply to detail planning for specific resort. What is important to emphasize is the tourism planning and development must be integrated among all levels to take into account different levels of concern and to avoid duplication of efforts and policies. Each level involves different considerations as follows:

- **International level** - Tourism planning at the international level involves more than one country and includes areas such as international transportation services, joint tourism marketing, regional tourism polices and standards, cooperation between sectors of member countries, and other cooperative concerns.
- **National level** - Tourism planning at the national level is concerned with national tourism policy, structure planning, transportation networks within the country, major tourism attractions, national level facility and service standards, investment policy, tourism education and training, and marketing of tourism.
- **Regional level** – Tourism planning at the regional level generally is done by provinces, states, or prefectures involving regional policy and infrastructure planning, regional access and transportation network, and other related functions at the regional level.
- **Local or community level**- Tourism planning at the local level involves sub regions, cities, towns, villages, resorts, rural areas and some tourist attractions. This level of planning may focus on tourism area plans, land use planning for resorts, and planning for other tourism facilities and attractions.
- **Site planning level** - Site planning refers to planning for specific location of buildings and structures, recreational facilities, conservation and landscape areas and other facilities carried out for specific development sites such as tourism

resorts and may also involve the design of buildings, structures, landscaping and engineering design based on the site plan.

As stated above, the levels of planning are diverse and may involve individuals, companies, industry, and country as a whole, micro or macro aspect. Generally, two economic systems occur in the world and the countries may adopt any one of them depending on their framework. These two systems are planned economy or market economy. The former type of planning involves to compulsory planning and the latter type of planning may be indicative planning. The process of tourism plans for national / regional / local levels is based on sustainable, amalgamated and implementable way. The key steps in planning of tourism are study preparation; determination of objectives; survey of all elements; analysis and synthesis of the survey information; policy and plan formulation; financial planning; Human resource planning; implementation techniques; administrative structures; monitoring progress; time factor; Marketing and promotion etc.

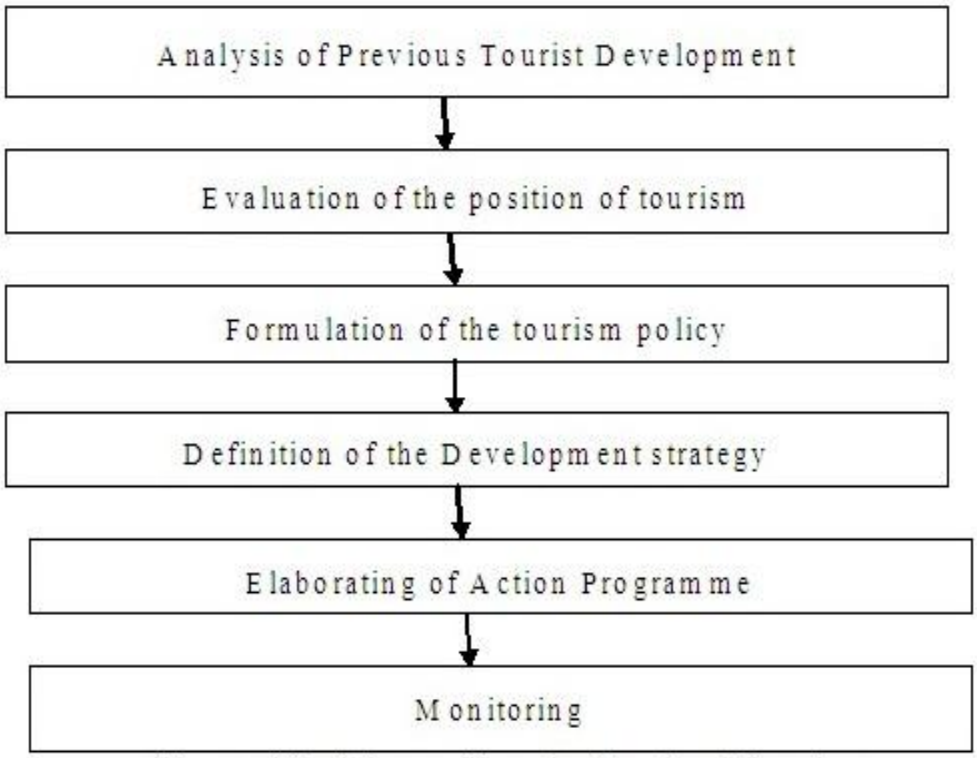

Figure 4.1: Primary Steps in Tourism Planning

It has now been recognized that tourism should be managed and developed in a controlled, integrated and sustainable manner, based on sound planning. This can bring great dividends to the region, not limited to economic, but social, cultural and ecological aspects. And prevent uncontrolled developments.

Tourism planning is done at all levels i.e. international, national, regional and specific areas or sites. But, the regional planning scale is most important and generally adopted throughout the world. It is defined as a destination zone usually controlled by the government agency and centers on regional planning of attractions, facilities and services for the tourist. Though proficient and skilled experts play an important role in making the master plan, finalizing key aspects, though the main plan is outside their jurisdiction. The long term planning approach in regional level is important for the success of the tourism plan. As, it helps in identifying the key problems associated with economy, society, culture and ecology of a region. Also, it brings more support from the local population. But in practical situations, tourism is a complex activity involving a lot of actors and organizations. So, for involving all the actors and organizations in a constructive way, planning of tourism is important. So, that the common agreed accepted agenda for all stakeholders can be moved ahead and the complicated & unresolved issues of conflict could be kept for any solution in the near future. Tourism for some regions may be a neo- activity. There the help can be taken from the experience of other established tourism regions, if the factors & environment of both the regions match.

For countries that do not yet match tourism, planning can provide the necessary guidance for its development. For those places that already have some tourism, planning is often needed to revitalize this sector and maintain its future viability. So, whenever we are planning for tourism. Firstly, tourism be planned for national and regional levels. At these levels of planning the elite or standard tourism policies, structure, plans, facility standards and institutional factors and other factors be developed for developing and managing tourism. Then within that

skeleton frame, national and regional planning more comprehensive plans be done to augment tourist attractions, resorts, urban, rural and other forms of tourism. There are various approaches involved in regional tourism planning and are as follows:

- **Planning tourism as an integrated system**: This approach is also known as planning function of demand & supply. It means that tourism should be seen as an interrelated or connected system of demand and supply. The demand factors are tourist markets (Domestic & International); local residents who use tourist infrastructure and Supply factors which consist of attractions, tourist activities, accommodation and other tourist facilities & services. The effective development, operation and management of regional tourism require certain institutional elements. These elements include organization structures, tourism related legislation and regulations, education and training programs, financial capital, marketing and promotion strategies and travel facilitation of immigration.
- **An inter-related system approach**: or a comprehensive approach involves consideration & integrated development of all the parts of the tourism system which includes demand factors, supply factors, institutional factors for complete development of the system as an integrated unit.
- **Planning for sustainable development**: This approach focuses on tourism planning that promotes efficient utilization and preservation of resources for future generations. This includes natural, cultural or other resources. The sustainable development approach considers the carrying of the place, conservation of resources & life supporting systems, maintaining quality of environment, conserving our culture & traditions and promoting tourism in a symbiotic way.
- **Long-range and strategic planning**: This type of planning involves specific goals and objectives with long term period involved in it. The tourism polices developed are implemented to get desired results in a duration ranging from 10 to 20 years. This approach is generally employed in case of national parks or resorts, which require a long time for development.

- **Public planning**: in this approach generally government agencies or government are involved. Here the emphasis is on developing tourism for everyone which benefits everyone. Here, emphasis is on involving local people in the planning and development process. The role of government, private agencies and the local people is stream lined so as to realize the goals of tourism. This type of arrangement is generally followed in developing countries, where resources are scarce and the tourism activities are new.

The tourism planning is important. But, there are numerous examples in the history which show that planning existed as a well marked function in the traditional societies. Here below, Rice Terraces of the Philippine Cordilleras is a remarkable example of the planning of our ancestors. But, in the present context, it needs protection, preservation and planning to further facilitate its protection and preservation.

CASE STUDY OF RICE TERRACES OF THE PHILIPPINE CORDILLERAS

Tourism planning and development is the essential element in managing various tourist destinations. But at some instances, these aspects can be learned from examples set by our ancestors, who were much more wise, capable and scientific in their approach. For them, individual goals were important, but at the same time emphasis was also for community and nature.

Rice Terraces of the Philippine Cordilleras are one of the finest examples to understand the fruit of knowledge which was passed on from one generation to another. The sacred traditions, customs, social aspects along with beauty of nature are some of the fascinations of the region. The destination expresses the harmony between mankind and environment. Also, the destination comes in the UNESCO World Heritage Sites list. This site is a phenomenal example of a progressed, living cultural landscape whose history is two millennia old from the pre-colonial days. It is located in Luzon, in the northern Island of Philippine and consists of historic, most intact and beautiful terraces covering a large area, comprising of five clusters in four municipalities. The area is inhabitated by Ifugo, a minority

commune that has occupied these mountains for thousands of years. The five inscribed clusters are Nagacadan Terrace cluster (Kiangan Municipality); Hungduan Terrace; Mayoya terrace; Bangaan terrace (Banaue Municipality) and Batad terrace (Banaue Municipality). These terraces exemplify the unique blending of physical, socio-cultural, economic, religious and political environment. They are Infact, one of the beautiful manifestations of almighty and a gift which has been passed on from Philippine ancestors to human race. It is an unparallel example that has exceeded a number of challenges and setbacks posed by modernization. These terraces have been built at steeper slopes than other terraces and whose walls have been carved from the natural contours of hills to make terraced pond fields combined with intricate irrigation systems, harvesting water from the forests of the mountain tops, an highly structured farming system, revealing mastery of engineering that is counted to the present day. The archaeological evidence reveals that the technique has been used in the region for 2000 years and put forward lessons that can be used for analogous environments somewhere else in the world. The existence of terraces till date also exhibit co-operative approach of the whole community which is based on detailed knowledge of the rich diversity of biological resources existing in the Ifugao agro-ecosystem. The maintenance of the living rice terraces reflects a primarily cooperative approach of the whole community which is based on detailed knowledge of the rich diversity of biological resources existing in the Ifugao agro-ecosystem, a finely tuned annual system respecting lunar cycles, zoning and planning, extensive soil conservation, mastery of a most complex pest control regime based on the processing of a variety of herbs, accompanied by religious rituals.

The rice terraces are a remarkable demonstration to a community's sustainable and principally mutual system of rice production, based on harvesting water from the forest clad mountain tops and creating stone terraces and ponds, a system that has survived for two millennia. Taro was the first crop when they began to be used for agriculture, later to be replaced by rice, which is the

predominant crop today. The rice terraces are cenotaphs to the history and labour of more than a thousand generations of small-scale farmers who, working together as a community, have created a landscape based on a delicate and sustainable use of natural resources. These terraces present a perfect example of land-use that have occurred due to the melodious interface among populace and its surroundings which has resulted in picturesque beauty.

But now, susceptible to societal and profitable changes. The important attributes of the rice terraces include the traditional hamlets, along with the forests. The traditionally defined boundaries for terraces with the buffer zone of clandestine forests have given some level of protection, the definition of precise limits of the protected areas and the preparation and implementation of Community-Based Land Use and Zoning Plans (CBLUZP), critical to ensure that the conditions of integrity are maintained. Along with the tribal culture, Christianity co-exists, since the 1950's.

Though, presently the technological and evolutionary changes have greatly affected the social equilibrium that existed for the past two millennia. Apart from the anthropological developments such as rural to urban migration, the natural happenings such as massive earthquakes have also changed the locations of the water resources, terrace dams and water distribution systems. All these factors pose noteworthy disputes that could be handled through the sustained execution of maintenance and management actions.

The Ifugao community has retained the authentic regime, since ages. And maintained a balance by following the sound principles of climate, nature, geography, geology, agronomy, ethnography, religion, society, economy, polity and other aspects laid down by their ancestors. Though the various changes of evolution, environment and community are continuously posing challenges to the terraces. However, Ifugao community persist to occupy, use and maintain their inherited lands in the age-old traditional manner ensuring admiration and responsiveness of the enduring value of these conventional practices which prolong to sustain them. These terraces were declared National Treasures in

Presidential Decrees 260:1973 and 1505:1978. The terraces have long been protected and managed through customary ancestral land use management traditions of the aboriginal Ifugao community. Individual terraces are privately owned and protected through ancestral rights, tribal laws and traditional practices.

At present, the Rice Terraces is under the management of the Provincial Government of Ifugao and the National Commission for Culture and the Arts. A Rice Terraces Master Plan comprehensively covers management, conservation and socio-economic issues. Threats and concerns identified when the property was put in the List of World Heritage in Danger in 2001 are now being conscientiously and systematically addressed through efforts extended by the Provincial Government and the concerned national agencies. This will ensure completion of the corrective measures that constitute removal of the property from the List of World Heritage in Danger. Programs have been established to ensure landscape restoration and conservation through the documentation and continuous physical rehabilitation of deteriorated areas, including the revival of traditional practices that addresses cultural degeneration. Pride of place and culture, including the long term commitment of its indigenous Ifugao stakeholders shall ensure the sustainability and conservation of this living cultural landscape over time. The terraces are the only form of stone construction from the pre-colonial period.

The Philippines alone among south-east Asian cultures is a wholly wood-based one: unlike Cambodia, Indonesia, or Thailand, in the Philippines both domestic buildings and ritual structures such as temples and shrines were built from wood, a tradition that has survived in the terrace hamlets.

The principal differences between the Philippines terraces and those elsewhere are their higher altitude and the steeper slopes. The high-altitude cultivation is based on the use of a special strain of rice, which germinates under freezing conditions and grows chest-high, with non-shattering panicles, to facilitate harvesting on slopes that are too steep to permit the use of animals or machinery of any kind.

4.4 TYPES OF TOURISM PLANNING

There are 'n' numbers of types of Tourism Planning. Some important ones are as follows:

- **Spatial Tourism Planning**: The space as well as the environment is scrutinized for creating good quality infrastructure e.g. Jim Corbett National Park.
- **Sectorial Tourism Planning**: Region to be developed is divided in to various broad sections called sectors e.g. South East Asia
- **Integrated Tourism Planning**: Parts of a tourist region are integrated so that the region becomes a hot destination.
- **Complex Tourism Planning**: When several regions are considered for planning which are far away e.g. Char Dham Yatra.
- **Centralized Tourism Planning**: Single authority, usually state or central Government, no private sector intervenes.
- **Decentralized Tourism Planning:** Parties who are keen to develop the spot, Government do not interfere. But it provides financial support. e.g. Nedumbessary airport
- **Urban & Rural Tourism Planning**:
  - Urban – modern infrastructure
  - Rural – culture, history, built from scratch.

In Tourism, planning is of key importance. The key aim of this planning is to arrive at a balanced growth of demand and supply. It helps in best possible synchronization and co-ordination between the two extremities of the tourism market and preventing the making of serious economic, territorial or social imbalances. Therefore, the very starting point of planning in the tourism sector is to see it as a global activity and to bring benefits to the country and region as a whole. Though, there may be a number of planning types in tourism. The focus should be on integrated development through integrated planning. Integrated planning is a joint planning exercise that ensures the involvement of all the players of tourism i.e. the stakeholders and affected departments. The purpose is

to scrutinize all economic, social and environmental costs and benefits, in order to determine the most appropriate option and to plan a suitable course of action. The planning of tourism, whether at the national or regional level, must be regarded as an integral and therefore, coordinated part of the country's general economic and social planning. This co - ordinated approach has a direct bearing on the success of tourism industry, more so in developing countries. It is also to be remembered that tourism is not one business but involves many industries and a whole range of complex processes. A plan for tourism can only survive and serve its stated purposes, if there is co – ordination among all the processes. A first requisite is the need to ensure that the government organs specifically responsible for the tourist sector play their important role; which is that of co-operating with all those governmental departments responsible for other branches concerned with the expansion of tourism.

The tourism planning is vital as it helps to set a universal vision for the country or the region, course and assurance for tourism development. It helps in stream lining the various impacts of the development and resource limitations or in other words helps in conducting the feasibility study of the tourism market. Further it helps an area/ region/ nation by giving a stability and expectedness in the progress of the overall development of tourism in a given area.

Touism planning process is a important step at any level, regional or the national level. It may be regarded as an integral process and involves a coordinated approach.

As we know that tourism is a complex activity and involves co-ordination of many sectors. So, a plan of tourism can only work, if there is co-ordination among all processes. Also, the basis of planning in the tourism sector must be seen in global perspective and connected with country's economic and social development and with the overall policy of planning, for a region where tourism holds good potential and importance. The main aspects in tourism planning are assessment of tourist demand and supply; establishing objectives; territorial planning; basic infrastructure; financial planning; human resource planning;

administrative structure; marketing and promotion; monitoring progress and time factor. Also, according to WTO, there are two approaches to responsible planning for sustainable development- a top down approach where tourism plans are made by a central authority and bottom-up approach where plans are driven by the local community.

Touism development has both affirmative and pessimistic effects on a tourism destination. Communities are also vulnerable to useless and unplanned developments. And in order to overcome it, comprehensive planning is needed to maximize benefits and minimize the costs or disadvantages of tourism developments. And also that, for effective implementation of tourism plan; it is not important to only design a plan, but also to implement it errorless. Planners and governments along with tourism planning and development should understand the environment of the place and plan so as to improve it. The encouragement of the involvement and the active participation of the local community in the planning process are of primary importance for keeping the control of the tourism industry in the hands of the local population and achieving a balanced tourism development (Gunn, 1994).

4.5 CHECK YOUR PROGRESS

1) What suggestions were given by UN in 1960's w.r.t tourism?

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2) What are various levels of tourism planning?

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3) Why is regional planning important?

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4) Name any three approaches involved in regional level planning?

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5) Name any three types of tourism planning?

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6) What is decentralized tourism planning?

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7) Differentiate between rural and urban tourism planning?

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8) What are primary steps involved in tourism planning?

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4.6 SUMMARY

In tourism, planning is very important and brings a lot of benefits. Though, in the developed countries, the importance of this sector was realized soon, but lately recognized in the developing countries. Planning involves methods and materials hand in hand with making decisions regarding the future.

In 1960's UNO also recognized the importance of tourism and the need of planning in it. The planning function of tourism was recognized by International

Union of Official Tourism Organization (IUOTO) in 1964 and also recognized by United Nations Conference of Travel and Development (UNCTAD) in 1965. Whatever planning is there, the variables of the region/destination such as attributes of the region; its relative location on the map; perception of the tourists and local community; government decisions, role of stakeholders, nature of tourism product i.e. goods & services have to be considered.

Tourism planning is implemented at different levels from the general level which may apply to an entire country or region down to the local level which may apply to detail planning for specific resort. The key steps in planning of tourism are study preparation; determination of objectives; survey of all elements; analysis and synthesis of the survey information; policy and plan formulation; financial planning; Human resource planning; implementation techniques; administrative structures; monitoring progress; time factor; Marketing and promotion etc. So, whenever we are planning for tourism.

Firstly, tourism be planned for national and regional levels and then followed by detailed planning. The various regional level planning approaches are integrated approach, inter-related approach, sustainable approach or public approach. There are also many types of Tourism Planning. The focus should be on integrated development through integrated planning. Integrated planning is a joint planning exercise that ensures the involvement of all the players of tourism i.e. the stakeholders and affected departments. The purpose is to scrutinize all economic, social and environmental costs and benefits, in order to determine the most appropriate option and to plan a suitable course of action.

The planning of tourism, whether at the national or regional level, must be regarded as an integral and therefore, coordinated part of the country's general economic and social planning. It helps in stream lining the various impacts of the development and resource limitations or in other words helps in conducting the feasibility study of the tourism market. Further it helps an area/ region/ nation by giving a stability and expectedness in the progress of the overall development of tourism in a given area.

4.7 CLUES TO ANSWER

Check your progress

1. Refer Sec 4.2
2. Refer Sec 4.3
3. Refer Sec 4.3
4. Refer Sec 4.3
5. Refer Sec 4.4
6. Refer Sec 4.4
7. Refer Sec 4.4
8. Refer Sec 4.2

4.8 GLOSSARY

- ***International level Tourism planning*** **-** Tourism planning at the international level involves more than one country.
- ***National level Tourism planning*** **-** Tourism planning at the national level is concerned with national tourism policy, structure planning, transportation networks within the country etc.
- ***Regional level Tourism planning*** **–** Tourism planning at the regional level generally is done by provinces, states, or prefectures involving regional policy and infrastructure planning etc.
- ***Local or community level Tourism planning*** **-** Tourism planning at the local level involves sub regions, cities, towns, villages, resorts, rural areas and some tourist attractions.
- ***Site planning level*** **-** Site planning refers to planning for specific location of buildings and structures, recreational facilities, conservation and landscape areas etc.
- ***Complex Tourism Planning-*** When several regions are considered for planning which are far away e.g. Char Dham Yatra.
- ***Centralized Tourism Planning-*** Single authority, usually state or central Government, no private sector intervenes.

- ***Spatial Tourism Planning-*** The space as well as the environment is scrutinized for creating good quality infrastructure e.g. Jim Corbett National Park.
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- ***Decentralized Tourism Planning-*** Parties who are keen to develop the spot, Government do not interfere. But it provides financial support. e.g. Nedumbessary airport
- ***Urban & Rural Tourism Planning-*** Urban – modern infrastructure; Rural – culture, history, built from scratch.

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UNIT 5: DESTINATIONS DEVELOPMENT AND ITS COMPONENTS

STRUCTURE:

5.1 Objectives
5.2 Introduction
5.3 Destination Development: A Closer View
5.4 Destination Development: Components
5.5 Check Your Progress
5.6 Summary
5.7 Clues to Answer
5.8 Glossary

5.1 OBJECTIVES

This unit will familiarise with the concept of destination development and its various components, and you would be able to:

- Learn in depth about destination development
- Known about the components of destination development
- Know about the stages in destination development
- Understand the key factors in destination development

5.2 INTRODUCTION

Destinations throughout the world are responsible for the progress of tourism. The core of tourism is the experience the tourists get, when they visit their required travel sites. This crafts destinations' enlargement, sustainability and organization crucial for destination managers. Development is an impulsive, irrevocable progression intrinsic in every single civilization. It involves structural delineation and realistic speciality. The Destination development has a direct connection with the improvement of the tourism system. Tourism is part of developed social order, as a service industry originated from, and reliant on, the more basic industries of manufacturing and commerce. This travel industry necessitates that basic infrastructure such as roads, water supply, electric power; etc. Along with accommodation should be well developed. And the purpose of developing such infrastructure should be not only to serve to tourists for profits, but also to fulfil the needs of the local hosts. Though, Tourism development can help to pay the cost of improved infrastructure and give new markets for vernacular products, thus kindling other local fiscal sectors. Places that have allowed tourism to expand without planning are under invariable risks which can be economic, socio-cultural and even environmental. Tourists visit the destinations that have tourism potential & 5 A's. Large numbers of inhabitants of destination areas want that there areas are visited by tourists (Wall, 1997).

The concept of tourism and the infrastructure has been introduced by people from other areas of the world. The practical aspects of the industry and the unique culture of hospitality and tourism have been brought from the specialized originating countries. The destinations & regions that have fulfilled those prospects have produced significant traffic and revenue growth. It is a aspect through which the communities can work together & bring phenomenal benefits to their area. There are destinations which were not shaped as tourist spots, but stretched out consequently as tourist places as the time progressed. Then accordingly changes were made in those destinations to augment tourism development after scrupulous homework and research.

Diverse stages of destination growth essentially involve preparation and the development stages that are furthermore detailed as follows:

- Planning, which has five key aspects, include:
  - Market examination
  - Site Appraisal
  - Fiscal studies
  - ecological impact
  - community impact studies
- Development stage has three key Aspects:
  - Integrated- uses several development types
  - Catalytic- one development project leads to another.
  - Coattail- development starts in close proximity to existing natural or cultural attractions

The organisations and Institutions concerned in the development of tourist destinations receive fiscal support from the government and also involve private sector for infrastructure development. It is the role of the public agencies to augment facilities and areas or circuitously by fostering private parties that help tourism.

The NTO's & the national administrative machinery is the foremost organization, which is involved in immigration, visa requirements and landing rights for airlines.

Although directorial or administrative machinery of governments are likely to hold out legal tasks such as immigration and confer aviation rights for the common community good.

Government Regimes also act as a go-between in the tourism arena in view of the fact that it is a complicated industry, being a amalgam of different businesses and sectors. And where profits accrue if this business are synchronized well to realize worldwide goals and marks the development and enrichment of the distinction of tourism. Governments desire to expand tourism due to the socio-economic benefits associated with it.

It is by and large lined that the government is developing the conception of leverage i.e. investment in facilities and infrastructure to sustain and promote tourism. It further brings far-off benefits for overall general public. At country level, governments have a inquisitiveness in tourism because it is an ecologically destructive activity if left unrestrained, and possibly will perhaps affects the public and fiscal systems of regions in either manners. NTO's are erstwhile entities that work toward the progression of Tourism destinations. World Tourism Organizations involve in a variety of ways to develop tourism areas; alert & coach manpower for enticing effectiveness in the tourism systems. Also, the regional or local governments work toward destination expansion, development and perfection.

Six-step succession of model development specified by Dunn (1981) and Quade (1979) is as beneath:

- **Stage 1** recognition of the problem or problems to be studied.
- **Stage 2** efficient observations which include recognition of stakeholders and categorization of dependent and independent variables pursued by data collection.
- **Stage 3** Generalisation of interactions observed in stage 2.
- **Stage 4** elucidations of practical relationships.
- **Stage 5** forecasting of possible effects.
- **Stage 6** Testing of forecast and if required modification of essentials in stages

5.3 DESTINATION DEVELOPMENT: A CLOSER VIEW

Destination development is an incessant progression of synchronization and expansion of amenities, facilities, products and services that hold up host communities to provide quality experiences for visitors and develop residents' well-being. Managing destination development is primary to unbeaten 'Implementation' of tourism management; where destination managers and stakeholders put into action the precedence strategies and plans developed all through the 'Destination Planning' progression. While revising the destination

development, its political aspects ought to be considered. Like any noteworthy constituent of an area's economy, political aspects can and often do have most important impacts on the creation, operation, and survival of tourism projects. Several examples can also be quoted.

For example the land-use regulations (zoning) for commercial sensitive topics. An additional aspect can be the degree of participation of governmental agencies in generating and sustaining tourism infrastructure. A third aspect can be the type and extent of publicity, advertising, and other promotional efforts.

- **Public Infrastructure:** Tourist visits leads to supplementary utilization of public facilities such as parks, gardens, pools, stadia and museums. It also engenders demand on physical infrastructure such as roads, water supply and waste water systems, public toilets, signage, car parks and other public utilities such as broadband. More generally tourist visitation can also boost demand for public services such as health facilities.
- **Private Infrastructure and investment:** Private investment is an indispensable constituent of a destination's tourism infrastructure, products and services. Destinations necessitates a dynamic investment environment including novel developments, redevelopment and refreshment of tourism products, services and facilities to make certain the destination can uphold and improve market appeal and provide extraordinary tourism know-how. Private investment in tourism can be made also from investment from existing business owners by developing their operations or bringing new investors inside or outside to the destination.
- **Destination access:** One of the chief foundations of tourism is the travel or transport component. A destination is in several respects defined by its ability to endow with suitable visitor access into a destination and diffusion all through the destination. The dispersal of visitors throughout a region can give economic and social benefits together with enhanced services to the mass community. Development of suitable admission for visitors to and within a destination includes deliberation on a number of key factors.

- **Protection of natural environment:** For several tourist destinations, the natural surroundings is one of the most important attractions for leisure visitors. An extensive array of recreational, activity based, educational, cultural activities and experiences, can be accessed by visitors in natural and protected areas. The development of natural and/or protected areas for tourism necessitates a cautious equilibrium stuck between providing adequate visitor experiences and services, protecting the ecological and cultural values of the area and ensures the long-term sustainability of the site.
- **Destination products and experiences:** A destination's products, attractions and experiences compel a visitor's destination preference. Budding fitting and ground-breaking tourism product is indispensable for the long term sustainability of a tourism destination. Merely developing a tourism product does not inevitably signify that visitors will draw closer to it. Successful products and experiences assemble and go beyond visitor prospects and match with the destination's brand. A new product should also be based on whether it will generate an aggressive gain or add value to the existing tourism possessions & resources of a destination.
- **Product quality and standards:** Meeting and exceeding visitor expectations leads to positive word of mouth and potentially replicate visitation. Poor quality services & products below visitor expectations can undercut the long-term sustainability of a destination. Product worth and standards sway visitor satisfaction, their length of stay and expenses, and their probability to visit again or refer the destination to a friend or relative; and these are the ground rules of sustainable visitation. Perceptions & expectations of product excellence in the visitor's mind can be affected by a number of factors. Visitor satisfaction surveys can be used to appraise visitor perceptions & experiences of product or destination quality.
- **Industry skills and development:** Human resources are the core of a tourism destination. The type of tourism product is also judged by the skills, the tourism & hospitality working force possess in a destination. As, the type of service is affected, if they don't possess the required skills or expertise, which could have

made the service more appreciable. Therefore, the industry staffs of the tourism plays a pivotal role in delivering the service quality of the product. The delivery of a excellent quality consumer service experience is crucial to the sustainability and productivity of any tourism business, community or destination. A visitor's perception of a destination can be greatly prejudiced by the class of the services and the personal exchanges with host community industry employees all the way through their stay.

- **Health safety and security:** Tourist safety & security is a vital topic throughout the world. Supposed or actual threats to visitor safety have instantaneous impact on a destination's status and can considerably influence visitation. Hence, if the tourist well being and security is not well managed, unpleasant happenings can considerably impact on the prosperity and sustainability of an individual business, commune or a tourist destination. If a tourist feels insecure or unsafe throughout a trip this could impact on duration of stay and spending in a destination and dwindle the probability of repeat visitation and word-of-mouth referrals.
- **Land Use (Zoning):** Zoning laws specify the legal land use for destination. But the final purpose of the land use and the direction of the zoning regulations are characteristically allocated to an openly working zoning bureaucrat and a politically elected zoning management board. Hence, the government decides how land is to be used, and it also rules on any request for changes in the zoning districts or rezoning to accommodate a nonconforming proposed development.
- **Creation and Maintenance of Infrastructure:** The tourism developments need infrastructure and Suprastructure facilities for elite tourist. These facilities are either made or developed by public agency or private developer, depending on the destination and administration attributes of a place. The local people of the place are delighted on account of the infrastructural developments, at the same time they are also worried on account of the public money being spent to make roads, water systems, sewers, airports, marinas, parks, and other infrastructure. They recognize these activities as largely benefiting the tourism industry. But, it is

upto the public authorities to make the common masses realize the responsibility that such expenditures by government are desirable and do assist the local economy.

One way to accomplish this understanding is through intellectual lobbying endeavours. An additional approach important here is to tackle service clubs, social organizations, and school groups. Another method to show the benefit generated by tourist spending can be shown through money earned through tourism & its affect on the local economy.

- **Promotional Efforts:** Publicly supported promotional activities are a vital part of the industry. However, the passion or scale of involvement in such publicity is basically a political course of action. To encourage law makers, policy-makers and vernacular political decision makers of the attractiveness of tourism, a proper tourism research is required so that the actual existing facts & figures of the industry could support tourism spending. In the present context, an "investment" concept is the favoured mode to evaluate government programs. Seeing out the industry diversification in the country is another good approach. Other benefits mentioned could be employment, income multipliers, additional investments, and protection and development of local industries, crafts, and the arts, as well as building local pride and recognition.

Destination development should try at:

- Providing a scaffold for enhancing the living standard of the persons all the way through the economic & other benefits of tourism.
- Just beginning an infrastructure and providing recreation facilities for guests and hosts alike.
- Making certain types of progression within visitor centres and resorts that are appropriate to the purposes of those areas
- Establishing a development program consistent with the cultural, social, and economic philosophy of the government and the people of the host country or area
- Optimizing visitor satisfaction

The triumphant execution of the destination expansion phase of destination management involves:

- Progression is fashioned by the planning scheme and approvals process in a destination. It further affects that which is an expression of community aspirations for 'places'. Getting the right planning scheme is a giant leap towards encouraging sustainable tourism development;
- Progression of an efficient and combined destination management arrangement to make possible stakeholder engagement, communication, guide development and management;
- Facilitation of a procedure to connect public and private sectors for investment is requisite for tourism infrastructure and product, including: Identification of public infrastructure, services and facilities demands, including consideration of host community and visitor needs;
- Planning for the improvement of suitable public and private infrastructure, facilities to transport and distribute visitors to, and effectively throughout the destination;
- Developing tourism-related products and know-how that are lined up with core brand values and the needs of the visitor market segments of the tourist destination;
- Enhancing of tourism understanding within natural and protected areas, ensuring conservation values are maintained;
- Provision of visitor information services to support increased expenditure and satisfaction
- Facilitation of a process to engage public and private sectors for investment in required tourism infrastructure and product, including: Providing a forum to engage stakeholders in a proactive way to address key sector challenges for the destination, including: Ensuring high standards for tourism products and facilities to enhance the visitor experience;
- Developing a high quality labour market to deliver on visitor expectations and needs;

- Developing a strategic approach to the management of risk, visitor health, safety and security.

Some key factors that influence tourism development include:

- Population present at a place.
- A range of existing tourist activities and their diversity and liveliness.
- Political situation in the place.
- Custom, tradition and culture at that place.
- Facilities developed due to the demand for them on account of tourist destination for the reason that man-made or natural attractions were there in the place.
- Impacts of tourism on local community i.e. economic, social, cultural & ecological aspects and the social costs involved.
- Ease of use of land and funding available for tourism development depending on the players involved (Public agency/ Private Player).
- Outlook of the local people in the direction of the tourism projects depending on their involvement.
- Extent and pace of development at a Tourist destination depending on its location and topography.
- State of the local economy options of alternating development
- Availability of local manpower a dynamic population
- Whether the area is all-embracing for future expansion or only limited expansion is probable.

Destination development gives incisive tourism-related appraisals and marketing campaigns. Their know-how in signage, parking, positioning and even public restrooms, is must-have knowledge for communities seeking to attract visitors. Destination development is significant for the growth of tourism. In the future, destinations will have to undergo improvements from the influence of these three prominent factors; Environmental, Societal-cultural and Economical. Each factor has issues that relate to tourism and the future of destinations. Many of the issues raised can be distributed amongst the three factors, making the

implications, gradually more important for the future development of destinations. Carbon emissions and the on-going battle with global warming are damaging effects to the environment that destinations will need to overcome to keep an increase in tourism. The rise in disposable income, the 'age' of the travelling generation and population increases all impact the societal and cultural factors, important for destination development. The economical side of destination development is to the rise of disposable income and government and politics associated with war and terrorism. As populations become wealthier and healthier, their wants and needs change and this influences their spending habits, tourist patterns, the environment, society and the economy. Next it is important to realize the steps in destination development and planning. The steps may differ from destinations to destinations; however the basic skeleton remains more or less similar:

- Defining the goals and objectives
- Identification of the tourism system and systematic planning for development, this is done in consideration of:
    - Availability of resources
    - Assisting Organizations
- Target Markets
- Generation and development of different alternatives
- Selection of alternatives and implementation
- Monitoring and evaluation

5.4 DESTINATION DEVELOPMENT: COMPONENTS

- **Attractions:** Tourists are motivated to leave their normal place of residence (the origin market) and travel to destinations. What they are actually travelling to can be considered the attraction base of the destination area. A tourist attraction is a place of interest that tourists visit, typically for its inherent or exhibited cultural value, historical significance, natural or built beauty, or amusement opportunities. Some examples include historical places, monuments, zoos, museums and art galleries, botanical gardens, buildings and structures (e.g. castles, libraries, former

prisons, skyscrapers, bridges), national parks and forests, theme parks and carnivals, ethnic enclave communities, historic trains and cultural events. Many tourist attractions are also landmarks. In the case of attractions both manmade and natural attraction owners need to communicate or inform their customers and potential customers about their production. Information about the kind of attraction, where they are located and how to get there is of vital importance. The attraction owners particularly the national tourist offices discharge their duty of promoting their country's tourist attractions using the information technology products. Information through promotional videos, Internet web Sites, television advertisements and travel documentaries are the main information dissemination tools.

- **Access:** Transport is needed to physically move tourists from where they live to where they are visiting. Globally, air transport dominates the movement of international visitors. Transport provides the essential link between tourism origin and destination areas and facilitates the movement of holidaymakers, business travelers, people visiting friends and relatives and those undertaking educational and health tourism. Before setting out on a journey of any kind, every traveler makes sure which Transport Company has a good safety record. To this effect, airplanes coaches and even taxis are equipped with good communication equipment. An Airplane flies with the help of modern information technology equipment which provides information ranging from weather, altitude and other information to the pilot to communication made during emergency by the pilot with other airplanes and air traffic control stations. In-flight entertainment is also a product of information technology, video games, video films are examples. In the case of buses/coaches and taxis, in many countries with developed tourism business, they are equipped with radio communication systems for various uses. For example, the driver or the tour guide updates the Tour Company headquarters about the progress of the tour throughout the touring period. This communication ensures the safety of tourists. Fast and easy information flow is of paramount importance to build confidence in the travelling public. In recent years, the

confidence built due to the use of modern IT has been demonstrated by a tremendous increase in the number of travellers worldwide.

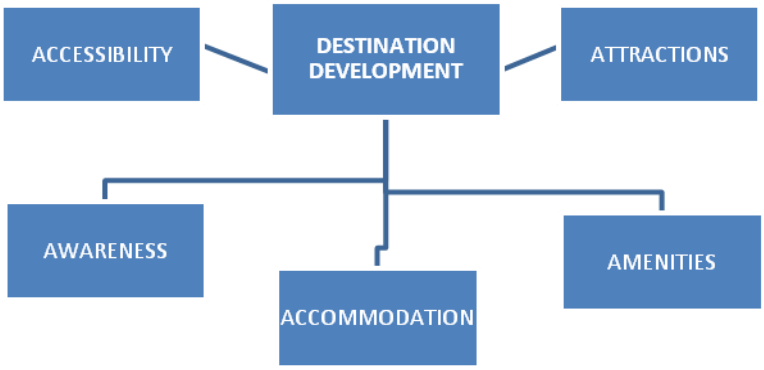
- **Accommodation:** The need and necessity of accommodation cannot be ignored in tourist destination. Accommodation plays a vital role in this field. Many changes have taken place in accommodation recently. New types of accommodation, particularly, holiday villages, apartment houses camping and caravan sites and tourist cottage etc, have become very popular. Usually a large number of tourists visit a particular spot simply because there is a first class hotel with excellent facilities. Today Switzerland, Holland, Austria and the Netherlands have gained reputation for good cuisine, comfort and cleanliness. Accommodation has been a travel requirement since the first trading; missionary and pilgrimage routes were established in Asia and Europe in pre-Christian times. The basis for such accommodation was generally non-paying as travellers were provided with a roof over their heads and sustenance as part of a religious obligation or in the hope that similar hospitality might be offered to the host in the future. The first reference to commercial accommodation provision in Europe dates back to the thirteenth century. This concurs with the traditional perception that associates tourism with hotels. Traditionally, hotels played a central role in the development of tourism industry. Similarly, tourism accommodation in general can be used as a tool for tourism development. In contrary to the traditional perception, this article establishes that tourism is one of the most dynamic industries that change with time. According to physical features the accommodation industry can be broadly divided into:

  - **Traditional (hotel) accommodation-** It includes hotels and motels. Hotels can further be subdivided into various types: international, commercial, resort, floating, heritage. There are different kinds of motels: roadside, city motel, tourist cabinet, tourist court.
  - **Supplementary accommodation-** It includes premises, which offer accommodation but not necessarily hotel services. They are bungalows, dormitories, villas, youth hostels, travellers lodge, circuit houses, and inns.

- **New accommodation concepts-** These are new concepts of accommodation, which have come into being. It has the combination of both the types discussed earlier. They include condominiums, time-sharing pensions, camping grounds, villas, eurotel, farm houses, and apart hotels

- **Amenities:** Facilities are very essential for any tourist centre. Amenities are the services that are required to meet the needs of tourists while they are away from home. They include public toilets, signage, retail shopping, restaurants and cafes, visitor centres, telecommunications and emergency services. Because many of the amenities are government services delivered by local, state and national agencies, a high degree of co-operation is needed, particularly where tourist services may be seen to be competing with the needs of local residents. They are considered necessary aid to the tourist centre. For a seaside resort facilities like swimming, boating, yachting surf riding and such other facilities like deeming recreations and amusements is an important feature. There are two types of amenities viz. natural and manmade. Beaches, sea-bathing, fishing, climbing, trekking, viewing etc. are come under the former category. Various types of entertainments and facilities which cater for the special needs of the tourists come under the latter category.

- **Awareness:** Having the best attractions, access, accommodation and amenities in the world is totally useless if the awareness factor is missing. Awareness in this sense has three meanings. Firstly, the local population must have a positive attitude (another A) toward tourism. If the local community sees "tourists as terrorists" then this will have a negative impact. Secondly, those in the front line of tourism, that is, those who directly interface with tourists must have strong, positive attitudes towards tourists. This includes the shops, post offices, road houses and the many other businesses that come in contact with tourists, not just the hotels and restaurants. In all a local community must be made aware of the value of tourism. The third plank in the awareness platform is market awareness. The destination or more importantly, the destination's image must be a strong, positive one and firmly implanted in the tourist's mind.



5.5CHECK YOUR PROGRESS

1. What do you understand by destination development?

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2. Discuss about the stages in developing a destination.

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3. Discuss about the implementation of destination development plans

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4. Describe various components of destination development

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5. How is accommodation and accessibility vital to the development of a destination?

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6. What is the relevance of Attractions and Amenities in destination development?

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5.6 SUMMARY

Destination development has a direct link with the development of tourism system. Tourism requires that adequate infrastructure such as roads, water supply, electric power, waste management and telecommunications be developed. Governments become involved in tourism either through direct action to develop facilities and areas or indirectly by nurturing organizations that foster tourism. Managing destination development is fundamental to successful 'Implementation' of tourism management; where destination managers and stakeholders put into action the priority strategies and plans developed during the 'Destination Planning' process.

Destinations require a dynamic investment environment including new developments, redevelopment and refreshment of tourism products, services and facilities to ensure the destination can maintain and enhance market appeal and provide exceptional tourism experiences. Publicly funded promotional programs are an essential part of the industry. However, the level or degree of participation in such publicity is largely a political process. The economical side of destination development is to the rise of disposable income and government and politics associated with war and terrorism. As populations become wealthier and healthier, their wants and needs change and this influences their spending habits, tourist patterns, the environment, society and the economy. The attraction owners particularly the national tourist offices discharge their duty of promoting their country's tourist attractions using the information technology products. Information through promotional videos, Internet web Sites, television

advertisements and travel documentaries are the main information dissemination tools.

5.7 CLUES TO ANSWER

Check Your Progress

1. Refer Sec 4.3
2. Refer Sec 4.2
3. Refer Sec 4.3
4. Refer Sec 4.4
5. Refer Sec 4.4
6. Refer Sec 4.4

5.8 GLOSSARY

- ***Development-*** The process of economic and social transformation that is based on complex cultural and environmental factors and their interactions.
- ***Infrastructure-*** Basic and usually permanent framework which supports a superstructure and is supported by a substructure.
- ***Social impact-*** The effect of an activity on the social fabric of the community and well-being of the individuals and families.
- ***Environment-*** The sum total of all surroundings of a living organism, including natural forces and other living things, which provide conditions for development and growth as well as of danger and damage.
- ***Investment-*** Money committed or property acquired for future income.
- ***Access-*** Point at which entry to a facility, contact with a circuit, or communication with a system is obtained
- ***Planning-*** A basic management function involving formulation of one or more detailed plans to achieve optimum balance of needs or demands with the available resources.
- ***Population-*** All elements, individuals, or units that meet the selection criteria for a group to be studied, and from which a representative sample is taken for detailed examination. The total of all populations is called a universe.

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UNIT 6: CONCEPT OF DESTINATION LIFE - CYCLE AND ITS RELEVANCE IN THE CONTEXT OF DESTINATION PLANNING

STRUCTURE:

6.1 Objectives
6.2 Introduction
6.3 Destination Life-Cycle
6.4 Relevance of Destination Life-Cycle in the Context of Destination Planning
6.5 Check Your Progress
6.6 Summary
6.7 Clues to Answer
6.8 Glossary

6.1 OBJECTIVES

This unit will familiarize with the concept of destination development and its various components, and you would be able to:

- Know about Butler's Tourism Area Life Cycle.
- Appreciate the importance of various stages of Butler's Tourism life cycle
- Understand about destination planning
- Know about levels of destination planning
- Known about the relevance of destination life cycle in the context of destination planning

6.2 INTRODUCTION

As we know dear readers that every product has a life cycle from existence to elimination or its death. Similarly the tourism destinations also have a life cycle which plays an important role in tourism. An destination originates, becomes popular, evolves, saturation comes due to the disintegration / distortion / overuse of the tourist product at that place and then it is left unrecognised, due the negative impacts which affect that place.

There have been a large number of studies on the life cycle of destinations. And the emphasis has been on a variety of issues which can be enlisted as below.

- To limit the negative impacts of tourism.
- To enhance the positive impact on tourist destination.
- To see the development activity of the tourism activity.
- To see the effect of tourism activity on the stakeholders.
- To emphasize on the environment aspect of the place.
- To make the destination, a hub of tourism growth by increasing the positives and reducing the negatives.
- To give emphasis on the carrying capacity, sustainability and maintaining a balance between development and overdevelopment.
- To see the stage of the tourism destination and then develop a strategy to increase the value of the tourism destination.
- To see the potential of the tourism activity and then develop a planned strategy to improve and benefit the stakeholders.
- The role of the public agency and involvement of the private agency.
- To bring in a plan which improves the symbiotic relationship among the stakeholders, rather than dis-integrates them?

There are numerous issues which affect a destination. But the art lies in the hands of the planners, developers and administrators in balancing the various roles, seeing the perspective of the stakeholders and the linkages has with other industries, through co-ordinated, focussed and proper planning.

Several authors have given their views and concepts on destination life cycle. In 1980, Butler gave important aspects related to destination life cycle. The view point is even valid till date and appraised by tourism and marketing scholars. This chapter not only give his viewpoint, but also try to give detailed aspects of destination life cycle, including its importance. We know that tourism is a recreational activity that occurs in spare time. Therefore, tourism planning can be seen to fit within the wider context of leisure planning and the planning framework for tourism can be seen to fall within leisure. However, traditionally there has been a split between outdoor recreation and tourism provision, with the former being provided by the public sector and the latter by the private sector. In 1882, Mathieson and Wall summarized the basic objectives and aims of the tourism planning. According to them, the concept of tourism planning was "to ensure that opportunities are available for tourist to gain enjoyable and satisfying experiences and at the same time to provide a means for improving the way of life for residents and of destination areas."

6.3 DESTINATION LIFE-CYCLE

Butler gave a theory or model on tourism area life cycle (TALC). He built on the ideas of a number of scholars such as Plog, Cohen and Doxey to construct his own theory or model. He acknowledged the ideas of the other visionaries, recognizing their effort and then building his theory. He clearly expressed that his ideas were linked to the earlier theories, which were based on the business or marketing conception of the life cycle. In brief, if we see the concept of the destination life cycle, then it is based on the sales of a new product, which is explored & developed, recognized; it grows gradually owing to its popularity due to some aspect; gets stabilized or reaches an equilibrium or saturation phase and subsequently turn down due to some overdeveloped and negative impacts. It surely points out that evolution of tourism destinations is affected by the planning & development at the place. And, enhancing the positive impacts and reducing the negative impacts affect the decision of the travellers to particular tourism destinations. The Butler's (1980) TALC theory has been conventionally

connected with the product life cycle and to the logistic curve. The product life cycle presumes that tourism areas like commodities go from beginning to end through several stages in the market (introduction, growth, stagnation and decline) similar to any living life form. There is in the beginning emergent sales stage typically acknowledged by means of the growing acquaintance of the product and with purchaser's inquisitiveness for novel goods. In contrast, maturity and stagnation stages are connected with market saturation (the potential market already knows or has tried the product) and increasing reliance on trustworthiness and recurring consumption. Ultimately, it's supposed that the product will turn down if a improved or cheaper alternative becomes visible. From this point of observation, the TALC could be engaged as an array of the product lifecycle model where the product is a destination.

The large number of travellers or customers of a tourist destination will grow when its awareness grows ultimately reaching a saturation stage which is known as stagnation stage. This is a stage when all the potential clients know about the destination. The purposeful measurement of this occurrence should be logical and consistent with the tourist graph experienced in the tourist area. This can be used as the most important illustrative opinion as a representative variable of the total number of visitor or tourist visit per day and knowledge speed expansion of the tourist destination in the market. The purpose of tourism area life cycle model is to bring into notice the dynamics of the tourist destination and recommend a universal progression of expansion and preferably the decline that could be prevented through apposite intrusion of planning, management and development, so that resources of a destination could be used judiciously and properly.

The tourism resorts follow a universal prototype of development which involves a series of stages. These stages are numerous but the basic ones are exploration, participation (involvement), development, consolidation, stagnation and then a variety of alternatives from renewal (rejuvenation) to decline (rejection).

According to Butler's TALC (tourism area life cycle), a commune (local community) can be at any phase (stage) of expansion varying from exploration to consolidation.

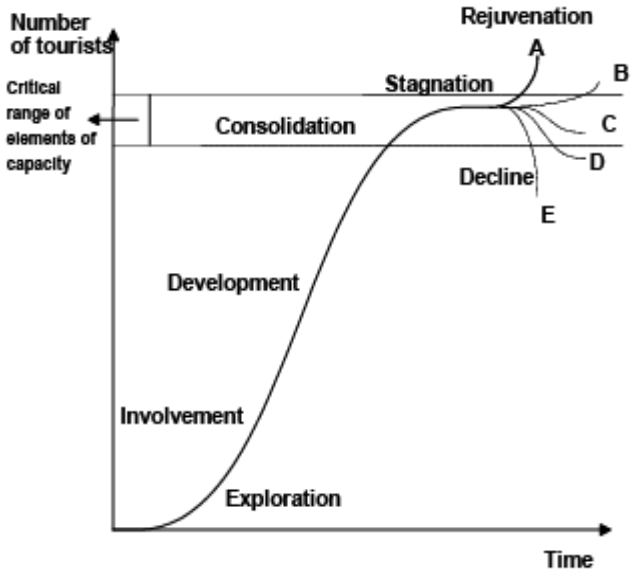

Figure 6.1: Butler's Tourism Area Life Cycle, (1980)

The various stages in the tourism area life cycle clearly represent the various stages which are present or mark the evolution of the tourism destination. Each stage of this life cycle is important and follows each other. We can enhance or reduce the life of the tourism destination. The natural factory and the factors created by man i.e. anthropological factors affect the growth or the process of evolution of the tourism destination. According to Butler TALC's model (1980) these stages are important and influenced by the number of tourist which visit these destinations over a period of time. Broadly, the tourism destinations have the following stages in the life cycle of a tourist destination. They are as follows:

1) Exploration
2) Participation (involvement stage)
3) Development
4) Consolidation
5) Stagnation
6) Decline / Rejuvenation

1) Exploration: - This is a first stage of a tourism destination which marks the discovery of the location. Surely it gives a glimpse about the vast tourist resources which are present in that tourist location. These tourist resources reveal the rich plethora of attraction present at that tourist destination. The attractions manifest the variety of the tourism product a destination exhibits. It could vary from culture, natural beauty, history, folklore, festival etc. The exploration phase of a destination attracts few tourists. These tourists are adventures allocentrics, who primarily look for something different in the tourist destination. The tourist services are scarce and local community also is not involved in tourism money making activity.

2) Involvement: - This stage marks the second stage of the tourism area life cycle. In this stage the local people start witnessing the tourism phenomenon due to enhancement of number of tourists coming in that local area. The local people start participating in this activity. They start small businesses by providing a variety of services to the tourists. The range of services provided by locals varies from accommodation, food, transport, guide facility etc.

3) Development: - It marks the third stage of the tourism destination life cycle. In this stage the tourism activity starts flourishing in the tourist destination and this potential is seen by outside players or big companies. These companies see the huge potential attached to these tourism destinations. They see it as a tourist resort and hence start investing their money in these tourist potential areas. They construct tourism suprastructures such as large hotels, resorts, shopping malls and other infrastructure improvement.

Also at this stage the travel companies start selling their package tours having all ingredients such as accommodation, food, travel and excursions. Hence, a large number of tourists visit the tourist destination and greatly influence the socio-economic impacts of the region.

This stage witnesses an increase in job for people in the local area both in tourism related jobs and non-tourism related jobs created through development of tourism with other sectors.

4) Consolidation: - forms the next stage of tourism area life cycle. It marks the tourism domination in which the local people get economic benefits but surely this stage have two affects other industries such as agriculture, fishing and other industries by attracting there man force.

In this stage there is a phenomenal expansion of the tourist resort which witnesses great expansion in terms of material products and professionalize sevices to the tourists. The consolidation stage marks expansion of the tourist resorts but still some of the old and grown up buildings start becoming on attractive due to increased pressure at these tourist destinations. This stage also marks a lower quality client based for the tourism activity.

5) Stagnation: - This stage marks the saturation phase of the tourism destination. At this stage the tourist receives heavy competition from other tourist destinations due to disorderliness and a loss of the unique attributes of that place owing to large tourists and ecological misbalance. At this stage the tourism destination stops growing and there is declined in the number of tourist visits. This marks a rise to the indigenous local business and services of the place.

6) Decline or Rejuvenation: - The tourist destination has two choices after the stagnation phase- Decline or Rejuvenation. The first choice available is the decline of the destination owing to poor performance due to negative impacts. The next choice is rejuvenation in which the tourism destination can re-grow after taking lesson from its past. Decline can be slow or fast and frequent tourists are replaced by people who want cheap holiday tour or excursion trips. Rejuvenation involves a rediscovery of the destination. This may lead to pouring of monetary benefits from the public agencies or private partnership to develop a new attraction within the original tourism destination to enhance its reputation or attractiveness. For e.g. Pleasure Beach at Black pole.

In 1998, Williams recommended that the intent of contemporary planning is to search for the most favourable explanations to apparent nuisance or problems. It aims to increase and optimistically exploit i.e. take full advantage of development benefits which will ultimately leads to unsurprising conclusions. He

also asserted that planning "Is a well organized, efficient, progression of operation and actions with the purpose of realizing a solitary goal or a set of unified goals". Hence, according to William (1998) planning is a process for forecasting (anticipation) and ordering (bringing) change i.e. forward looking, for most favourable answers which can bring increase and maximum possible growth benefits and predictable results. Although, planning is a very complex expression to define. It can be used in a range of background connecting with individuals, groups, organizations and public agencies. It can also be used in context of dissimilar geographical locations such as cities, village, as well as used at different levels such as local, regional, national and international. A plan is a comprehensive aspect and differs greatly from partially thought through ideas that are hardly expressed or complex carefully measured and presented documents.

Tourism planning is a complex but a highly co-ordinated activity with a number of basic objectives. They can be recommended as under

1) It involves the conception of a method for the well thought out provision of tourist amenities over a relatively large geographic area.

2) The organization of the disjointed nature of tourism (chiefly includes transport, accommodation, marketing and human resources).

3) Certain interferences to conserve and protect local resources and to involve local community to maximize the benefits in a local area through sustainable development of tourism.

4) The reorganization of tourism benefits by planning new tourism areas or reinventing the old distorted tourism destination.

The early tourism planning on development was primarily destination specific and co-related to the supply side of tourism. And surely, this is the geographical spot light which helps to explain the bases o underline principles frequently presented for tourism planning. Also, Jenkins (1991) in seeking to give explanation for bases for tourism planning dis-agreed that the entire nation should have a planning progressive (process) in position to formulate utilization of resources in a sensible and competent manner.

Life stage	Characteristics	Objectives	Insights / Information Required
○ Mature destinations	Established destinations well-recognized by both overseas and domestic visitors. High-density and high quality of tourism products and accommodation. Contains strong primary and secondary hubs which act as service centres for visitors and which are strong attractions in their own right. Active industry members with established, but possibly inefficient, networks.	To improve destination competitiveness. To get more overseas and domestic visitors. To improve opportunities for business efficiencies and co-operation. To improve visitor satisfaction ratings.	Competitive destination benchmarking. Innovations to prevent destination decline Future trends.
2. Developing destinations	High destination profile within the domestic market. Issues around the amount and quality of tourism product. Weak industry networks and cohesiveness. Generally good tourism infrastructure.	To identify how the destination should develop. To raise the quality of the destination. To clarify existing consumer needs and future demands. To identify and evaluate how to market and sell the destination	Consumer and market research to help refine the key product and what the destination has to offer.

3. Emerging destinations	Clusters of unapproved accommodation. Basic tourism infrastructure. Unclear vision for tourism development. Emerging but weak industry networks and cohesiveness. Weak service ethos and delivery. Weak packaging and promotion to meet consumer needs.	Identify and develop what is unique and special about the destination. All stakeholders in the destination agree and understand what is special about the destination and its strengths. Developing core tourism product. Developing an industry network. Improve the quality of the service and develop quality standards. All the industry understands and works to develop the same 'Sense of place'.	Consumer demand and future trends. Benchmark the destination with competitor destinations. An outline of the product and service standards required. Possible sources of funding. Opportunities for niche product development and how this could be sold overseas.
4. Potential destinations	Weak hubs. A limited amount of accommodation, often unapproved. A limited amount of attractions and activities, often of niche interest. Poor tourism infrastructure. Lack of vision for tourism development. Poor industry networks and cohesiveness. Poor packaging and promotion to meet	Identify and develop what is unique and special about the destination. Explore destination potential with stakeholders. Developing core tourism product. Industry network development.	Potential for tourism development. Potential for linking onto more mature destinations with niche offerings. Consumer demand and future trends. Opportunities for niche product development How to sell the destination and reach potential markets

	consumer needs. These areas are often 'transitional' in that they are areas through which the visitor travels to get from one destination to the next.		

Source: www.failteireland .ie

Table 6. 1: characteristics/ objectives and insights of destinations

In 1990's the English tourist board gave a report to show the relationship between tourism and the environment. According to this report all the approaches to tourism development consist of a triangle consist of three major components – visitors, place and host community.

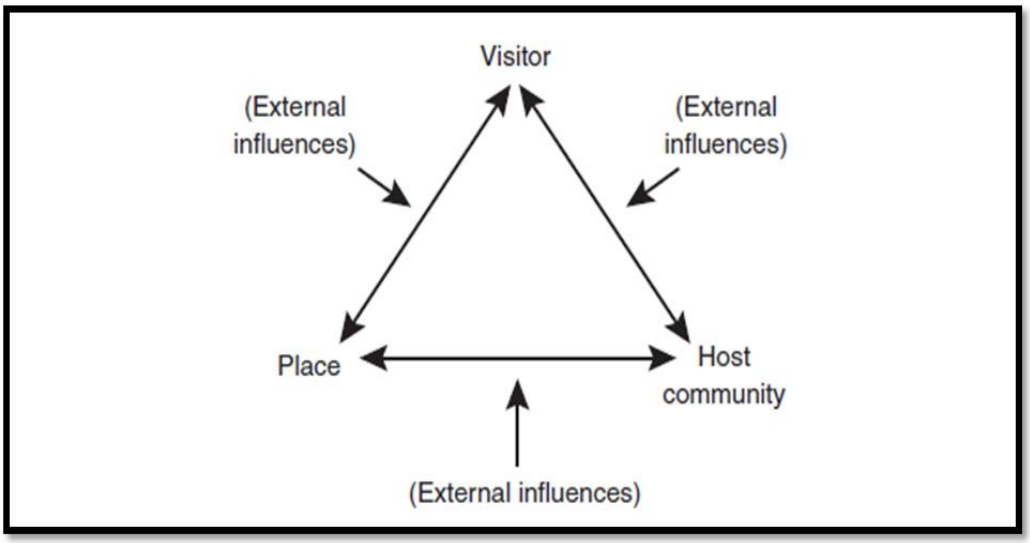

Figure 6.2: The triangle of three major components in tourism management (Adapted from ETB, 1991)

The figure above clearly shows that visitor host community and environment are three important components in tourism management. And these factors are varying too much interrelated and importantly affect each other. According to Middleton and Hawkins (1998) though the triangle is simple but it does not summaries three main focal points for management decisions and the

condition is somewhat more complicated than it. Apart from the interaction of the visitors and residence in the tourism environment also tourism related officials, professionals and entrepreneurs are present in the environment. They are responsible to the local people for the goals and management of a tourism destination. The tourism stake holders present are hostel airs, restaurant owners, transporters etc. Middleton and Hawkins also pointed out that the residences are further divided into many sub-groups depending upon the interest and interaction with the visitors. Also the visitors represent a number of market segments they stressed the importance of identifying this variety of stake holders or the tourism players in tourism.

LEVELS OF TOURISM PLANNING

The tourism planning involves a number of levels and has to be planned in an all inclusive way. Generally the tourism planning is done separately without distinguishing it as an integrated sector. The tourism plans are prepared at various levels may be, local, regional, national and international. All of these levels focus on a dissimilar degree of specificity.

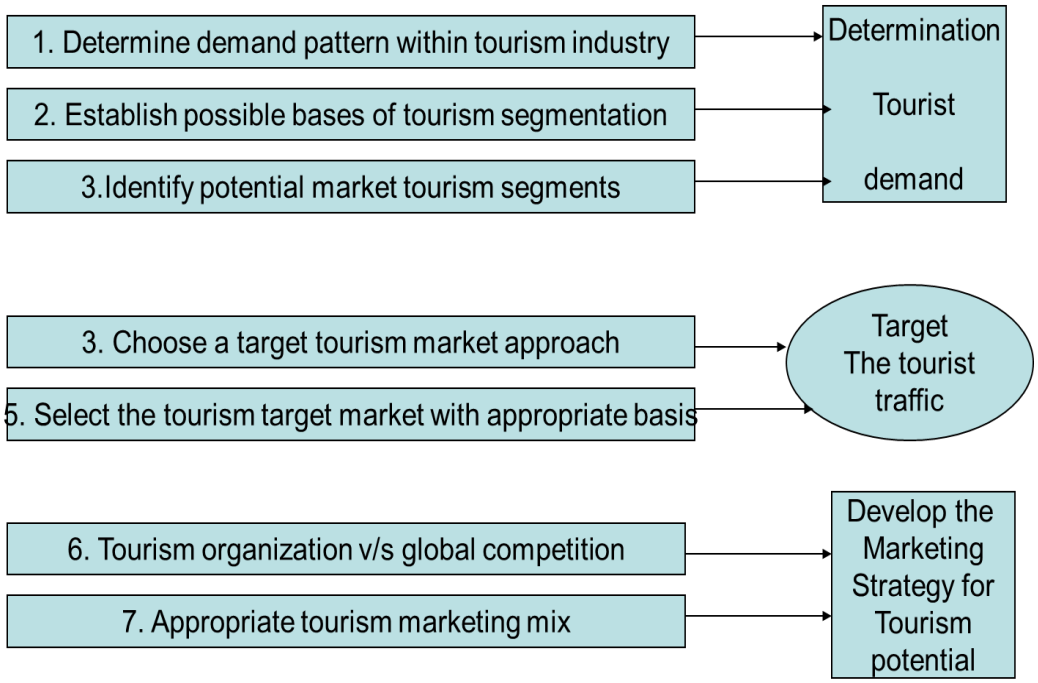

Fig 6.3: The Steps in Tourism Planning

Although not always possible to be achieved, planning should be done in a succession from general to specific. Since general levels provide the structure, support and assistance for setting up specific plans. The various level of tourism planning are also follows:

1) International level
2) National level
3) Regional level
4) Destination level
5) Site level

1) International level - This level of planning is concerned mainly with international transport services (land, air, water), flow of tourists among different countries, development of attraction and facilities in closed by countries and multi countries marketing and promotional strategies. There are large number of international organizations related to tourism are present which promote tourism planning, marketing and co-operative activities to develop tourism in a holistic way. These organizations are many such as the UNWTO (World Tourism Organization) and its regional commissions, the International Civil Aviation Organization (ICAO), some other United Nations agencies and their regional commissions, the International Air Transport Association (IATA), the Pacific Asia Travel Association (PATA), the Caribbean Tourism Organization (CTO), the Tourism Council of the South Pacific (TCSP), the Sub-Committee on Tourism (SCDT) of the Association of South –East Asian Nations (ASEAN), the Tourism Coordination Unit (TCU) of the South African Development Coordination Conference (SADCC) and the tourism committee of the Organization for Economic cooperation and Development (OECD). UNWTO is a nodal UNO agency which is concerned with tourism is an inter-governmental organisation to support tourism at international level through effective planning of individual countries.

2) National level - The national level of tourism planning occurs within a country at the order of its government. It also tries to involve private sectors,

public agencies and host community. The national level of tourism planning include different elements like:

- A physical structure plan including identification of major tourist attractions, designation of tourism development regions, international access points and the internal transportation network of facilities and services
- Establishing service standards for various components of tourism industry
- Establishing tourism information systems
- Tourism marketing; research, strategies and promotion programmes
- Human resource development, education and training programmes
- Defining tourism objectives
- The general amount, types and quality level of accommodation and other tourist facilities and services required.
- The major tour routes in the country and their regional connections
- Facility development and design standards
- Socio-cultural, environmental and economic considerations and impact analysis
- National level implementation techniques, including long term and short term development strategies and project programming; and
- Research to understand tourism impacts

3) Regional Level - Regional level of tourism planning occurs within a county and focuses on tourism activities within various regions in the countries. This level can represent a group of states or a state/ provinces or a tourist circuit. Though these regional planes are part of the broader frame work of the national tourism policy of a country. It focuses on a number of aspects and is different from national level plans. The various elements in regional planning are:

- Regional policy
- Regional access and the internal transportation network of facilities and services
- Type and location of tourist attractions

- Location of tourism development areas including resort areas
- Amount, type and location of tourist accommodation and other tourist facilities and services
- Regional level environmental, socio-cultural and economic considerations and impact analyses
- Regional level education and training programmes
- Marketing strategies and promotion programmes
- Organizational structures, legislations, taxations, regulations and investment policies.

In the regional level the various aspects accounted are project programming, regional regulations, tourist facilities development and designing standards. It is more precise and specific than the national level planning. Although the extent of specificity at both levels depend on the geographical size of the country or region. As, small countries may not need national and regional planning. Majority of the regional level planning is done for administrative regions.

4) Destination level - In some countries or regions there may be further requirement of planning at sub regional or local level. It is more specific and precise than the planning at regional level. It is also termed as destination or zonal planning. A destination zone for planning aspects can be defined as a geographical area consisting of critical mass of development that fulfils the need of the travellers. A critical mass of tourism development means that a huge and variety attractions and series are required to fulfil the needs and desires of various travel market segments.

For e.g. a tourism destination which contains a variety of tourism products and services would create to needs of variety of tourists. The components of a destination level plan will depend on the local conditions of the destinations. It will also include tourist attractions, locations of the destinations, tourist's services present and accessibility in and to the destination. This level of planning is becoming vital day-by-day and involves the local bodies.

5) Site level - This level of planning is most popular today. It involves individual property development. In order to plan this level business, NGO's and government agencies play an important role. Also architecture, engineering and planning at this level has found many prospects. The professionals have been used to plan a wide range of facilities, services and attractions. The demand for resorts and other specific attractions generated the need for new forms of cooperation and guidelines between the decision makers and the designers / planers at the site level for tourism development.

The World Tourism Organization emphasis on having a sustainable development approach for tourism planning at all levels. According to UNWTO:
"The sustainable development approach to planning tourism is acutely important because most tourism development depends on attractions and activities related to the natural environment, historic heritage and cultural pattern of areas. If these resources are degraded or destroyed, then the tourism areas cannot attract tourists and tourism will not be successful. More generally, most tourists seek destinations that have a high level of environmental quality – they like to visit places that are attractive, clean and neither polluted nor congested. It is also essential that residents of the tourism area should not have to suffer from a deteriorated environment and social problems".

To achieve sustainable development the UNWTO lays emphasis on three aspects:

- Environment planning approach i.e. environmental surveys, analysis and considerations in deciding the most appropriate forms of tourism and the location of development.
- Community based tourism approach at the local levels.
- More participation of local communities in tourism planning.

Also, it should be kept in mind to be flexible as well as, responsive to change. Creativity, imagination, innovation and feasibility are some of key words that must be remembered while adopting any approach to tourism planning.

6.4 RELEVANCE OF DESTINATION LIFE-CYCLE IN THE CONTEXT OF DESTINATION PLANNING

The tourism area life cycle provides great opportunities for planners, policy makers and tourism stake holders. To implement any kind of tourism planning at various levels it's important to gather information to establish its location in Butler's model of TALC.

The following elements are included in tourism destination plans. The tourism cycle of development provides a great opportunity for undertaking fieldwork. For a particular destination planning, one can collect data to locate its position in Butler's model of tourism development.

1) **Tourism demand analysis: -** To examine the existing and anticipated visitors visits to the destination. It is important in understanding the competitiveness of the tourism destination from others.

2) **Tourism supply analysis: -** Studies the tourism destination with regard to its attraction, accommodation, accessibility and amenities. It helps to analyse the tourism elements present in the destination and considers site conditions, climate, environment, land, transport, tourist facilities and the local stake holders.

3) **Tourism impact analysis**: - Is important to analyse the conditions present at a destination i.e. economic, socio-cultural and ecological. It helps to analyse the positive and negative aspects with the tourism destination.

4) **Economic and financial analysis**: - Examine the destinations to see the tourism development in economic aspects. Tourism is viewed as basis of visitor's expenditure which benefits local economy by creating spending and employing the same time enhancing the standard of lining of the local community. However the economic perspective of public and private sector differs greatly.

5) **Action Plan and Recommendations** – The action plan is the final product of the planning process and will depend on the goals of the plan. It generally includes a summary and analysis of all of the data used in the planning process and includes strategies, guidelines, recommendations, and schedules for development.

6.5 CHECK YOUR PROGRESS

1) What do you understand by the concept of Tourism Life cycle?

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……..……

2) Explain various phases in the Butler's tourism area life cycle.

……

……

3) What are possibilities when the destination is in the declining stage?

……

……..……

4) What is the relevance of destination life-cycle in the context of destination planning?

……

……..……

5) List down the steps in tourism planning.

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……..……

6) What are various levels of planning?

……

……..……

7) What is Tourism impact analysis?

……

……..……

6.6 SUMMARY

Every product has a life cycle from existence to elimination or its death. Similarly the tourism destinations also have a life cycle which plays an important role in tourism. An destination originates, becomes popular, evolves, saturation comes due to the disintegration/ distortion/ overuse of the tourist product at that place and then it is left unrecognised, due the negative impacts which affect that place.

The Butler's (1980) TALC theory has been conventionally connected with the product life cycle and to the logistic curve. The product life cycle presumes that tourism areas like commodities go from beginning to end through several stages in the market (introduction, growth, stagnation and decline) similar to any living life form.

According to Butler TALC's model (1980) these stages are important and influenced by the number of tourist which visit these destinations over a period of time.

Broadly, the tourism destinations have the following stages in the life cycle of a tourist destination. They are as follows- Exploration, Participation (involvement stage), Development, Consolidation, Stagnation and Decline / Rejuvenation. Although not always possible to be achieved, planning should be done in a succession from general to specific. Since general levels provide the structure, support and assistance for setting up specific plans. The various level of tourism planning is also follows i.e. International level, National level, Regional level, Destination level and Site level. According to English Tourist Board report (1990) all the approaches to tourism development consist of a triangle consist of three major components – visitors, place and host community. The tourism area life cycle provides great opportunities for planners, policy makers and tourism stake holders. To implement any kind of tourism planning at various levels it's important to gather information to establish its location in Butler's model of TALC.

6.7 CLUES TO ANSWER

1. Refer Sec 4.3
2. Refer Sec 4.3
3. Refer Sec 4.3
4. Refer Sec 4.4
5. Refer Sec 4.3
6. Refer Sec 4.3
7. Refer Sec 4.4

6.8 GLOSSARY

- **Demand analysis**- Study of sales generated by a good or service to determine the reasons for its success or failure, and how its sales performance can be improved.
- **Supply analysis**- A detailed review of the inputs and outputs of a process that is employed to assess how the available quantity of a product is affected by changes in demand, input factors and production techniques. Supply analysis is often used to make key policy decisions by manufacturing business managers since it gives them insight into how shifts in production are likely to influence market supply
- **Resource**- An economic or productive factor required to accomplish an activity, or as means to undertake an enterprise and achieve desired outcome. Three most basic resources are land, labour, and capital; other resources include energy, entrepreneurship, information, expertise, management, and time.
- **Plan**- Written account of intended future course of action (scheme) aimed at achieving specific goal(s) or objective(s) within a specific timeframe. It explains in detail what needs to be done, when, how, and by whom, and often includes best case, expected case, and worst case scenarios.
- **Consolidation**- Combining two or more firms through purchase, merger, or ownership transfer to form a new firm.
- **Stagnation-** Stage in an economic cycle in which little or no growth or decline occurs.
- **Variable**- A characteristic, number, or quantity that increases or decreases over time, or takes different values in different situations.
- **Product**- A good, idea, method, information, object or service created as a result of a process and serves a need or satisfies a want. It has a combination of tangible and intangible attributes (benefits, features, functions, uses) that a seller offers a buyer for purchase.

- **Services**- Intangible products such as accounting, banking, cleaning, consultancy, education, insurance, expertise, medical treatment, or transportation. Sometimes services are difficult to identify because they are closely associated with a good; such as the combination of a diagnosis with the administration of a medicine. No transfer of possession or ownership takes place when services are sold, and they cannot be stored or transported, and is instantly perishable, also they come into existence at the time they are bought and consumed.
- **Communit**y- Self-organized network of people with common agenda, cause, or interest, who collaborate by sharing ideas, information, and other resources. Virtual communities consist of participants in online discussions on topics of mutual concern, or of those who frequent certain websites.

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BLOCK 2: STEPS AND STAGES IN DESTINATION PLANNING

UNIT 7: 'CONCEPTUALIZATION', 'BACKGROUND ANALYSIS' AND 'IN-DEPTH RESEARCH' AND 'ANALYSIS PHASE'

STRUCTURE:

7.1 Objectives
7.2 Introduction
7.3 Destination Planning - Conceptualization
7.4 Destination Planning - Background Analysis
7.5 Destination Planning – In-depth Research
7.6 Destination Planning – Analysis Phase
7.7 Check Your Progress
7.8 Summary
7.9 Clues to Answer
7.10 Glossary

7.1 OBJECTIVES

After going through the Unit 7 on **'Conceptualization', 'Background Analysis' and 'In-depth Research' and 'Analysis Phase',** you would be able to:

- Know about the conceptualization involved in destination planning
- Know about the background analysis and In-depth research involved in destination planning.
- You would be able to analyse the effective destination planning through three steps - the situation analysis phase, the planning process and on-going engagement.
- The steps involved in efficient destination planning.

7.2 INTRODUCTION

Tourism can be developed and managed with planning or without planning. But it is very important that the type and range of tourism is apt for a particular tourism destination or not. Here, the sustainability factor in a destination plays a crucial role in tourism development. Hence, effective destination management is the requisite to develop a tourist area, so that the various resources of the place can be utilized in an effective and efficient way without damaging the interests of the local community which may be social, economic and environmental. Though the tourism planning is done at various levels - international / national / regional / local areas. But the most common planning is followed at regional or destination level. This type of destination planning may be defined as the land area within a destination zone, usually controlled by one individual firm or a government agency. The focus is to do planning of attractions, facilities and services for the tourist. Though the specialized experts as an important role to play for finalizing the plans, though the ultimate plan is not under their exclusive control. Here, also the important part is played by the owners, developers, construction industry, and public groups. Also, here importance is given to the vernacular style of the place, climatic factors, natural settings, cultural diversity, and history of the place which give a special sense of place.

7.3 DESTINATION PLANNING - CONCEPTUALIZATION

Destination planning is an important challenge in the sustainable development of any tourist location. Conceptualization in destination planning is the step vital and achieved after situation analysis. Every destination planning is preceded by a conceptual structure. Conceptualization takes into accounts the designing of sites and attractions. This approach is an improvement over the traditional approach as it helps in understanding the interrelationship of tourism sites and their surroundings. It helps in sustainable development which is need of the hour. It also takes into consideration a design criterion which includes functional criteria, integration with early plans, host experience, visitors

experience, suitable activities, authenticity, and marketability and off course the sustainability. It helps to make a preliminary plan by considering the location, on-site and off-site factors. It helps to create effective and efficient plan suitable for a tourist destination by enhancing the awareness of planners, developers and policy makers.

1) Functional Criteria: - The tourism plans must show and create developments which further function as efficient and effective tourism systems. Therefore importance should be given on structural stability, use of function and application of aesthetic sense.

2) Integration with Earlier Plans: - Tourism plans should be unique, innovative, focused, directed but at the same time should match and integrate earlier and existing tourism plans. Also the plans should consider the resources present on the tourism destination so that maximum benefits are given to the local people and local economy.

3) Visitor Experience: - To making a tourism plan the characteristics of the tourists should be taken into account, so that the developments create a positive impact in the mind of the tourists. Therefore the demographic attributes of the tourists such as age, income, education occupation and origin should be considered to multiply the benefits of the tourism for both tourist and host.

4) Local's Experience: - In any form of tourism development due importance should be given to the local community. As the basic motive of tourism is to benefit the local community in terms of economic, socio-cultural and ecological aspects. Also the more participation of local community due to increase in livelihood opportunities in locals.

5) Activities Preferred: - The interest of the tourists should be given a priority. But at the same time those activities should be preferred which form the main dependency. On the core tourism resources of that places. In order to enhance the travel experience of the guests some skills should be given to the local man power employed in tourism. Also knowledge of some modern gadgets which enhances the quality of tourism product can also be beneficial.

6) Authenticity: - The origin and vernacular resources of the tourism destination should be given huge importance. But at the same time the originality of the tourism product should be maintained. The culture, traditions, dresses and costumes, dance forms, cuisines, folklores should be conserved without addition of extrinsic aspects so that the original tourism resources are preserved and promoted.

7) Marketability: - It is a important function and proper marketing at promotion strategies should be implemented to make the tourism product noticeable to tourists. Also the tourism services, facilities should be developed keeping in mind the tastes and attributes of travellers demand.

8) Sustainability: - Sustainability is a most important aspect of tourism development. It helps in utilising the resources in effective and efficient way so that the misuse of local resources could be avoided. This approach implies that the various resources (natural, cultural etc) should be conserved for continuous use in future, while bringing the benefits to the present society. This approach is important in planning tourism because it prevents degradation or destruction of tourism resources and helps to maintain environmental quality through the participation of local community.

7.4 DESTINATION PLANNING - BACKGROUND ANALYSIS

Background analysis is an important step of destination planning. The purpose of background analysis is to answer a number of questions with regard to destination. The various questions are:

- Is a destination having tourism potential?
- Is the destination attractive?
- Will tourism activity possible in the tourism destination?
- Have the destination got the infrastructure?
- Are 4A's of destination suitable for carrying tourism?
- Have the destination got any weaknesses?
- Are there opportunities present for local communities?

The answers to all above questions can be got by background analysis of the tourism destination. It is an important aspect as it helps to analyse the destination critically and to evaluate destination from the aspect of tourism activity. The background analysis the environment, demographics, customers, sector specific tends, and the frame work which is present in the tourism destination. The background analysis helps us to understand the destination in terms of on-site factors and off-site factors.

A. **On-site factors**: - These factors are present on the destination and defines destination in terms of constructed elements (created by man) natural resources and perceptual characteristics.

1) **Constructed elements**
   - Legal and physical boundaries.
   - Buildings of historical, cultural and archeological interests.
   - Basic infrastructure present.
   - Means of transportation and communication.
   - Existing land uses.
   - The regulations, ordinances and health codes applicable at the destination.

2) **Natural Resources**: - Constitute the rich bio-diversity present in the destination along with the life supporting systems i.e. air, water and land. It also includes the floua and fauna present in the destination. It includes;
   - Wild life habitats with flora and fauna.
   - Vegetation type
   - Topography
   - Swat types and rock types
   - Water bodies
   - Climate and weather

3) **Perceptual Characteristics** :- Includes the aspects like;
   - Esthetic Characteristics
   - Smells and sounds within the destination

- Spatial patterns such as presence of wooded areas, open spaces and water features

B) Off-site Factors: - The off-site factors relates to the surrounding areas of the destination along with its characteristics like topography, demography and nature of land area it includes aspects like

- The nature of activity i.e. agriculture, industry, entertainment present in the nearby areas
- Surrounding land uses and there characteristics the view from the destination outward
- Transportation and excess ability land use regulation
- Type of population

7.5 DESTINATION PLANNING – IN-DEPTH RESEARCH

The in-depth research in destruction planning involves the research of the destination which is hidden and cannot be seen. It is different from the background analysis in terms of its nature and involves answers to some hidden questions of the researcher. It involves the analysis of the destination in terms of internal and external aspects. In internal aspects it involves SWOT analysis i.e. sterns, weakness opportunities and threats related to the destination. It also gives competitive analysis of the destination along with tourism potential. In-depth research in tourism planning is a vital asset to the industry. It helps in identification of market trends and general consume behaviour. In-depth research helps in ascertaining the need for planning destinations, helps in creating additional sources and helps in developing the tourism destination. It also helps in understanding the essential elements for successful region development such as natural resources, cultural resources, viable services communities, accessibility, markets, and available lands for development, availability of entrepreneurs and managers, availability of labour and availability of finances. The in-depth research involves the survey of all elements prior to destination planning. As the lack of information is the main constraint. This step involves gathering of

information on existing resources and on potential availability. Hence, it involves recording of information and statistics, which are crucial.

DOCTRINES INVOLVED IN THE ASSESSMENT

The destination should be developed in progressive manner along with development of infrastructure and suprastructures. Also, areas and attractions singled out for special development should appeal to a large number of people over the longest possible period. Priority to those areas should be given, which can be easily developed. Attractions based on existing infrastructure services should be given priority, as they require less financing. Similar or competing attractions not developed unless, the capacity of guests validates it. New, unique and out of ordinary attractions to be developed. The in-depth research satisfies the requirement of the data, which includes:

- Uniqueness of an existing or potential competing tourist destination that offers similar products and attracts the same tourist markets.
- Tourist arrival trends in the planning study country/region.
- Global and regional tourism patterns and trends.
- Existing and already planned tourist accommodation / transportation/ services including both accesses to the country/region.
- Existing natural resources, land use and tenure pattern/ ownership/ leasing.
- Economic and employment patterns.
- Physical and social development plan
- Environmental character/ quality-climatic patterns, topography quality, extent of air, water, noise, visual pollution, congestion etc.
- Socio-cultural patterns-effects on local society's cultural patterns.
- Existing and already planned education and training property/institutes.
- Existing government private sector organizations in tourism and their organizational structure and staffing.
- Present investment policies and availability of capital investment in tourist facilities, services and infrastructure.
- Existing tourism legislations and regulations.

Some key factors that influence tourism development include:

- Population present at a place.
- A range of existing tourist activities and their diversity and liveliness.
- Custom, tradition culture and Political situation in the place.
- Facilities developed due to the demand for them on account of tourist destination for the reason that man-made or natural attractions were there in the place.
- Impacts of tourism on local community i.e. economic, social, cultural & ecological aspects and the social costs involved.
- Ease of use of land and funding available for tourism development depending on the players involved (Public agency/ Private Player).
- Outlook of the local people in the direction of the tourism projects depending on their involvement.
- Extent and pace of development at a Tourist destination depending on its location and topography.
- State of the local economy options of alternating development
- Availability of local manpower a dynamic population
- Whether the area is all-embracing for future expansion or only limited expansion is probable.
- Despite extensive information searches prior to travel, the 'lack of information in knowing where to go to meet and interact with Aboriginal people' was a major issue.
- Interestingly, a larger number of respondents (84%) sought information on Aboriginal people and culture during their trip. This indicates that providing information at the destination is critical. The most popular source of information while travelling were Visitor Information Centres followed by Local Visitor Guides
- International backpackers: International backpackers expressed a higher level of anxiety over interacting with Aboriginal people than did international non backpackers or domestic visitors.

- International non-backpackers
- International visitors are much more likely to have used books to form expectations regarding interacting with Aboriginal people compared to domestic travellers.
- Interstate fly-in visitors, and
- Interstate self-drive visitors.
- Most of the respondents (77%) stated it was important for them to meet and interact with Aboriginal people when visiting the NT. International visitors placed greater importance on this activity than domestic visitors.
- Of those respondents who rated the opportunity to meet and interact with Aboriginal people as important, 73% were 'satisfied' with their experience while 27% were 'dissatisfied'.
- Other notable issues include: the 'remoteness of Aboriginal communities'; and the lack of 'personal confidence with Aboriginal people'.
- The majority of respondents (76%) reported seeking information about Aboriginal people and culture prior to travelling to the NT which was usually available. Information on 'how to visit an Aboriginal Community 'was less easy to find compared to most other information sort by respondents. The internet and travel guide books were the most popular sources of information prior to travel, with word of mouth also rating highly.
- The respondents had a high level of interest in Indigenous people. Nine out of ten respondents (91%) expected to meet and interact with Aboriginal people when visiting the NT.
- The top experiences which respondents were 'dissatisfied' with include: 'Experiencing Indigenous health and wellbeing'; 'A tour of an Aboriginal community'; and 'Learning and participating in the preparation of Aboriginal foods'.
- The top experiences which respondents were 'satisfied' with were: 'Visiting a museum/cultural centre'; 'Listening to an Aboriginal Guide explain

methods of hunting, fishing and survival'; and 'Observing Aboriginal art and paintings and reading the story behind the art'.

- Visitor information from television, books and past experiences in other cultural tourism destinations strongly influence the expectations of travellers to the NT.
- Visitors expect to experience an 'All encompassing' Aboriginal cultural experience that is authentic and genuine. That is. 'To visit Aboriginal land and meet local communities' and 'To see Aboriginals in their traditional settings'.

Example of an in-depth research by means of a Destination Visitor Survey in Australia Publication date*: February 2008 (ABN 99 657 548 712). This italicised content can also be seen on http://www.tourismnt.com.au/en/research/in-depth-research website and mentioned just for educational purpose and to show the importance of in-depth Research. The entire coloured text background is the work of tourism NT established as a commission by the Northern Territory Government under the Tourism NT Act 2012 (Australia).*

In 2006-07, Tourism NT and Tourism Research Australia commissioned Nielsen Research to undertake a series of Destination Visitor Survey projects across the Northern Territory (NT).

In total 288 online surveys were completed and 12 in-depth interviews were obtained. Respondents were from the following four visitor groups:

- INFORMATION SOURCES
- INTEREST AND EXPERIENCES
- ISSUES

The results from these projects highlighted areas requiring further investigation, particularly in respect to visitor experiences and expectations of Indigenous culture. Between May and October 2007 respondents from the original destination surveys were re-contacted and invited to participate in either an in-depth qualitative interview or detailed quantitative online survey.

- VISITOR EXPECTATIONS

- Aspects of Indigenous culture that were of most interest to the respondents included: 'observing Aboriginal art and paintings and reading the story behind the art'; followed by 'visiting a museum/cultural centre'; and 'learning about the Aboriginal belief system and their relationship with the land'.
- The most common cultural activities experienced by the respondents were: visiting a museum/cultural centre (82%), followed by observing Aboriginal art and paintings and reading the story behind the art (74%).
- About half of the visitors interviewed engaged in 'learning about the Aboriginal belief systems and their relationship with the land', and 'hearing stories and legends of Aboriginal culture'.
- Overall International visitors particularly expressed interest in 'a tour to an Aboriginal community'. This provides a potential area of opportunity to develop additional Indigenous experiences.
- Another potential area of opportunity for both domestic and international visitors was indentified through high levels of interest in having an Aboriginal guide explain Indigenous methods of hunting, fishing and survival.

SATISFACTION

- Overall, there were relatively high levels of satisfaction with individual Aboriginal cultural experiences and the experiences with the highest satisfaction levels were those that were of most interest to tourists.
- The most satisfying cultural activity was 'listening to an Aboriginal guide explain their methods of hunting, fishing and survival'. In contrast; 'experiencing Indigenous health and wellbeing' had the highest level of dissatisfaction.
- Overall visitors identified the issue of alcohol abuse and social problems in Aboriginal communities as the main negative cultural experience.
- Overall, visitors typically identified interacting with Indigenous people as their best cultural experience. These included taking part in an Aboriginal guided tour, a guided walk around Uluru, followed by, meeting and speaking with local Aboriginal people. Other notable highlights include visiting Kakadu National Park, and learning about and seeing Aboriginal customs, history and traditions.

7.6 DESTINATION PLANNING – ANALYSIS PHASE

The in-depth research plays an important role in destination planning but recording of information can alone not bring good development unless the information is analysed properly. Analysis helps so comprehensively understanding a tourist destination by understanding the core elements of the destination. The data collected by the means of the in-depth research in analysed qualitatively and quantitatively.

Several analyses can be made from the data collected through research. It also helps to analyse the deficiencies present in the destruction system. It also helps to understand the problems existing in the destination. It helps us in object framing in tourism with regard to a destination.

Tourism destination planning is an area which involves considerable amount of research and analysis and summarized in the following sub-sections of Destination Planning:

- Situation Analysis.
- Planning Process.
- On-going Engagement.

1) Situation Analysis: - Is the most initial step for effective tourism planning. As it helps in analysing the real situation existing in a tourism destination. It tries to analyse the actual scenario of a tourism destination. This analysis can be easily done by comparing it with agreed benchmarks. The agreed benchmark helps to analyse the various factors of the destination against some standards. Situation analysis helps in analysing and understanding the environment in which a tourism destination operates. It helps the destination managers in recognizing the basic factors that will control how a tourism destination should be developed, marketed and managed over time. It is an important step of destination planning and helps in strengthening the implementation stage, where the strategic direction for a destination is committed to action. It is primarily the market analysis and helps in analysing on site (constructed, natural, and perpetual) and off site (vicinity land use and characteristics) factors.

2) Planning Process: - Follows the situation analysis of a tourism destination. This planning process is based on sustainable, integrated, co-ordinated and implementable approaches. It involves study preparation determination of objectives survey of all elements, analysis and synthesis, plan and policy formulation, financial planning and HR planning.

3) Ongoing Engagement: - Refers to monitoring of the progress of a plan by insuring that the tourism plan is working in according to the objectives laid down. It helps in detecting problems and taking remedial measures, so that the problems are solved. This step is an integral and important part of planning process and helps to monitoring the progress of a plan. Destination planning involves conceptualization, background analysis, in-depth research, analysis phase, synthesis phase preparation of position statement followed by objective settings goal setting strategy, planning tourism project feasibility study.

The effective analysis of destination planning provides best available knowledge which further helps in effective destination planning. The analysis of in-depth researches helps in following way:

- It helps in understanding the various prospective of the destination
- Helps in co-ordinated approach based on clearly defined processes and frame wok
- Helps in understanding of existing internal and external environments of the destination
- It gives a sound understanding of tourism supply and demand forecast for the destination
- Gives a strategic direction to the destination by establishing a vision, mission, goals, strategies, actions, brands and positioning
- Result in development of key planning , planning for destination management, ongoing research, strategic marketing, risk identification and management

The tourism industry operates in a constantly changing environment that is influenced by a wide range of global, national, regional and organizational trends.

An understanding of the changing environment should guide destination planning and management. An analysis should involve consideration of the:

- *Internal Environment* – including an assessment of the strengths and weaknesses of the destination, access to human resources and funding, understanding of the stakeholder network, the destination life cycle, important issues and challenges, and the development potential and attractiveness of the destination.
- *External Environment* – including an assessment of the macro and micro environment trends (economic, political, social and environmental) at a global, national and regional level that may impact on the destination. This includes identifying future threats and opportunities, analysis of the competitive attributes of the destination and potential competitors.

It also helps in SWOT analysis which stands for strengths, weaknesses, opportunities and threats. Strengths and weaknesses describe the internal factors present in the destination while opportunities and threats relates to external factors.

- **Strengths**: - Strengths of a destination helps to identify positive internal characteristics of the destination. The strengths of a destination are a indicator of the good health of the destination such as infrastructure, scenic beauty, picturesque location, skilled man power good means of transportation etc.
- **Weaknesses**: - Just like strengths weaknesses also tell about the internal environment present in the tourism destination system. They help us to realize the aspects of destinations which need improvement. Proper utilization of money, time and other necessary sources can help to overcome the weaknesses present in the destination.
- **Opportunities**: - Opportunities are positive possibilities for a tourism destination that exists in the outside environment an opportunity in tourism destination planning helps to develop new tourism products to incase the latent hidden potential of the destination. Taking hold of opportunities and action fast is a important aspect in strategic planning of tourism destination. High demand,

positive consume trends; changes in social land square are some of the opportunities which can bring prosperity in some tourist destinations.

- **Threats**: - The threats can be compared to opportunities as they are not in the control of the destination planners, however their knowledge can help to prevent losses. Wars, political instability, corruption, nepotism are some of the examples in destination planning.

Tourism is one of many human activities in a community or region, and has the idea as a private and public sector activity and especially as an area of government intervention that requires planning and coordination. On the one hand, tourism is also one many activities in an area that must be considered as part of economic, physical, environmental, and social planning. Thereby, it is very important in ensuring that the tourism industry can thrive and develop by trying to maximize all these valuable aspects and to develop comprehensive tourism planning at a community or region.

Tourism planning is primarily economic development planning that is directed towards tourism-related objectives which differ between the public sector and the private sector. In the public sector, most planning is done by different levels of government. Public sector tourism planning includes consideration of economic and social factors, land use policies and zoning controls, environmental concerns, infrastructure development, employment concerns, and the provision of public services. Private sector tourism planning is usually concerned with investment objectives involving various aspects of product development, building and design, financial feasibility, marketing, management and operations. Tourism Planning has the following significance:

- A tourism plan and development programme can provide guidelines in those areas for developing this sector.
- All the elements & components are developed in an integrated manner to serve tourism as well as the general needs in a society.
- Careful planning is required to determine the optimum type and level of tourism that will not result in environmental degradation.

- Careful matching of the tourist markets and products through the planning process. But this matching should be without compromising environmental and socio-cultural objectives in meeting market demands.
- Can bring various direct and indirect economic benefits.
- Can generate various socio-cultural benefits to achieve cultural conservation objectives.
- Planning can be used to upgrade and revitalize existing outmoded or badly developed tourism areas. Through the planning process, new tourism areas can be planned to allow for future flexibility of development.
- Development of tourist attractions, facilities, and infrastructure and tourist movements generally has positive and negative impacts on the physical environment.
- Through planning on can utilize tourism as a means to achieve environmental conservation objectives.
- Right type of planning can ensure that the natural and cultural resources for tourism are indefinitely maintained and not destroyed or degraded in the process of development.
- Developing specialized training facilities.
- Achieving controlled tourism development requires special organizational structures, marketing strategies and promotion programmes, legislation and regulations, and fiscal measures.
- Planning provides a rational basis for development staging and project programming. These are important for both the public and private sectors in their investment planning.

7.7 CHECK YOUR PROGRESS

1. What do you mean by Conceptualization in Destination Planning?

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2. What are On-site factors?

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3. What are Off-site factors?

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4. What do you mean by situation analysis?

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5. What is a SWOT Analysis?

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6. How destination planning helps?

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7.8 SUMMARY

Tourism can be developed and managed with planning or without planning. But it is very important that the type and range of tourism is apt for a particular tourism destination or not. Here, the sustainability factor in a destination plays a crucial role in tourism development. Hence, effective destination management is the requisite to develop a tourist area, so that the various resources of the place can be utilized in an effective and efficient way without damaging the interests of the local community which may be social, economic and environmental. Conceptualization in destination planning is the step vital and achieved after situation analysis. Every destination planning is

preceded by a conceptual structure. Conceptualization takes into accounts the designing of sites and attractions. This approach is an improvement over the traditional approach as it helps in understanding the interrelationship of tourism sites and their surroundings. It helps in sustainable development which is need of the hour. It also takes into consideration a design criterion which includes functional criteria, integration with early plans, host experience, visitors experience, suitable activities, authenticity, and marketability and off course the sustainability.

The next step after conceptualization is the background analysis of the tourism destination. It is an important aspect as it helps to analyse the destination critically and to evaluate destination from the aspect of tourism activity. The background analysis the environment, demographics, customers, sector specific tends, and the frame work which is present in the tourism destination. The background analysis helps us to understand the destination in terms of on-site factors and off-site factors. The in-depth research in destruction planning involves the research of the destination which is hidden and cannot be seen. It is different from the background analysis in terms of its nature and involves answers to some hidden questions of the researcher. It involves the analysis of the destination in terms of internal and external aspects.

The in-depth research plays an important role in destination planning but recording of information can alone not bring good development unless the information is analysed properly. Analysis helps so comprehensively understanding a tourist destination by understanding the core elements of the destination. The data collected by the means of the in-depth research in analysed qualitatively and quantitatively. Several analyses can be made from the data collected through research.

7.9 CLUES TO ANSWER

Check Your Progress

1. Refer Sec 7.3
2. Refer Sec 7.4

3. Refer Sec 7.4
4. Refer Sec 7.6
5. Refer Sec 7.6
6. Refer Sec 7.6

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UNIT 8: 'SYNTHESIS' PHASE AND PREPARATION OF POSITION STATEMENTS

STRUCTURE:

8.1 Objectives
8.2 Introduction
8.3 Destination Planning- Synthesis Phase
8.4 Destination Planning- Preparation of position statements
8.5 Check Your Progress
8.6 Summary
8.7 Clues to Answer
8.8 Glossary

8.1 OBJECTIVES

After going through the unit 8 **'synthesis' phase and preparation of position statements** you would be able to:

- Know about synthesis phase and preparation of position statements.
- Know the importance of synthesis phase which precedes the situation analysis and detailed research and analysis.
- Know about this formulative phase, after analyzing the resource inventory and assessing key resources with their capabilities.
- Know about the future course of action through position statements which helps to assess the sites, conceptual design and future course of action.

8.2 INTRODUCTION

Synthesis phase and preparation of position statements marks the third phase of destination planning after analyzing the resource inventory and assessing key resources with their capabilities. The broad phases in destination planning are as follows:

Figure 8.1: The Broad Phases in Destination Planning

The first two phases has been discussed in earlier chapters. The third phase marks the synthesis phase and preparation of position statements. It is regarded as one of the most important and creative stage in the tourism planning process. The key conclusions drawn from the research and studies in the former two phases are put together at this stage. The wrapping up mostly relate to five distinctive themes viz. (a) tourism development, (b) tourism- marketing, (c) tourism industry organization, (d) tourism awareness and (e) other tourism support services and activities.

The synthesis of current circumstances and the required prospective conditions in a destination region endow with the indispensable future edict (directive) for the advancement of tourism in the region.

8.3 SYNTHESIS PHASE

Synthesis phase in destination planning refers to combining and integrating the various components of the analysis in order to obtain a more

comprehensive understanding of the situation. Both qualitative and quantitative analysis of the survey information is to be carefully carried out. Several calculations have been done from market analysis at many tourism destinations to see the scope for further development. The number and type of accommodation required are projected and other services / facilities needed are acknowledged. Based on the projection of tourist facilities and services needed, the transport and other infrastructure facilities/ services required can be determined.

The synthesis study is based on the acknowledgment that there is a call for to estimate how sound and how frequently tourism and recreation sector needs and objectives are incorporated in destination planning and decision making. To realize this, the synthesis studies always incorporates a appraisal of the destination through in-depth analysis, situation analysis of destination through market analysis or by studying previous research reports of any destination or a survey of existing practices in a tourism destination. Hence, the central and state departments of tourism including other agencies with an interest in the destination planning or including preferred destinations or a tourism circuit play a crucial role throughout the world, including developed to developing and least developed countries. All these aspects in destination planning help in amalgamation of tourism issues into decision making and development. It portrays the in progress activities and current areas in destination which needs extensive improvement through harmonization, planning processes, analysis of destination wealth and mission expansion. The synthesis in destination planning reflects the true scenario of a tourist destination through combining and integrating the various components of destination analysis in order to obtain a more inclusive understanding of the situation. It helps in understanding the tourist product at a destination such as accommodation facilities, transportation, attractions, amenities and the various types of user information support (including welcome centers, information displays or kiosks, signage, heritage markers, specialized road maps, advertising, publications, and brochures) present at the tourist destination. The survey's carried out by various organizations, agencies, institutions including National

Tourism Organisation (NTO / NTA) show that how much they are working in tourism planning matters, either proactively or otherwise in structuring answers to infrastructure (roads, water, sewage, healthcare, public facilities) access, or ecological concerns that encroach in the success of tourism in any tourist destination. The planning actions in any tourism destination can be categorized into a number of sub- categories. However, some of the broad categories which participate in tourism destination planning are as follows:

a. Government agency initiatives
b. Private sectors
c. Public-private partnerships
d. Non-Government organizations.

All the above organizations and institutions make the tourism environment actively or by creating a suitable scenario or environment. In tourism destination, all the above institutions play an important role. But here, the local residents of the destination cannot be ignored. There role and involvement plays an important role, which cannot be ignored. As, one of the main motive of tourism is to improve the socio-economic status of the local people and to enhance the livelihood opportunities of the tourist through entrepreneurships and employment. Hence, the synthesis phase in tourism destination planning gives a clear picture of the destination by highlighting the key factors in tourism destination which are developed or underdeveloped and creates a good environment.

There is a continuing progression of data and travel demand analysis relevant to planning decisions that will help accomplish specific tourism goals. In case of India, all the tourism departments in the various states are involved in tourism travel forecasts and conducting Touism surveys. But, its great irony that majority of the studies done involve private bodies or consultancy. There is no research wing in government tourism bodies to undertake these initiatives frequently, so that these tourism departments continuously work for the improvement of the various goals necessary for a tourism destination. Visitor surveying activities undertaken by, or with key input from, the DOT are

redefining the types of information necessary to support the next generation of travel demand models and the types of questions the analysis must be capable of examining and answering. The majority of tourism studies extensively deal with myriad objectives of tourism and provide the information on number of tourist, type of tourism services, the money spent by tourists, the nature of tourism product, top performing regions and the socio-economic-ecological benefits given by the tourism destinations. Statistics showing cyclic modifications in various seasons of tourism and complex geographic breaks are likely to develop the legitimacy and utilization of the consequential tourism projections. Thoughtful insights of the travel patterns and trip distinctiveness of tourists can provide together the promotion emphasis of tourism organizations and the research needs of Touism organizations (public / private agencies). Plans related to tourism and travel mirrors an array of needs and motivations. It helps to solve a number of issues related to tourism and travel industry. As we know that tourism industry is a very big industry comprising a number of sub-sectors such as travel and tour operations, hotels, car rentals, transport operations, restaurants etc. Hence, it helps to get rid of large number of issues (fig. 8.2).

Hotel Industry:

- Setting up of new accommodation facilities.
- Enhancing tourism facilities or visitor facilities in hotels.
- Labor & Skills Shortages i.e. need of qualified & skilled employees
- Justifying customer perplexity over brand proliferation and investor concerns in excess of cross brand impact
- Escalation of construction &renovation costs
- Keeping up with rapidly changing playing field i.e. distribution revolution
- Lightening speed of changes – keeping up
- Travel limitations and its impact on the travel industry
- Shifting Demographics & their impact on travel trends
- Worldwide budding Markets i.e. changing travel patterns
- Balancing escalating expenses with the need to increase rates
- Will investor and lender confidence continue i.e. capital availability

Figure 8.2 – Issues related to Hotel Industry

Travel industry: The in-depth and situation analysis of a destination could lead to synthesis of a number of issues, which could further help in making and setting the goals, objectives and strategies for tourism destinations. This would ultimately help in destination planning and help in improving the weaknesses present in the tourism system. The issues enlisted below are some of the aspects highlighted by PATA in 1998 WTM. This clearly highlights that the trends in tourism and travel industry keep on changing. And so in order to augment the tourism industry. It is important to synthesize the issues from time to time.

(*All these issues enlisted below for example were the 21 items identified in research conducted at the November 1998 World Travel Market for the benefit of PATA Members*)

- **Economic blow and seepage (leakage) from tourism:** Economic leakage is probably the most noteworthy crucial matter in the early 21st century. Asian governments will be in quest of maximising economic impact by first keeping supplementary earnings at their abodes and following that, within the region.
- **Extension of U.S. pressure all the way through the travel and tourism industry:** The most noticeable signs of U.S. presence are movies, fast-food chains, hotels, air-lines, theme-parks, credit card companies, media and Internet distribution technology. And surely these major signs of U.S. presence will grow right the way through Pacific Asia through fair play deals, management and franchise contracts.
- **Bang of globalisation:** Related to the above but impacting on Other issues like environmental and consumer protection regulations, changes in currency (such as the recent implementation of the euro) and aviation policies.
- **More liberalisation of visas -** Border control formalities, investment opportunities are major impediments to the flow of people and goods. Step by step, these barriers will fall as countries adjust to the new realities. However, it is critically important to ensure that the countries are encouraged, not pushed, to make the changes.
- **Taxation:** Nation states, provinces, regions and yet cities that bestow tax breaks to the tourism industry are advertising it as a promotional tool. While, in

many nations, there is an inclination to do the contrary, i.e. to tax travel and tourism since visitors don't vote. That is a misleading notion; visitors vote with their feet. They will go to other locations.

Monitoring mechanisms like the WTTC's Tax Barometer are keeping a watch on these tax increases in the form of a performance score-card. In the latest barometer, released at WTM, Asian destinations hit by currency evaluations did not fare well, mainly because they had to adjust various airport taxes in line with the extent of the devaluation.

- **Social issues:** The worst work for the industry lies in compelling its sub-component that it is not an industry by the affluent for the affluent. In many parts of Asia, luxury hotels are still an inappropriate humiliation in the middle of neighbouring poverty. Moreover, flamboyance will have to be reinstated by humility or the industry will have to toil harder at elucidating these issues. NGO's still blame travel and tourism for supporting the problem of child prostitution, yet although the industry is running very solid to fight it.
- **Employment:** As the industry put on superior uprightness and appreciation, it will be a magnet for more than its fair share of competent adolescent populace in quest of to observe the world and take pleasure in the sights and sounds they are bared to in excess of the Internet. Mobility will boost as Internet web sites permit populace to find employment in diverse parts of the world. There will be great requirement for people with verbal communication skills and aptitude to work in unlike cultures.
- **Safety concerns:** such as the misdeeds, crime and political issues, together with terrorism, will dictate agendas. Many PATA destinations go through from such struggles, leading to a noticeable boost in tourist arrivals in places free of them. The thrash about to come up with efficient crisis management state of affairs for the tourism industry persists.
- **Influence of organised crime:** There is mounting confirmation that the cash-rich status of the industry is a suitable conduit for worldwide money-laundering rackets, especially through casinos, real estate deals and purchases of luxury

items. This is catching the attention of the interest of law enforcement officers and will be the area under discussion of many a media indignity as well-known investors are acknowledged as probable suspects.

- **Technology:** Novel multi-channel strategies are being publicized by airlines, and other tourism sub-sectors, through the Internet, direct sales, frequent flyer databases, corporate suppliers and agents.
- **Environmental issues:** Strong ecological issues are at the spirit of its survival. Hotel chains, airlines and tour operators are acting energetically in response to calls for the industry to guard the long-term feasibility of its sustenance. Travel and tourism industry's major predicament is the ecological impact of other polluting industries in the vicinity.
- **Airlines and aviation:** is emerging as a great sub-sector within tourism. It is growing into an industry itself and the worldwide supremacy of the airline alliances will begin to manifest it, parlaying into code-sharing, joint purchasing, database marketing and more alliances with the smaller airlines of Asia. While traffic will take time to recover, capacity has also been reduced due to the huge number of deferred aircraft orders. Airlines are in a heavier cost-cutting mood than ever before. Privatisation of both airports and airlines will persist.
- **Across-the-board alliances** between the public and private sectors, as well as amongst them. As access to databases becomes critical, and direct marketing becomes the rage, these alliances will drive the industry as all participants in it seek to attain the highest common denominator.

One interesting trend is the growing link between tourism and its associate/supportive industries such as agriculture, textiles, gems and jewellery, retailing and even arts / culture.

- **Hotels:** Asian hotels can support for key take-overs and extension efforts by the brand-name U.S owned chains, especially franchise operators whose offers will be difficult to resist or refuse. As branding gains strength, the unbranded may find themselves increasingly isolated. Branded hotels will receive the backing of marketing and networking power. But terms and conditions are stern.

- **Cruise and marine tourism:** will emerge as a major tourism activity all the way through the rivers, seas and oceans of Asia. But most important upgrading of standards and improved facilitation will be compulsory if Asia is to race against Europe and the Caribbean and Hawaii.
- **Trade shows:** The clutter of international trade shows will continue but break up into smaller niche-market shows focusing on both countries and product category. This will open up opportunities for buyers to specialise in various segments but also run the risk of putting their eggs in one basket.
- **Larger spotlight on regional promotions:** To stretch their promotional dollars, groupings such as the South Pacific and Indian Ocean islands, Mekong region countries, African states and others will be stepping up pooling of resources to undertake joint marketing and research efforts.
- **Expansion in religious tourism:** throughout the Pacific Asia region that could benefit. Holiday patterns, too, are heading in that direction. Holidays were once purely recreational but in the last 10 years have moved into physical and mental rejuvenation. Spiritual rejuvenation is quite likely to be next.
- **Holiday trends:** There would be a trend towards more and shorter holidays against fewer and longer holidays, mainly due to time constraints and job insecurities.

Though labour laws and working conditions in many countries are moving towards giving more free time, corporate downsizing is leading many executives to work overtime anyway, mostly at home.

- **Emergence of secondary cities:** As these cities emerge from the backwaters, increasing airline and transportation links will help them become inbound / outbound markets in their own right.

8.4 PREPARATION OF POSITION STATEMENTS

Preparation of position statements is the step followed after the synthesis of the destination planning. It tries to highlight the strategic priorities of any destination prior to laying down principles for tourism development planning. After the situation analysis and synthesis phase in tourism destination planning,

next step is preparation of position statements. These position statements help in describing the existing situations in:

- Tourism development
- The tourist resources present at the destination (Constructed elements, Natural elements, Perceptual characteristics)
- Human resources present and the skills present, absent and required.
- Present tourism policy
- Tourism approaches adopted
- Marketing and promotion
- Present infrastructure and tourism Suprastructure.
- SWOT analysis (strengths, weaknesses, opportunities and threats) a micro-environmental factor.
- PESTLE (Political, Economic, Social, Technological, legal and environmental analysis) Analysis describes a framework of macro-environmental factors used in the environmental scanning component of strategic management.
- Organization
- Community awareness, and
- Support services and activities.

These position statements also help in laying down the vision statements. The vision statements reflect the desired future states in tourism development, marketing, organization, community awareness, and support services and activities. The programme statements help in:

1. Listing and descriptions of what is to be designed.
2. Many weaknesses of projects can be traced to incomplete or incorrect programme statements
3. The statements must be prepared by both clients and designers jointly.
4. The owner must have a clear estimate of the size of the project, the number, type, quantity, level of structures, general configuration of the layout, etc.

The example of programme statements in Brisbane Destination Management Plan (2008-2011) is as follows:

The nature and text of programme statements below has been kept same as in the Brisbane Destination Management Plan (2008-2011) to understand the process of tourism destination planning and not to plagiarize the document as such. The text in the coloured text is totally the effort of regional tourism organization (Brisbane) and the purpose is to develop understanding of tourism destination plan including its position statements.

In terms of charting a direction for the next three years (2008–2011), Tourism Queensland and Brisbane Marketing have identified the following key strategic priorities for the destination, in consultation with industry. These priorities were formed through a synthesis of a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. The priorities complement those in the Queensland Tourism Strategy (QTS) creating a seamless link from the initiatives of that strategy to the Destination Management Plan (DMP).

1. Improve brand perceptions and awareness through targeted marketing

- Continue to position the Brisbane destination as a capital city experience in intrastate marketing, by ensuring a continuity of messages under the Brisbane brand and cooperative campaigns.
- Consolidate and build on the success of the inaugural interstate marketing campaign by strengthening the brand and its translation into marketing activities for both the leisure and business sectors.
- Develop greater levels of destination awareness under the Southern Queensland brand in key international markets including New Zealand, United Kingdom, and United States
- Focus on media and publicity in order to strengthen brand activity in the target markets, both nationally and internationally

2. Encourage development of sustainable product that delivers the Brisbane experience

- Through a Regional Tourism Investment and Infrastructure Plan, identify and facilitate the development of new tourism product and packages for the sub–destinations of Brisbane.

- Raise industry and government awareness of Brisbane city's accommodation shortage and encourage further accommodation development
- Encourage continued investment by government stakeholders in infrastructure required to secure and host domestic and international events and festivals
- Leverage off the growth in arts and cultural offering in the Brisbane destination, and create stronger linkages between the Southbank and Cultural precincts

3. Improve access, dispersal and participation in the Brisbane tourism experiences

- Improve the visitor experience through enhanced integrated interpretative and directional signage, visitor information provision and improved local access and transport.
- Convert a larger proportion of existing business, visiting friends and relatives, or travel for a purpose visitors (e.g. sporting or cultural event) to engage in commercial tourism experiences.
- Increase length of stay through improved dispersal throughout the Brisbane destination.

4. Encourage participation in industry training and education

- Attract and retain skilled, experienced staff in the tourism industry.
- Provide appropriate education and training for key sectors and sub–destinations within Brisbane.
- Raise the standard of retail, dining and hospitality service quality through increased participation in industry networks and clusters.

5. Leadership and partnerships

- Establish an effective regional implementation network to prepare and implement a Destination Action Plan for success of the ongoing marketing and development
- Encourage Brisbane residents to recommend to visitors to engage in more commercial tourism experiences (including business travellers and those visiting friends and relatives)

- Continue to improve communication and coordination of tourism activities across the destination
- Encourage a strong, well resourced, locally based and representative leadership structure
- Advocate the high ecological values of the destination, and the need for appropriate management and planning to ensure long–term viability

The position statements stated above in the Brisbane destination management plan clearly clarifies the need of the hour for the destination whether it is:

- Marketing and promotion.
- Sustainable Development.
- Enhancing tourism experience and tourists number.
- Education and training in tourism adopt best practices.
- Leaderships and partnerships.

Further each heading discuses the core aspects, which should be highlighted in the destination management plan and planning. And that all these aspects should be taken care while preparing objectives in destination planning & management.

In India, the tourism destination management plans for various destinations are being implemented, but still the development is not spear headed, focused, pin pointed to give the desired results. We are still lagging in the tourism destination planning, whether it is research, situation analysis, conceptualization, synthesis, position statements, goal & objective setting, strategy implementation, plan making and its feasibility.

You can further see another Destination management plan for Tasmania (Australia) to see the importance of the position statements (Fig. 8.3). Further, if you see the entire destination management plan, you would be able to understand the key aspects involved in tourism destination planning including the synthesis phase and position statements. The summarized view of the destination management in Tasmania (2014) is given in shaded text below.

Executive summary of Destination management plan for Tasmania (Australia) including the position statements to show the importance of Tourism destination management and planning. The full text of the pan can also be seen on the document:

http://southerntasmania.com.au/uploads/Southern_Tasmania_Destination_Management_Plan_January%202014.pdf

The nature and text of executive summary has been kept same to understand the process of tourism destination planning and not to plagiarize the document as such. The text in the coloured text is totally the effort of southern Tasmania government and purpose is to develop understanding of tourism destination plan including its position statements.

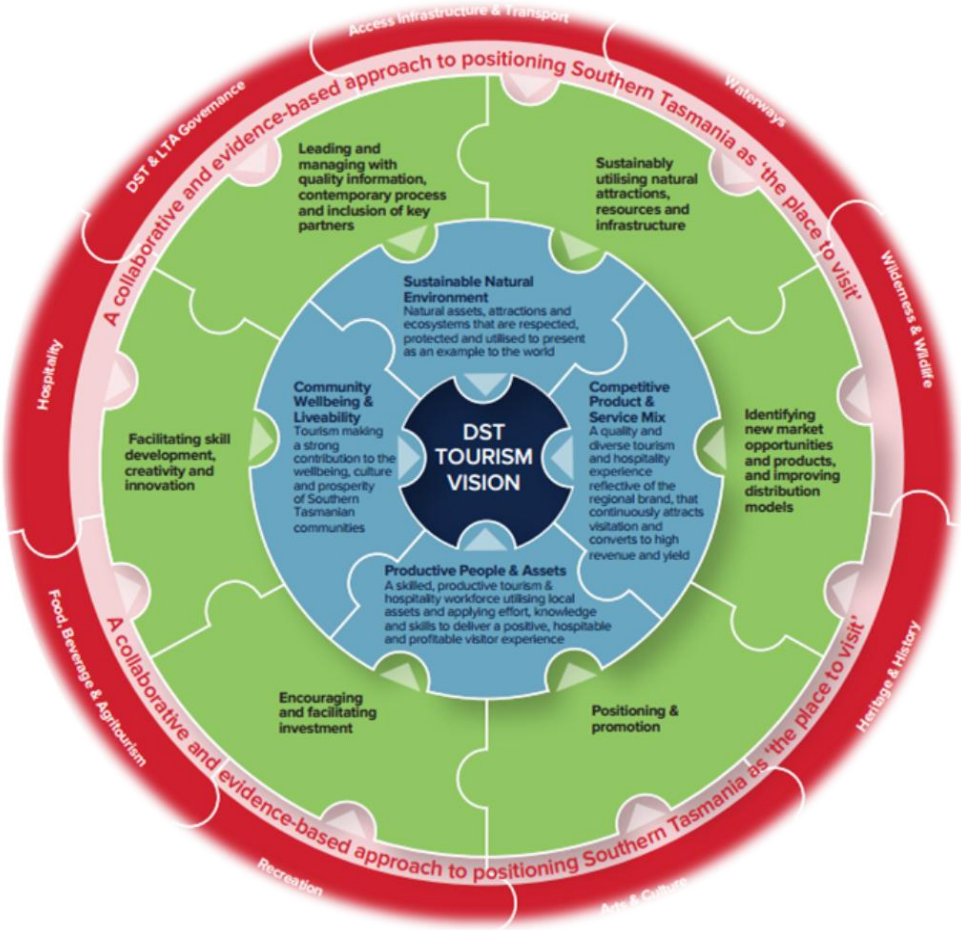

***Fig 8.3**: Destination Southern Tasmania Tourism Framework and Tourism vision (Source: http://southerntasmania.com.au/)*

Tourism is vitally important to the Southern Tasmanian economy and contributes significantly to the way of life of our communities, particularly in regional areas. The challenge for our tourism industry is to provide the best possible experience for visitors while increasing the range of experiences and activities across our region that 'meet the market'. Success will lead to increased business resilience and a greater dividend from infrastructure; ultimately making a greater contribution to the way of life of residents. Destination Southern Tasmania (DST) is pleased to present this Destination Management Plan (DMP) which establishes a framework to facilitate the continual management of the destination using a flexible, holistic and systematic approach. The consultants have noted that tourism, being superimposed on an existing place, utilizes a wide range of public and private investment and infrastructure as well as public assets. However, it is also noted that tourism provides an extension to the scope and scale of built attractions and hospitality that would not normally be available if they were solely reliant on local patronage. To this end, the framework acknowledges the social, economic and environmental impacts of tourism, their inter-relationships and the way in which those impacts can be successfully managed.

The Destination Management Plan (DMP) for Southern Tasmania was commissioned by Destination Southern Tasmania (DST), the Regional Tourism Organisation (RTO) responsible for the marketing and development of tourism in Southern Tasmania. DST represents one of four tourism regions designated by Tourism Tasmania. DST's key objectives are to increase visitation, yield and regional dispersal through marketing, industry development and advocacy. The Tasmanian tourism industry has experienced profound structural change in the last 18 months. As a result, Tourism Tasmania has been streamlined to a marketing organization, and its withdrawal from industry development/capacity building in particular has left a significant vacuum. DST is now charged with this substantial task in an environment where the organization's resources and capacity are very limited. Similarly, while there are a substantial number of recommended actions, it will be paramount that DST secures increased

stakeholder support and resourcing levels to enable the organization to implement the DMP and attain positive and achievable results during the first twelve months. The DMP sets out a vision for tourism in Southern Tasmania and a framework for DST to continuously manage the destination using a flexible, holistic and systematic approach. DST's Tourism Vision 'For tourism to be a sustainable, appealing and profitable industry; contributing strongly to the communities of Southern Tasmania'. DST's Mission Statement: 'We will be respectful of our natural environment, competitive in the way we develop and market our advantages, committed to the people who work in our industry and embraced by the community in which we live and operate.' Southern Tasmanian Tourism in Southern Tasmania is in a period of transformation. As with the industry across the State, its development has historically focused on accommodation.

However, in recent years there has been an increasing shift towards significant and varied cultural and recreational experiences; these range from the Museum of Old and New Art (MONA) and its associated events, through to nature-based activities, major cultural and sporting events and a growing reputation for fine quality food and beverage to complement the experience. While there is a current shortage of 'beds' in central Hobart, the outlying regions generally have either an over-supply of accommodation or an under-supply of accommodation type and/or attractions and experiences demanded by contemporary and emerging markets. In some instances this situation can be redressed by bundling local assets into innovative new packages, and to some degree, by ensuring that attractions and experiences are effectively marketed. The supply side of the Southern Tasmanian destination is characterised by larger scale corporate entities, medium-sized professional businesses and a substantial number of boutique or 'lifestyle' operators. In terms of volume, the tourism offer is mostly provided by the larger operators. However, given the nature of the Tasmanian tourism industry, the small operator is an important provider of choice for visitors to Southern Tasmania, in particular in the context of regional dispersal. The more sizeable businesses have the capacity to resource their own

marketing and adaptation/reinvestment, but need the collective voice of DST to coordinate and effect destination marketing campaigns and address development challenges. The smaller businesses within Hobart provide an attractive range of options for visitors, but in the regions, the general absence of larger businesses results in a lack of scale and market awareness. Where scale and capacity are lacking, DST can assist the local industry to build capacity and advocate for agreed, supporting infrastructure that will contribute to the development of compelling experiences and products in those areas. Destination Management Plan – Southern Tasmania, January 2014 7 The notion of Local Tourism Associations (LTAs) that are primarily industry-driven and resourced is considered flawed. Without the participation/intervention of Local Government, RTOs and key entities such as Tasmania's Parks and Wildlife Service, Marine and Safety Tasmania, Inland Fisheries and other industry sectors in which there is specific local benefit from tourism (e.g. the agriculture and aquaculture industries), LTAs will struggle to drive significant regional dispersal. Many of the strategies outlined in this DMP require a more cooperative and coordinated approach from industry, State and Local Government if successful outcomes are to be achieved.

KEY FINDINGS

In the development of the DMP, the key findings to emerge for the Southern Tasmanian tourism region were:

- The industry has a general lack of knowledge of the new governance structure, particularly around the roles and responsibilities of the State Government (both tourism and non-tourism agencies), the RTOs and LTAs, and this is not currently being addressed by the industry's governance bodies.
- There is an increased need for DST to have more focus on industry development/capacity building within the Southern Tasmanian tourism region, particularly following the withdrawal of Tourism Tasmania from this role.
- Southern Tasmanian tourism needs a 'collective tourism voice' provided through DST.

- There is a need for DST to provide an advocacy role for the industry in the development of supporting infrastructure, such as roads, public transport and signage, to ensure that tourism is considered by the organizations responsible for developing such infrastructure. This role should also extend to product and experience development across the region.
- DST must continue to facilitate regional and cooperative marketing opportunities and events.
- DST's resourcing levels, when compared to the region's provision of tourism experiences and products in the State are imbalanced. The region includes over a third of all tourism operators, is the major gateway for visitor arrivals to Tasmania and features the majority of the State's major attractions - but its funding does not reflect the corresponding challenges.

THE DESTINATION MANAGEMENT PLAN

The DMP has been developed using a framework model that identifies the need to consider tourism in a holistic and integrated manner and as a significant contributor to the regional economy. The following information, conclusions and development pathways presented in the DMP:

- Provide the context in which tourism and DST operates in the region;
- Highlight the relevant research and tourism trends impacting on the region through a comprehensive situation analysis;
- Present an integrated framework to manage tourism in Southern Tasmania; a
- Recommend a substantial list of actions to prioritize and implement.

The recommended actions reflect the fact that the Southern region is experiencing record visitation and accordingly more emphasis has been placed on the industry development and advocacy roles of DST. The action list is devised for the first 12 months and future actions will be developed on an annual basis to ensure that they are relevant and able to be implemented in a resource-constrained environment. Ideally the development of a 12-month rolling Action Plan will be aligned to stakeholders' budgetary timeframes, to ensure an appropriate level of funding.

Lastly, to achieve the actions it will require a collaborative effort from all stakeholders for DST to position Southern Tasmania as 'the place to visit' in the competitive tourism environment.

8.5 Check Your Progress

1) What are the broad steps in destination planning?

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2) What do you mean by synthesis phase in destination planning?

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3) What do you mean by preparation of position statements?

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4) Who participate in tourism destination planning?

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5) Give any five issues in travel industry.

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6) Name any two position statements in destination management plan of Brisbane?

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7) Give the summary of destination management plan of Tasmania?

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8.6 SUMMARY

Synthesis phase and preparation of position statements marks the third phase of destination planning after analyzing the resource inventory and assessing key resources with their capabilities.

It is regarded as one of the most important and creative stage in the tourism planning process. The key conclusions drawn from the research and studies in the former two phases are put together at this stage. The wrapping up mostly relate to five distinctive themes viz. (a) tourism development, (b) tourism-marketing, (c) tourism industry organization, (d) tourism awareness and (e) other tourism support services and activities.

Synthesis phase in destination planning refers to combining and integrating the various components of the analysis in order to obtain a more comprehensive understanding of the situation. Both qualitative and quantitative analysis of the survey information is to be carefully carried out. Several calculations have been done from market analysis at many tourism destinations to see the scope for further development. The synthesis study is based on the acknowledgment that there is a call for to estimate how sound and how frequently tourism and recreation sector needs and objectives are incorporated in destination planning and decision making. To realize this, the synthesis studies always incorporates a appraisal of the destination through in-depth analysis, situation analysis of destination through market analysis or by studying previous research reports of any destination or a survey of existing practices in a tourism destination.

Preparation of position statements is the step followed after the synthesis of the destination planning. It tries to highlight the strategic priorities of any destination prior to laying down principles for tourism development planning. These position statements also help in laying down the vision statements. The vision statements reflect the desired future states in tourism development, marketing, organization, community awareness, and support services and activities.

8.7 CLUES TO ANSWER

Check Your Progress

1. Refer Sec 4.1
2. Refer Sec 4.2
3. Refer Sec 4.3
4. Refer Sec 4.3
5. Refer Sec 4.3
6. Refer Sec 4.4
7. Refer Sec 4.4

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UNIT 9: OBJECTIVE SETTING, GOAL SETTING AND STRATEGY SETTING AND PLAN WRITING

STRUCTURE:

9.1 Objectives
9.2 Introduction
9.3 Destination Planning – Objective setting
9.4 Destination Planning – Goal setting
9.5 Destination Planning – Strategy setting
9.6 Destination Planning – Plan writing
9.7 Check Your Progress
9.8 Summary
9.9 Clues to Answer
9.10 Glossary

9.1 OBJECTIVES

The tourism planning process at all the levels is important. The primary objectives of this unit are as follows:

- Know about the objective setting in Destination Planning.
- To be acquainted with the goal setting in Destination Planning.
- To know the process of strategy setting in Destination Planning.
- Understand the plan writing process in tourism destination planning

9.2 INTRODUCTION

The fundamental principle of the destination management process is that it involves bringing together stakeholders to clearly articulate the tactical path and measures for the growth, marketing and managing of a destination for the future.

The planning process should be up to dated through conclusions drawn through the 'Situation Analysis' stage of destination planning to make certain that all accessible awareness is well thought-out and integrated into the strategic track of the tourist destination. Lessons for an effective destination planning process include:

- Strong leadership is needed from destination managers and local tourism champions to ensure stakeholder participation and commitment;
- Development of a comprehensive stakeholder engagement process and clear definition of stakeholder roles and responsibilities in order to leverage skills and experience and provide focus for planning and management;
- Development of a shared stakeholder vision for tourism and destination management in the destination over time to agree a common direction and values for the destination;
- Development of strategic planning documents that provide a long-term direction for the destination's development, marketing and management as well as short, medium and long-term actions to achieve the destinations vision.

Strategic planning documents include:

- A long-term Strategic Plan identifying the strategic priorities and direction for the destination including prioritization of actions and strategies;
- The growth of a strategic tourism plan for a tourist destination is an communication of the strategic priorities and direction that have been acknowledged by stakeholders for:
    - Planning
    - Development
    - Management and
    - Marketing of a region.

These Strategic Plans for tourist destinations are called Destination Management Plans / Tourism Action Plans / Sustainable Tourism Plans in unlike

destinations/ regions crosswise the world. A strategic plan for tourist destination management is indispensable for the long-term accomplishment and sustainability of a destination. As, focused in the case of the United Kingdom (Leeds region), while having a tactical arrangement for tourism will not resolve each and every one of destination's challenge, not having a tactical route will certainly cause additional concerns in the upcoming time period.

The tourism & travel industry functions in quickly varying surroundings that is made up of a lot of interconnected sectors. For this reason, unanticipated risks and crises can appreciably affect the tourism destination's short and long term sustainability. Although, every destination is exceptional and will face diverse challenges and issues, there are universal locales of risk management which ought to be concentrated by all destinations.

Successful tourism destination administration and strategic scheduling needs to be supported by appropriate and up-to-date facts and figures. Tourism destination managers require right to use data and information on traveller/ tourist/ visitor markets, ecological & green trends, merchandise supply and accessibility, possessions, occasions, challenges and potential risks.

Tourism regions that have customary research studies, surveys and data collection systems to sustain decision-making are healthier destinations which are competent to plan successfully and become accustomed to varying market circumstances. A systematic, focused & proper Research Plan recognizes the statistics and information mandatory for destination managers for further making well-versed scheduling and strategic decisions.

A risk Management Plan that delineates a scaffold and procedures for recognizing and taking action to tourism perils and crisis that may have effect on a destination. The strategies or the strategic/ tactical plans take into account the marketing and promotion agenda in order to influence the visitor flow to a particular tourist destination. Here, the attributes of both the place and the visiting fraternity of tourists play an important role. The role of promotion and marketing is significant as they influence the decision or decision making process to visit a

particular direction by providing him a valid reason to visit the place or tourism destination. These processes affect the budding or a coming tourist to visit the destination. The type of tourist visit affect the type of itineraries as the nature of services is affected by the nature of tourists.

A Marketing Plan sets the framework and direction for all marketing activities for a destination including market research, brand development and management, advertising and promotion, sales, distribution and cooperative marketing opportunities.

Flourishing fiesta's and events fetch locals and guests jointly to rejoice the distinctive and unusual features of a local community. These events construct new relationships and reinforce the foundations of the community and can bring quantifiable economic, social and even ecological benefits. If these events grow in an unmanaged way they can be seen as invasion to community and issues such as parking, noise, crowding, dislocation of locals and rising prices can dominate the communities' view of an event.

Also the local, traditional and authentic festival, events and fairs bring local people and travellers together and give both the guests and hosts benefits and occasions for celebrations. Tourism Planning Steps can broadly be classified as follows:

1. Inventory and describe the social, political, physical and economic development
2. Forecast or project trends for future development.
3. Set Goals and objective
4. Study alternative plans of action to reach goals and objectives
5. Select preferred alternatives to serve as guide for recommending action strategy.
6. Develop an implementation strategy.
7. Implement the plan.
8. Evaluate the plan.

It is recommended that all segment of community participate in all steps.

Tourism industry is a multifaceted and a dynamic industry. It has a complex system of stakeholders and groups that have a curiosity in the development, management and marketing of tourism for a destination. But, the most important aspect in developing tourism in a destination is support, dedication and collaboration of the stakeholders for a long term sustainable development.

It's very essential to understand and locate the various stakeholders' in a tourism destination and then involve them in a tourism plan to increase and replicate the benefits of tourism to everyone. A stakeholder engagement process is based on an extensive and intensive research which identifies:

- The objectives, goals and concerns of all tourism stakeholder's in tandem with destination planning and management. So that everyone involves in tourism planning process, take its role and jointly develop strategies and actions.
- Helps in informing the worth of tourism including its benefits (social, economic and environmental) to the stakeholders, so that no awareness gaps are created.
- The roles of tourism should be assigned, according to the strengths of the stakeholders by nurturing their expertise, skills and interest, which makes tourism activity effective at grass root level.
- Setting a set of goals through co-operative participation of the entire stakeholder's and focusing them constantly to achieve them.
- Apart from objectives, also laying down the mission and vision for the tourism destination.
- The partnerships & memorandum of understanding (MOU) can also be helpful in developing rational roles and responsibilities of all the stakeholders.
- Identifies the governance structure for destination management as an important framework that clearly outlines communication, reporting and decision-making processes.

Hence, with a wide range of stakeholders with an interest or stake in tourism for any region, it is important to have a strong stakeholder harmonization throughout the destination. Harmonization and communiqué (communication) necessitates leadership. Having strong and dedicated leadership within a destination is imperative to ignite stakeholder dedication and involvement in tourism; grant a focused tactical approach to tourism and promote a shared tourism vision for the destination.

9.3 DESTINATION PLANNING - OBJECTIVE SETTING

Objective setting is an important in destination planning. It helps to chalk out a plan considering important aspects in mind. It forms an important step after the situation analysis, in-depth – research and conceptualization. The objective setting helps in:

1. Stating the desired results of developing tourism in the country/ region.
2. Outlining the elements of tourism in an area, that needs improvement.
3. Developing tourism and other supporting infrastructure services
4. Tourism Marketing Strategy
5. The Branding of the Region/ area / destination.
6. Identifying the roles of Players and Stakeholders in the Tourism Sector and their respective
7. Helping the handicraft & cottage industry by production of Local Crafts and their markets
8. Outlining the needs of Tourism in the Region.
9. Funding sources for Tourism Development

Objectives in destination planning help in classifying a set of supporting actions to make certain that the broader goals are accomplished. These objectives are the action plan or high level road map.

In other words, objectives are specific steps or tasks that must be finished to arrive at the goal. When you have something that you want to accomplish, it is imperative to set both goals and objectives. Goals devoid of objectives can never

be accomplished while objectives without goals will never get you to where you want to be. These two concepts are separate but much related. The goals are the long-term endeavors (aims) that are to be realized in a tourist destination; on the other hand objectives are concrete attainments that can be achieved by following a certain number of steps.

Goals and objectives are often used interchangeably, but the main difference comes in their level of concreteness. Objectives are very concrete, whereas goals are less structured. In short, the comparison of objectives and goals is as follows:

1. Both are tools for accomplishing what you want to achieve.
2. The goals are long term and objectives are typically accomplished in the short or medium term.
3. Goals are vague (nebulous) and you can't surely say you have accomplished one whereas the accomplishment of an objective can easily be calculated (measured).
4. Goals are hard to compute (quantify) or put in a timeline, but objectives should be given a timeline to be more effectual.

Objectives are the exact steps in the destination planning which are essential steps to arrive at its goals. They are written exclusive of emotion, and they are characteristically measurable and quantifiable. They also are reasonable and manageable and have an associated timeline.

9.4 DESTINATION PLANNING – GOAL SETTING

Goals play an important role in a destination plan as it acts as a vision agenda, which has to be accomplished. A goal is a definite target, an end result or somewhat to be most wanted. It is a foremost footstep in realizing the visualization of the organisation.

Why are goals important? Goals lay down track, provide purpose and accountability and delineate roadmap / destination. They provide direction and spotlight for the individuals in addition to the team and make the destination plan more efficient and more effective.

Who are benefitted? The whole population as a group gets ownership and not a single individual. The tourism plan requires inputs from all stakeholders and affects everyone.

What is a goal? A goal is a target, which should delineate the role of your governing body.

Goals ought to respond the inquiry of who we are and what we wish for to accomplish. They are a written, appropriate, realistic, visible, extensive proclamation of a desired end. And echo the task of the group and give universal focus to group's efforts. Local people and government as well as outer investors develop a agreement on the type of region they seek out in the future. Based on the matters and apprehensions, goals are recognized. These goals are long array and, for tourism, would engage equilibrium bordered by development and resource protection.

The goals are comparable for regions and pertain to destination planning- improved visitor satisfaction, secluded natural and cultural resources, enhanced economy, and amalgamation into the life and economy of the total destination area. You can achieve additional and go beyond if you bestow yourself to the goals printed in black and white.

Goal setting commences subsequent to the strategic planning is absolute and arranges in a line with the organization’s mission and vision statements. Keep your goals on your individual and trade radar screens at all periods and go after all the way through on the steps mandatory to make them happen.

Before you can set in motion goal setting, it’s crucial to craft a blueprint for how the procedure will unfurl. Hence, it is very important to concentrate on the following aspects:

1. Mission statement
2. Vision statement
3. Fiscal year priorities
4. Strategies
5. Monthly monitoring and managing meetings

The Goals are streamlined only when the mission and vision proclamations are over and done with. But it's important to continue the progression uncomplicated and pleasant, and position "SMART" goals – simple, measurable, achievable, results oriented, time sensitive. Most prominently, nevertheless, do not lay down goals that are "too easy" or do not enhance performance. The goals can be categorized into following types:

1. Financial
2. Customer service
3. Employee-based
4. Internal business process
5. Image
6. Reputation
7. Community relations and philanthropy
8. Sales and marketing

All the categories of goals above are not reflected at a time rather, they are reflected only if they are required and help in attaining the purpose and roadmap you choose for developing the tourism destination. There is no goal setting methodology or strategy; rather, they only help in setting targets which can be achieved by adopting a path and utilizing the resources in a efficient and effective way. But, here the role of stakeholder's is important as more are the goals of the stakeholders universal, more they get involved and more closer we get to our goals.

WHEN GOAL SETTING GOES WRONG

Goal setting should be taken cautiously as they affect the overall process of planning. As at times the goal making may go wrong and rebound the overall planning process. The various reasons for road blocks are as follows:

1. Deficiency of clear-cut responsibilities around the goals.
2. Absence of a tracking system.
3. Lack of a responsibility system.
4. Lack of loyalty.

5. Be deficient in of buy-in from populace who are anticipated to accomplish the goals.
6. Ineffective communiqué.
7. Lack of assets or time.
8. A large number of goals at a time can make situation vulnerable and also affect financial aspect.
9. Focusing on too many or too few goals.
10. Goals are not set keeping in mind the longer-term visualization.

OBSTACLES IN GOAL SETTING

At times there may be lot of impediments or barriers in goal setting of a tourism destination. The barriers may be on account of the lack of passion of the implementing agency or organisation. This may be due to lack of accuracy in framing the goals, the goals may not represent the needs and desires of tourism stakeholders leading to confrontation and there may be increased pressure of achieving the goals. Hence, the goals should be specific, common and target the end process rather than act as a inflating system.

When an organization fails to meet goals, many factors may be at play. Typically, one of the following common denominators is present: a CEO with no passion for the goals that have been set; the goals are not precise; the goals are at cross-purposes with the CEO's self-image; fear of failure. Examine any and all obstacles to your organization's goals, looking particularly at any old patterns you, your team, or the organization as a whole has in abandoning specific goals.

CONSEQUENCE OF GOALS

Setting destination goals provides your destination with a well thought-out framework. It is a proficiency that lends a hand to the destination planners and developers to comprehend whether the destination would help to realize the dreams of the tourism stakeholders.

A tourism destination will not be able to achieve the success not including clearly constructed destination goals. Well-defined tourism destination planning goals endow with a in depth parameters to everyone involved or present in the

tourist destination. Hence, the goals should be realistic, practical and help in achieving business in the following manner:

1. Motivate the stakeholders of the tourist destination.
2. Be Attractive in attracting the tourists/ visitors / travellers.
3. Help the different Stakeholders to understand the goals which improves their decision making process.
4. Aids in Performance Evaluation.
5. Convene Financial Targets or gains projected for the tourist destination.

Goal setting involves five pre-requisites that determine their effectiveness:

- ***Specific*** **-** Goals should be specific and not use vague terms. They should be clearly understood and interpreted. The mode of action that needs to be approached should be evident from the goals.
- ***Measurable*** **-** Goals should always be measurable. You should be able to track and measure the performance in achieving these goals.
- ***Attainable*** **-** The goals should be within the reach of your company and should be achievable. They should also be realistic. It makes sense to start off with smaller targets and then work on improving them
- **Relevant -** The objectives and goals should be relevant to the functioning and nature of work carried out by the planners and subsequently the developers. You cannot have goals that do not complement the nature of your business.
- **Timely -** Goals should have a fixed time-frame for your goals. This prevents any sort of lethargy and provides an internal deadline to the entire organization. Time bound goals will also keep you motivated.

9.5 DESTINATION PLANNING – STRATEGY SETTING

Strategic Planning is a course to delineate an organization's track, establish long range planning goals and steer decision-making. Most strategic plans take in hand high level initiatives and overarching goals. Metaphorically, a strategic plan is a governmental roadmap. If strategic planning is the roadmap, Strategic Priority Setting is the vehicle to accomplish the destination.

Strategic planning is a disciplined endeavor. In the end, it constructs primary decisions and actions that contour and direct what a tourism destination is, who it helps, what it does and why. With a focal point on the expectations, effective strategic planning also articulates how a tourism destination planning will become successful.

A successful tactical plan sets priorities, focuses liveliness and resources, strengthens operations, and ensures that all the tourism stakeholders are working in the direction of universal goals. Strategic planning answers three key questions:

Where are we? Where are we going? How will we get there? Where are we?

Consider the opening fundamentals of the mission statement, values and/or guiding principles, and SWOT (strengths, weaknesses, opportunities, threats) to evaluate where the tourism destination stands — what is happening internally and externally — and determine what changes you need to make.

Where are we going? The hope is impractical to forecast, but mulling over circumstances will focus your attention and help you classify the prospects for the tourism destination. Specifically, compare your destination to other competitive destinations.

What do you do best? What makes you unique? What can your organization potentially do better than any other organization? Answering these questions will help you put together a picture of what your future make up will be and where the tourism destination heads up.

How will we get there? This is the mutton of your strategic plan. There are a large number of directions from your existing situation to your vision, and selecting the right one will establish how swiftly or unhurriedly you get to your ultimate destination.

Conclude your strategy, set short and long term goals, and extend action items to get you there. Identify issues that surround planners, developers & managers and consistently monitor the actions in tourism destination planning. Always keep in mind that strategic planning is about mounting and humanizing

the tourism destination. When you don't plan, the most excellent you can expect is maintenance of the status quo. Additionally down the line, you can expect challenges that will significantly damage or destroy your tourism destination.

The Seven Rules of strategic planning are essential apart from the above questions:

1. Pick the right players.
2. Design planning sessions that yield actual results.
3. Finish what you started.
4. Big vision, then laser-like focus.
5. Be brutally honest.
6. Play nice.
7. Be disciplined and take continued action.

The strategic setting provides a framework for the tourism destination which further enhances the participation in the following way:

- Have demand driven Facilities, services, good information; developing partnerships, business relationships are informed by an understanding of customers and participants.
- Optimize investment decisions to meet demand and budget
- Doing the work that work that people most value, in a cost-effective manner, so that more people will participate in outdoor recreation
- Be effective destination managers to ensure quality experiences lead to repeat visitation
- Market and promote destinations-Finding better ways of letting people know what opportunities are available
- Actively work with others

Cumbria is a non-metropolitan county in North-West England. It is predominantly rural, coastal, upland area which also has a large number of tourist locations primarily historic such as Carlisle Castle, Furness Abbey, and Hadrian's Wall. The Destination management plan (DMP) for 2014-2016 has been developed and modified to replicate the strategic priorities for Cumbria in the

short to medium term, and to take action to current issues and prospects. In particular, it is set within the perspective of both national and regional tourism strategies. The DMP of Cumbria below has been mentioned as such to highlight the priorities of the county. Also, the DMP is in conjunction to the main England tourism. The full DMP can also be seen on the URL: http://mediafiles.thedms.co.uk/Publication/CU-CTB/cms/pdf/DMP%202014-16%20Final%20(July%202014).pdf . The plan document has been produced as such just for educational purpose and guides the students. And give full credit to the planners of Cumbria.

"VISIT ENGLAND: A STRATEGIC FRAMEWORK FOR TOURISM 2010-2020

The Strategic Framework for England's Tourism sets out the coordinated approach needed for the public and private sector tourism industry to work together; it highlights four key objectives. These seek to maximize tourism's contribution to the economy, employment and quality of life in England and a target of 5% growth in the value of tourism, year on year, over the next decade.

***The Objectives**:*

- *To increase England's share of global visitor markets Marketing must build on the profile of the England brand in the world marketplace. Informed by a thorough understanding of the visitor's motivations across target markets, it will focus on England's most attractive destinations and experiences.*
- *To offer compelling destinations of distinction Tourism businesses, alongside destination management organizations, local government and relevant sectors, such as transport, must share responsibility for creating a successful destination experience.*
- *To champion a successful, thriving tourism industry A successful tourism industry creates new employment opportunities throughout the country and the success of the industry depends on a skilled workforce.*
- *To facilitate greater engagement between the visitor and the experience The tourism industry must ensure that information provision is modernized, integrated nationally, and keeps apace with advances in technology.*

To achieve the four objectives, a series of Action Plans (including ones covering rural tourism, marketing, accessibility and skills) have been developed by cross industry groups. These focus on the priority actions to be implemented by partners. There is a high degree of consistency between the emerging national strategy and the Tourism Strategy for Cumbria.

THE TOURISM STRATEGY FOR CUMBRIA 2008-18, MAKING THE DREAM A REALITY: THE VISION

In 2018 Cumbria, as well as being known for world-class landscapes, will have an unrivalled reputation for outdoor adventure, heritage and culture with a year-round programme of events. Our accommodation, our food, our public realm and our customer service will reinforce our reputation as the number one rural destination in the UK. The aims in the regional strategy are about making improvements in marketing, business performance, quality, skills, infrastructure and sustainability. The strategy focuses around four key themes, underpinned by quality and sustainability.

PRIORITIES FOR ACTION

- ***Landscape - the core:*** *Firstly, we need to develop the tourism industry in ways which do not detract from Cumbria's special landscapes.*
- ***Outdoor adventure, heritage and culture, food & drink and events - the visitor experiences:*** *Secondly, we need to develop those experiences that sit well in our landscape and will attract visitors to Cumbria and give them opportunities to spend money.*
- ***Accommodation, public realm and customer service - the basics:*** *Thirdly, we need to invest in those parts of the visitor experience that (while they are not the main reasons for people to come here) will, if we do them well, make sure our visitors have a great time. And vitally we need to make sure that people are able to get to, and around, the county easily by road, rail and air.*
- ***Marketing - the means to an end:*** *Fourthly, we need distinctive marketing, to re-establish Cumbria's leading tourism brands as appealing, modern destinations. We need to focus on the right people with a strong offer and*

persuade them to come here – for the first time or time and again – never forgetting they could so easily choose somewhere else".

9.6 DESTINATION PLANNING – PLAN SETTING

In the destination planning, the plan setting is an important step. It only leads to the preparation of a physical structure plan. It further leads to preparation of the Master Pan (MP) and involves a process for completing and detailing additional work on portions of the conceptual plan (CP), which are approved for further development. The difference between CP and MP lie largely in the levels of the details involved. Where the CP might indicate the need to expand an airport runway and terminal facilities, the MP would go into specifics on the land and construction. In destination planning the plans made should reveal that they will create development that will function as a system. Further, it will lead to structural stability; use of the function such as volume, capacity etc and create a aesthetically pleasing function. Also, the tourism site planning must be integrated with other plans at all levels. The area development planning for tourism should be integrated with the plans and policies of the major resource manager.

Whenever plan setting has to be done, initially it involves proper destination analysis i.e. its constructed elements, natural resources and perceptual characteristics. After that a conceptual plan is made which primarily outlines the basic things required to develop the destination. But, it negates the finer details, which can only be seen in the master plan. The conceptual plan is a preliminary plan.

Destination Management Plans should wrap all the essential aspects of destination management, including:

- Tourism performance and impacts
- Working configurations and communiqué
- By and large appeal and manifestation, access, infrastructure and visitor services
- Tourism destination image, branding and promotion (marketing)
- Product mix – growth requirements and opportunities.

Characteristically, a Destination Management Plan should set a tactical track for the region/destination/ site over period of up to five years and contain prioritized actions within an annual rolling programme, identifying stakeholders answerable for their delivery.

A tourism master plan is the roadmap for tourist destination accomplishment. It is a critical first step that will deal with three important inquiries i.e. “Where are we?” “Where do we want to go?” “How do we get there?”

The tourism master plans provide a all-inclusive gaze at all of the destination’s assets, where are the principal occasions for expansion, what are the core roadblocks, and how can they be triumph over. The plan is created by intermingling of in-depth research and planners, developer’s consultation with local businesses, government officials, and residents.

Understanding that tourism is an unlike and multifaceted industry in a tourism destination with a variety of interlinking stakeholders, we make use of a joint approach that engages the public and private sector and encourages their participation and commitment to achieve a shared vision for the destination. The master planning process will secure local buy-in, define the actionable steps needed to achieve common goals, and provide you with the ability to track results and adapt to changes when needed.

When designing a destination tourism market, one needs to inspect it from three key angles:

- Visitor Perspective
- Local Perspective
- Structural Perspective

So, that plans works in a holistic way.

Whenever, we are making a master plan, three phases / stages are involved:

Stage I: Plan formulation task which examines the existing tourism situation and prepares a project manuscript (detailed terms of reference) for the formulation of a Tourism growth Master Plan).

Stage II: Formulation of a Tourism progress Master Plan which spotlights on the following sectors:

- accommodation;
- transport;
- tourist activities;
- product development;
- marketing and promotion;
- institutional framework;
- tourism zoning;
- statistics and research;
- quality standards of tourism services and
- Legislation and regulation.

The Plan main concern actions for all sectors and embracing an Action Plan by defining roles and responsibilities of a range of stakeholders, timelines, pinpointing budgets, examines the guidelines, and, accomplishment norms .

Stage III: Execution of the Master Plan by provided that technical assistance to the Government in realizing the main concern suggestions of the Master Plan.

Here is an example of Destination Master Plan of Essex country in New York, U.S.A which was made in 2009. For your reference students, executive summary of the master plan is give. Just go through it. The purpose of this master plan is educational and the credit goes to Egret Communications. If you want to see the whole document, the URL is: http://www.dec.ny.gov/docs/lands_forests_pdf/essexcountydmp.pdf.

Executive Summary of Essex county and full credit goes to the Egret communication. ***The information presented here is just for educational purpose and to acquaint students with the real master plan.***

Essex County will take steps to support the engineered growth of tourism in Essex County and the "common" needs of the six target communities that have developed destination master plans under the Essex County Destination Master Planning Project.

To that end, the Essex County Visitors Bureau will coordinate the formation of an Essex County

Tourism Council, initially including chairs of the tourism councils of the communities that have developed destination master plans under the county initiative. Other communities can be added as they develop plans and strategies. The council will also include representatives from the Essex County Industrial Development Agency and the Essex County Community Development and Planning Office. This Tourism Council will "suggest" actions to the Board of Supervisors and oversee county-wide implementation of the destination master plan. This council anticipates meeting semi-annually – but can meet more often if the need arises.

Essex County will explore ways to assist in the development of current and competitive lodging county-wide, recognizing that this will require private investment and that it is key to the healthy growth of tourism in Essex County and the jobs and tax revenues it generates.

Some of those efforts will be related to incentives for private investment. Others will be related to supporting the upgrade and/or removal of out-of-date or derelict lodging establishments.

The county will support efforts to upgrade tourism's infrastructure, including the addition of bike paths along driving routes, recognizing that such moves are good for both residents and visitors. It will work to expand public transportation inside the county (to help residents commute to tourism and other jobs) and examine the possibility of adding bike racks to public transportation vehicles.

There will be a county-wide initiative to bring tourism education and hospitality training to residents. Tourism education will help residents understand the role of tourism in the county and their relationships and opportunities from having a strong tourism economy. Hospitality training will prepare residents for employment in the tourism industry and raise the competitive quality of the county's tourism industry.

9.7 CHECK YOUR PROGRESS

1. What do you mean by objective setting?

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2. What do you mean by goal setting?

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3. Differentiate between objective and goal setting?

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4. What do you mean by strategy setting?

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5. What do you mean by plan setting?

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6. A master plan involves what aspects?

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7. What are the stages in Master plan?

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9.8 SUMMARY

The fundamental principle of the destination management process is that it involves bringing together stakeholders to clearly articulate the tactical path and measures for the growth, marketing and managing of a destination for the future. Tourism Planning Steps can broadly be classified as inventory and describe the social, political, physical and economic development; Forecast or project trends for future development; Set Goals and objective; Study alternative plans of action to reach goals and objectives; Select preferred alternatives to serve as guide for recommending action strategy; Develop an implementation strategy; Implement the plan and evaluate the plan.

When you have something that you want to accomplish, it is imperative to set both goals and objectives. Goals devoid of objectives can never be accomplished while objectives without goals will never get you to where you want to be. These two concepts are separate but much related. The goals are the long-term endeavors (aims) that are to be realized in a tourist destination; on the other hand objectives are concrete attainments that can be achieved by following a certain number of steps. Goals and objectives are often used interchangeably, but the main difference comes in their level of concreteness. Objectives are very concrete, whereas goals are less structured.

The next step is strategy setting which involves strategy planning and strategic priority setting. Strategic Planning is a course to delineate an organization's track, establish long range planning goals and steer decision-making. Most strategic plans take in hand high level initiatives and overarching goals. Metaphorically, a strategic plan is a governmental roadmap. If strategic planning is the roadmap, Strategic Priority Setting is the vehicle to accomplish the destination. In the destination planning, the plan setting is the next significant step. It only leads to the preparation of a physical structure plan. It further leads to preparation of the Master Pan (MP) and involves a process for completing and detailing additional work on portions of the conceptual plan (CP), which are approved for further development.

9.9 CLUES TO ANSWER

Check Your Progress

1. Refer Sec 4.3
2. Refer Sec 4.4
3. Refer Sec 4.3
4. Refer Sec 4.5
5. Refer Sec 4.6
6. Refer Sec 4.6
7. Refer Sec 4.6

9.10 GLOSSARY

- **Amenity package:** A cluster of special features, such as complimentary shore excursions, bar or boutique credit, or wine at dinner offered to clients on a given tour or cruise, usually as a bonus or extra feature. Usually used to induce clients to book through a particular travel agency or organization.
- **Destination -** A hotel, resort, attraction, city, region, or state.
- **DMO** – Destination marketing organization. This term is synonymous with convention and visitor bureaus (CVBs) and tourism boards for accreditation purposes.
- **Destination management**- is a proactive co-operative approach to planning, developing, and applying destination resources for sustainable community benefit. It is a process of leading, influencing and coordinating the management of all the aspects of a destination that contribute to a visitor's experience, taking account of the needs of visitors, local residents, businesses and the environment.
- **A Destination Management Plan** (DMP) - is a business plan for building and managing the visitor economy for your destination. It is a shared statement of intent to manage a destination over a stated period of time, articulating the roles of the different stakeholders and identifying clear actions that they will take and the apportionment of resources.

- **Feasibility study** - A technique used to assess the financial potential of a proposed development. All aspects of the project are examined – financial, human resources, marketing, etc.
- **Marketing Plan** - A written document that details the necessary actions to achieve one or more marketing objectives. It can be for a product or service, a brand, or a product line. It can cover one year (referred to as an annual marketing plan), or cover up to 5 (sometimes referred to as five) years.
- **Mission Statement** - Statement that defines where the organization is going now, basically describing the purpose, why this organization exists.
- **Site** - The term site overlaps significantly with destination but tends to center on a particular place bound by physical or cultural characteristics. Many sites often inhabit a single destination.
- **Strategic Plan** – Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people. Various business analysis techniques can be used in strategic planning, including SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) and PEST analysis (Political, Economic, Social, and Technological).
- The **outcome** is normally a strategic plan which is used as guidance to define functional and divisional plans, including Technology, Marketing, etc.
- **Vision Statement** - Statement that defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future.

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UNIT 10: TOURISM PROJECT FEASIBILITY STUDY

STRUCTURE:

10.1 Objectives
10.2 Introduction
10.3 Justification of Pre-Feasibility study
10.4 Planning the Feasibility study
10.5 Sourcing Tourism facts and Figures
10.6 Doing research and preparing Checklists
10.7 Financial Feasibility
10.8 structuring and writing feasibility report
10.9 Report Production
10.10 Preparing a business plan
10.11 Check Your Progress
10.12 Summary
10.13 Clues to Answer
10.14 Glossary

10.1 OBJECTIVES

After going through the Unit 10 on **Tourism Project Feasibility study**, you would be able to:

- Know about the Tourism Project Feasibility.
- Understand the process involved in tourism feasibility study.
- Understand the feasibility studies impact over the tourism project.

10.2 INTRODUCTION

Tourism feasibility study plays an important role in tourism. It is an underpinning component of in destination development assignments, particularly in the region of arts, culture, and recreation. The feasibility study helps in viability of the tourism project as well as helps in enhancing the concept, prior to implementation of the tourism project. In order to construct flourishing destination, tourism, and economic there is an invariable need for prevalent background information, piercingly polished critical skills, and a sound impulse for capturing the most influential industry intelligence concealed in the market place. The feasibility study helps in tapping the accessible data sources as well as the derivative research, and combines that information with primary research to cover an inclusive picture. The feasibility study involves a progression of steps like the preliminary research and basic attentiveness; new conception research, concept enrichment testing and industry aptitude.

All the feasibility studies in tourism are preceded with a preliminary study and research, which helps in framing a suitable in-depth evaluation of the tourism project. It aims to systematically and rationally unearth the strengths and weaknesses of the accessible proposed endeavor or project, opportunity and threats present in the tourism destination setting, the resources present in the destination area and eventually the forecasts for achievement at the end. In its uncomplicated terms, the two criterions to judge feasibility are cost outlay of the tourism project and value to be accomplished. A well-designed feasibility study should provide a chronological background of the tourism destination project, a elucidation of the tourism product in a destination, accounting statements, particulars of the operations and management, marketing research and policies, fiscal data, legal necessities and tax compulsions. In general, feasibility studies herald industrial development and mission execution. It evaluates the project's potential for success; for that reason, superficial objectivity is an imperative aspect in the reliability of the study for potential investors and lending institutions. It is conducted with an objective, unprejudiced approach to make

available relevant data upon which decisions can be based. A systematic assessment of diverse communities and attractions that symbolize antagonism for new notions and tactics is carried out. This untimely phase aggressive aptitude investigation helps all stakeholders concerned to put together the new developments, opportunities and strengths, beside the weaknesses and threats. A destination development plan concerning many essentials means that opportunities may be present to provide an extensive array of community, local and commercial demands. Thus, the planning team needs to execute an appropriate in-depth appraisal of needs and community opportunities that the development can meet.

In some tourism projects in destinations, this feasibility study begins by conducting a need assessment survey. This survey research recognizes unmet needs, ignored opportunities and progression preferences as designated by community residents. The finding of the survey furthermore allows to identify the needs of the various stakeholders and to draw a parallel between the tourism projects. All these things help in giving vision to the tourism development in a destination. Through feasibility study, comprehensive examination of the tourist destination is done by analyzing the attractions, site characteristics, destination factors present, transportation access etc. that may lead to the development strategy and destination planning process. Also, it gives a chance to collectively work with the stakeholders and identify as well as prioritize development conceptualization that gives future prospects to everyone. These studies helps in studying the complex tourism destination and identifying the requirements for new concept, accurate identification of tourism market, appraisal of the most suited communication media, complexity of the project etc.

Whatever concept has been developed, but its viability is equally important. Hence, the feasibility study tests or evaluates the prospective of the destination by evaluating the potential attractions, events, promotions and additional key elements of the projected development plan. The research will gauge the intensity of interest in the novel development concepts and evaluating aspects like annual

days spent in tourism activities, average length of trip, average party size and spending per day, mode of travel preference, preferred types of tourism activities and destinations, to name a few.

And ultimately this feasibility study helps in providing a comprehensive development plan destination development and tourism. the study helps in recommending specific new developments to be followed; symbiotic relationship between tourism project elements; sequence of developments, proposals for infrastructure improvements, suggestions for future need assessment surveys and needs of the stakeholders.

10.3 JUSTIFICATION OF PRE-FEASIBILITY STUDY

The feasibility study centers on the question that "Should we continue with the proposed project idea?" Hence, all the actions are intended at getting answers of this question. These studies are used in a variety of ways focusing on anticipated industry endeavors. Hence, all the stakeholders of tourism, including the government with a business idea should carry out a viability study to establish the practicability of their suggestion prior to scheduled tourism development. Seeing the viability of the business idea saves your precious efforts, time and money. It also helps to analyse the possible risks, viable in short or longer run and to assemble the goals of the initiators and planners. A feasibility study is merely a solitary footstep in the industry assessment and business development process. It helps in reviewing the process and laying down the right perspective.

The feasibility study helps to "frame" and "flesh-out" precise business choices, so that they can be studied in-depth. And, business alternatives under deliberation can be quickly reduced. It is just like a probing expedition, in which you can take different paths to reach a destination. It also helps to get rid of the flaws or limitations existing in the tourism destination, before implementing the right strategies. For example, in the case of a hotel or lodge the number of beds may be reduced or increased; tourism drivers have to be addressed, accessibility needs to be enhanced or healthier models for community participation may be required. Previous to going for a full-scale feasibility study, a small pre-feasibility

analysis by the government or concerned agency helps in analyzing the tourist destination & gives a direction to the study. A tourist destination appraisal may be conducted to help ascertain the practicability of a proposed product in the destination. The destination assessment will help you recognize opportunities in a tourist destination or market segment. And, if none of the future prospects are established, there is no rationale to continue with a feasibility study. If opportunities are established, then the market assessment can provide spotlight and track to the creation of business alternatives to inspect the feasibility study. A market or tourist destination assessment will give much of the information for the promotion section of the feasibility study. The go/no-go verdict is one of the most significant in tourism destination planning and development. Once a decision has been made to pursue a business venture, there is generally no turning back. The feasibility study will be a most important information source in making this verdict. This indicates the consequence of a properly developed feasibility study. A feasibility study is not a business plan. The separate roles of the feasibility study and the business plan are generally misunderstood. The feasibility study helps in examining various purposes. It addresses the inquiry that "Is this a practical business venture?" The business plan gives a planning function. The business plan outlines the actions needed to take the proposal from "idea" to "reality." The feasibility study delineates and examines a number of alternatives to achieve industry success. So the feasibility study helps to taper the extent of the project to recognize the best business model. The business plan deals with only one alternative. The feasibility study is conducted before the business plan. A business plan is prepared only after the business venture has been deemed to be feasible. If a proposed business venture is considered to be feasible, then a business plan is constructed that provides a "roadmap" of how the business will be created and developed. The business plan provides the "blueprint" for project implementation. If the venture is deemed not to be feasible, efforts may be made to correct its deficiencies, other alternatives may be explored, or the idea is dropped.

Reasons given for not doing feasibility analyses include:

- We know it's viable. An accessible business is already doing it.
- Why do an additional viability study when one was done just a few years ago?
- Feasibility studies are presently a way for consultants to make wealth.
- The feasibility analysis has by now been done by the industry
- Why not just employ a general manager who can do the study?
- Feasibility studies are a waste of time.

Reasons to Do a Feasibility Study: Below are other reasons to accomplish a feasibility study.

- Gives spotlight to the project and outline substitutes.
- constricts business alternatives
- Surfaces innovative opportunities through the exploratory process
- Identifies reasons not to proceed
- Improves the likelihood of success by addressing and mitigating factors near the beginning that could influence the project
- Provides valuable information for decision making
- Helps to amplify assets.
- Provides documentation that the business venture was thoroughly investigated
- Helps in securing funding from lending institutions and other sources

The feasibility study is a serious step in the tourism business assessment process. If correctly conducted, it may be the most excellent investment you ever made. And if you cannot afford a feasibility study, you can't afford to proceed with the project. There have been some research ventures throughout the world, which have not been able to achieve goals. Rob Tonge suggests that possibly the down fall of the various tourism ventures is attributed to the lack of market research and feasibility studies to correct and make the tourism projects more effective and efficient. Rob Tonge is Senior Partner of the Queensland based regional tourism development consultancy firm Rob Tonge and Associates giving

assistance to the tourism industry in the region of Australia and the Pacific, since 1977. With the world, the tourism industry is continuously evolving, hence these feasibility studies cannot be ignored and should rather be made a vital step for tourism development.

10.4 PLANNING THE FEASIBILITY STUDY

The Feasibility studies intend to independently and logically reveal the strengths and weaknesses of an on hand business or proposed venture, opportunities and threats present in the natural settings, the assets or bounty resources essential to bring from beginning to end, and eventually the forecast for accomplishments. And in these feasibility studies, the two decisive factors which play an important role are the monetary outlay and worth to be achieved. Also, an ingenious feasibility study ought to make available a past milieu of the tourism venture, a explanation of the tourism destination product & services, monetary aspects involved & required, details of operations and management involved, marketing research and policies, legal framework available etc. it is a study which come first prior to technical development and project development.

Feasibility studies evaluate the projects prospective for success; consequently, supposed objectivity is an imperative factor in the trustworthiness of the study for budding patrons and loaning organizations.

Hence, these studies should always be carried out with a goal oriented unprejudiced approach to make available information upon which judgments can be based. The feasibility studies focus different perspectives of a Touism project and help in providing a clear cut view. TELOS is a type of assessment which provides feasibility study in the five areas i.e. technical, economic, legal, operational and schedule (time).

TECHNICAL FEASIBILITY (TECHNOLOGY AND SYSTEM FEASIBILITY)

This assessment analysis's the technical or professional expertise of a project. It considers whether the professional involved in project can deliver the required goals and objectives. Further, it also analyses the already existing technical staff's competence on various aspects on a scale. Technical feasibility

analyses the project to evaluate supplementary possible technical factors which could affect the study.

LEGAL FEASIBILITY

The feasibility of the project or tourism destination is also viewed in context to the legal requirements. A tourism project may be very promising bringing great dividends to all stakeholders. But, the legal requirements cannot be ignored nor they cannot be modified. Hence, the entire legal framework in all the processes involved in project should be studied, analyzed and implemented.

OPERATIONAL FEASIBILITY

Operational feasibility analyzes the operational quality of the project. This means that the tourism destination project prepared should be justified and good. It should be good enough to match with the existing business environment. Also, the needs & wants of the stakeholders in the tourism industry should be considered as the tourism environment is made up by them. Apart, from these aspects the sustainability, carrying capacity and community development should also be made an integral part of the operational feasibility.

The operational feasibility sees whether what procedures should be adopted for a sustained and long term growth. Hence, the operational feasibility helps in proper design and development of the tourism destination by utilizing appropriate effective management and other aspects (such as IT, Technology, Engineering etc) to make a tourism system which is responsible, rational, solves the purpose and obtains benefits of the opportunities.

ECONOMIC FEASIBILITY

The economic feasibility assessment helps in determining the affirmative fiscal advantages to the tourism destination that the planned tourism system will present. It includes enumerating and recognizing all the benefits anticipated. This assessment typically involves a cost / benefits analysis.

It helps in analyzing the significance of outlay and its effect on stakeholder benefits. It helps in proper utilization of funds and limiting the futile expenditure. It plays an important role in developed and more importantly in

developing counties where monetary utilizations have to be done more effectively.

TECHNICAL FEASIBILITY

The technical feasibility appraisal is paying attention on gaining a thoughtfulness of the at hand technological possessions of the destination management agency and their suitability to handle the job. In order to make the tourism system more effective, the tourism destination planning and management has also to be made more effective and purposive rather than focusing on phantom and illusionary aspects.

SCHEDULE FEASIBILITY

The tourism projects or planning at tourism destination should follow a time period. As if, the implementation of tourism projects take lot of time then the development & planning in tourism destination will go meaningless. Hence, the time deadlines play an important role in tourism developments. Planning is directly proportional to time scale. Hence, tourism destinations should follow a time frame for development in a phased manner.

Apart, from the above feasibility factors, there are other feasibilities, such as resource feasibility, cultural feasibility, financial feasibility and tourism market feasibilities. All these various types of feasibilities are the subsets of the main set i.e. tourism destination development and planning.

10.5 SOURCING TOURISM FACTS AND FIGURES

Before making or doing the tourism destination planning, thorough research should be done related to tourism & its allied sectors. This helps in understanding the tourism dynamics at the destination from the perspective of supply and demand. It also helps in understanding the tourist inflows to the destination or area where tourism development is going to occur. It helps in developing infrastructure and supra-structure keeping in mind the growth of tourism. Here, the statistics of tourism industry collected by tourism and travel organizations'/departments play a vital role. They help the tourism planners to figure out the present flow of tourists and to plan the tourism infrastructure to suit

it as well as considering the tourist needs in the near future. Also, in the modern era of technology and IT the travellers seek the online advice from strangers and friends, who have been to the tourist destination. More explicitly, information sources on social media aid the tourist in assessing various options in order to make a knowledgeable purchasing judgment. Hence, the tourism organizations as well as NTO/NTA's (National Tourism Organisation/National Touism Agency) should understand the role of social media in DMP (Decision Making Process) and also use it by creating effective marketing strategies online as well as do positive tourism developments to attract more tourists at a tourism destination.

10.6 DOING RESEARCH AND PREPARING CHECKLISTS

In the feasibility study, it is very imperative to explore about the tourist region/ area/ destination, government bylaws, local government set of laws and fundamentals, local culture and local people thoughtfulness, viewpoint of the tourism business, requirement of the tourism industry etc. hence all these aspects form the checklist of the feasibility study, so that each aspect could act as a important guideline in the tourism industry.

Hence, various aspects or checklist for feasibility study are as follows and should be taken into consideration. Though they vary from one feasibility study to other:

- Have you given enough time for the feasibility study?
- Have you reviewed the risks associated with the tourism destination?
- Have you examined the various factors and stakeholders operating in tourism destination and tourism environment?
- What is the political climate?
- What is the economic situation?
- Do the feasibility studies provide you as much detail about your personal knowledge of and experience with the location and the population who will be the research participants?
- Have you been there before?

- How long is the feasibility study?
- In what ability or role the feasibility study was conducted?
- If you have not been there before, how do you plan to practice yourself to go?
- What connections / arrangements have you made or will you make?
- Depending on your project and its location, there may be issues about researcher safety.
- Should the authority/ tourism department/ be concerned about your own personal safety? Why or why not?
- If there is a local partner involved, such as a municipality, an NGO, a school, etc., what is the role of the organization?
- Are you assessing the programs and services, and if so, what would be the implication of the findings?
- Is there any possibility to involve the stakeholders?
- Are there any potentially negative, unintended consequences of the partnership or role of the partner, for the local people?
- Does the local host or partner organization have its own research ethics board or process? If so, what approvals are required?
- Some international research projects take place in developing countries where large segments of the population are marginalized, or where there is significant conflict?
- Depending on the location of your project and the range of possible participants, would you consider them to be vulnerable in any way (e.g., low levels of literacy, economically depressed or disadvantaged, ethnic/religious/cultural minority, children, etc.)? If so, how you will ensure they are not further negatively impacted by your research activities and outcomes?
- Working in a country or area with a different language, it may be necessary to hire / arrange for a translator, for either or both of oral / interviews and written materials including translation of written responses to surveys or questionnaires.

- What measures will you put in place to ensure that the translator is unbiased (so that they will give you the properly translated information without changing the meaning intended by the respondent or participant)?

Checklist considers all the important aspects prior to the feasibility study. It helps in giving a sort of support system which is vital prior to the feasibility study. It helps in judging all the important aspects involved in the achievability of the goals laid down for tourism destination management, planning and development. Checklists take into consideration:

- All the stakeholders perspective
- Destination planning & development perspective
- Perspective of the planners, developers and tourism agency

All these things are imperative to fulfill the need of the tourism destination.

10.7 FINANCIAL FEASIBILITY

The financial aspect is vital for any sort of development and planning. Hence, tourism destination also needs the startup capital to start tourism development. The purpose of financial feasibility study is to see whether, how much finance needs to be poured in for its successful implementation. It helps to know the type of investment needed, sources of capital, returns on investment, and other financial deliberations. In simple words, it gazes that how much money is needed, where it will come from, and how it will be used up.

A financial feasibility study is an appraisal of the fiscal aspects of the Touism project at a tourist destination. It looks into many thing including start-up capital, expenses, revenues, and investor income and disbursements. Other portions of a complete feasibility study will also contribute data to your basic financial study.

A financial feasibility study spotlights on one exacting project or area, or on an assemblage of projects (such as advertising campaigns, infrastructure development etc). However, for the purpose of establishing a business or attracting investors, at least three key things should be considered in the comprehensive financial feasibility study in the tourist destination i.e.

- Start-Up Capital Requirements,
- Start-Up Capital Sources, and
- Potential Returns for Investors.

Prior to an investment decision is made, it is essential to establish whether or not the planned investment initiative is viable. The likelihood of an investment has to be well thought-out with respect to a number of diverse aspects in order to establish whether the investment should be comprehended or not. The feasibility analysis is therefore carried out as an essential and one of the most critical steps in the decision-making process.

A feasibility analysis is an effectual diagnostic means that can be used to assess investments from different point of views i.e. technical, social, legal, financial, market, and organizational. Financial feasibility is time and again a principal factor in feasibility analysis, as good number investments are not realized if they do not create profit for the tourism stakeholders. The focus of this topic is on financial feasibility examination and its appliance in the decision-making progression. Accuracy and dependability of financial feasibility investigation relies on the precision of information used in the analysis. The suitable level of detail has to be decided with respect to what phase the investment is on.

At the early stages the rank of uncertainty is repeatedly high, but as the investment occasion evolves information develops into additional detailed and reliable one. As indecision can highly influence the end results of the analysis, the rank of detail has to be taken into account when basing decisions on the results. To evaluate the monetary feasibility of investments appropriate criteria have to be chosen. Financial feasibility computation needs to be done with care and the complication of the calculations depends on the number of diverse aspects that needs to be considered. The assumptions used in the calculations be capable of, and frequently will, transform as the tourism project progresses and then the analysis needs to be updated. We by using the mathematical models for the calculations make it easier and less time consuming to update the investigation.

Financial feasibility investigation is an investigative tool used to appraise the economical viability of an investment. It consists of evaluating the fiscal condition and operating performance of the asset and forecasting its future condition and performance.

A monetary conclusion is reliant on two specific factors, expected return and expected risk, and a financial feasibility examination is a way for probing those two factors (Fabozzi and Peterson, 2003).

A number of reasons have been put to carry out a financial feasibility study (Hofstrand and Holz-Clause, 2009b):

- Gives center of attention to the tourist development and outline alternatives;
- Narrows tourism industry alternatives;
- To recognize novel opportunities through the exploratory process;
- Identifies reason not to carry on with the project;
- Augments the likelihood of accomplishment by addressing and mitigating factors early on that could affect the project;
- Provides proper information in terms of quality & quantity for decision making;
- Provides credentials that the business endeavors were comprehensively investigated;
- Helps in securing financial support from lending institutions and other monetary sources;
- Helps to be a magnet for equity investment.

Feasibility studies should be conducted before proceeding with the expansion of an industry proposal, and that in addition applies for financial feasibility analysis. Shaping in the early hours that a business idea is not financially feasible can thwart loss of money and ravage of priceless time. The results from the feasibility study should delineate the various state of affairs examined and the insinuations, strengths and weaknesses of each (Hofstrand and Holz-Clause, 2009).

10.8 STRUCTURING AND WRITING FEASIBILITY REPORT

It very important to structure and put in writing the feasibility study after its implementation. How you present & document the final feasibility study is just as important as the information it contains. The feasibility study contains a lot of material. Hence, always file the documents or put it in a portfolio or binder. Finding information easily and swiftly is significant to busy lenders and investors, so include tabs (type them it at all possible) to designate each constituent in your feasibility study.

The feasibility study should have a cover letter, which should be specific rather than generic. It should specify the key details of the feasibility study. Prior to submission, all the aspects in the feasibility study should be done properly. The objectives, research methodology and research design should be framed properly. Then, the writing of the report should be done properly. The data collected should be analysed properly and precisely. And conclusions should be dawn keeping in mind the evidence and results of the feasibility assessment. Prior to submitting the study, the proofreading should be done to check for content and errors. Typographical errors will make the study appear rushed or unethical and if your descriptions and computations do not make common sense to the reader they are insignificant. The conclusion and recommendations can be given together or separately. If you are writing the conclusion in the end, then it serves as a summary of all details in the study. But, it can also be placed after the table of contents as executive summary. This executive summary sets the tone and identifies main aspects for the person who reads it prior to the comprehensive details of the report.

Points to Remember

- A feasibility study is a progression in which you give the impression of being at a proposal to see if it is "realistic," that is, if and how it will work.
- An all-inclusive feasibility study looks at the complete structure, needs, and operations of a business.

- An inadequate or project feasibility study looks at a solitary defined task, schedule, idea, or dilemma.
- Viability study looking at both sides, bearing in psyche pros and cons, and problems.
- A practicability study is not a business plan, but serves as a base for budding your business plan.
- A marketplace viability study is not a marketing plan, but studies markets and market prospective, and can be used to sustain or expand a marketing plan.
- A lending institution/ organisation may necessitate submission of a feasibility study before taking into consideration the demand for resources.

10.9 REPORT PRODUCTION

The purpose of the existing feasibility study is to evaluate diverse facets of by means of reflexive transportable positioning information records for tourism statistics.

The yield of this feasibility study consists of five reports that address the main objective from various aspects. These reports are:

1. **Stock-taking** contains an up-to-date description of the state of the art in using data in research and applications in tourism statistics and related sphere of influence.
2. **Feasibility of access** provides a portrayal of the regulatory, business and technological aspects of data user-friendliness.
3. **Feasibility of use, methodological issues** provides a technique for the creation of tourism statistics by means of data.
4. **Feasibility of use, coherence (logic)** evaluates the logic of tourism statistics attained from various sources (surveys, statistics, tourist statistics etc.).
5. **Opportunities and benefits** give attention to the possible opportunities and profit the practice of mobile positioning data can pass to tourism statistics.

Based on the foundation of the data different methodological issues and techniques are necessary to process the data.

- Comparing the tourism statistics from non-mobile positioning sources to available mobile positioning-based data;
- Analyzing the reliability of specific indicators like the accommodation occupancy, number of tourists, the length of stay etc.
- Analyzing the parallel statistics between different countries/ regions/ areas/ destinations.

The report production involves presentation of the feasibility & pre-research to see the viability of the tourism project. The tourism report involves presentation of the feasibility study in form of report. The report includes preface, preamble, introduction, objectives of the study, research methodology, research design, conclusion, recommendations, significance and importance of study.

10.10 PREPARING A BUSINESS PLAN

The feasibility study helps the tourism planners, developers and thinkers to give a roadmap for a tourist destination. It helps in preparing a business plans in an array of areas, that make up tourist destination. It gives a lot of dimensions to the stakeholders of tourism.

The business plan helps to chalk out strategies necessary for an individual, company or tourism stakeholder to see the extent of scope and most importantly to incorporate the viability for that. Hence, the tourism plan, rather we can say that the efficient and effective business plans help in daily management or guide the decision abilities of the tourism stakeholders and individuals by taking into consideration a number of aspects. It helps in developing multiple objectives through organized planning and development.

When the business plan acts as a guide for the commencement of a novel tourism business, the entrepreneur more often than not tends to put the business in a slightly more unenthusiastic scenario than would be logical to imagine. This is the contradictory of what you would do when trying to enlarge a business plan for "external use".

It is imperative, consequently, to note that the business plan is not going to take action to only one of these objectives, but to all of them. The solitary indispensable precondition is a good plan that it is based on precise and exact postulations hold up by good market research of the unambiguous tourism sector and subsector. When you build up the business plan for a tourism company you are in reality performing an exercise in planning. In a business plan, it is very important to be natural, original, logical, practical, measurable and flexible. It is not a ultimate or authoritative business model, but takes into account the changing aspects of environment, people, technology etc. it is a dynamic tool which is practical and able to be implemented. It is both based on common sense, the procedure, people and resources involved. If you have a comprehensible business proposal for the tourism sector and are thinking about carrying it out, you must take the primary step towards defining and executing this idea. This involves putting together a business plan. Hence, you should be very crystal clear about your business plan and the important issues with which it deals.

Table 10.1: Advice for writing the Business plan

Person responsible for the composition	It must be written by the person or persons who have been involved in the business idea, or in other words, by the partner or partners concerned.
Writing style	It is essential that the language that you use to write the business plan is clear, simple, concise and therefore easily understandable - even for a person who is not in your sector. Avoid excessive use of technical terms.
Up to date and real data	Any information included, both quantitative and qualitative, must be real and up to date for the period being referred to.
Complete vision of the company	Although there is a great deal of freedom with the structure, the plan should cover all the areas of the company management (financial, human resources, production or services, administration and management).

Source: http://web.calstatela.edu/faculty/pthomas/BUS305/FeasibilityStudy.htm

10.11 CHECK YOUR PROGRESS

1. What is justification of Pre-feasibility study?

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2. How do you plan the feasibility study?

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3. Name the important aspects of the checklist required in feasibility study?

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4. What is financial feasibility?

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5. What is involved in report production?

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6. What is a business plan?

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10.12 SUMMARY

Tourism feasibility study plays an important role in tourism. It is an underpinning component of in destination development assignments, particularly in the region of arts, culture, and recreation. The feasibility study helps in viability of the tourism project as well as helps in enhancing the concept, prior to

implementation of the tourism project. In order to construct flourishing destination, tourism, and economic there is an invariable need for prevalent background information, piercingly polished critical skills, and a sound impulse for capturing the most influential industry intelligence concealed in the market place.

The feasibility study centers on the question that "Should we continue with the proposed project idea?" Hence, all the actions are intended at getting answers of this question. These studies are used in a variety of ways focusing on anticipated industry endeavors. The Feasibility studies intend to independently and logically reveal the strengths and weaknesses of an on hand business or proposed venture, opportunities and threats present in the natural settings, the assets or bounty resources essential to bring from beginning to end, and eventually the forecast for accomplishments. And in these feasibility studies, the two decisive factors which play an important role are the monetary outlay and worth to be achieved. Before making or doing the tourism destination planning, thorough research should be done related to tourism & its allied sectors. This helps in understanding the tourism dynamics at the destination from the perspective of supply and demand. It also helps in understanding the tourist inflows to the destination or area where tourism development is going to occur. In the feasibility study, it is very imperative to explore about the tourist region/ area/ destination, government bylaws, local government set of laws and fundamentals, local culture and local people thoughtfulness, viewpoint of the tourism business, requirement of the tourism industry etc. hence all these aspects form the checklist of the feasibility study, so that each aspect could act as a important guideline in the tourism industry. The financial aspect is vital for any sort of development and planning. Hence, tourism destination also needs the startup capital to start tourism development. The purpose of financial feasibility study is to see whether, how much finance needs to be poured in for its successful implementation. It very important to structure and put in writing the feasibility study after its implementation. How you present & document the final feasibility study is just as

important as the information it contains**.** The purpose of the existing feasibility study is to evaluate diverse facets of by means of reflexive transportable positioning information records for tourism statistics. The report production involves presentation of the feasibility & pre-research to see the viability of the tourism project. The tourism report involves presentation of the feasibility study in form of report. The report includes preface, preamble, introduction, objectives of the study, research methodology, research design, conclusion, recommendations, significance and importance of study. The feasibility study helps the tourism planners, developers and thinkers to give a roadmap for a tourist destination. It helps in preparing a business plans in an array of areas, that make up tourist destination. It gives a lot of dimensions to the stakeholders of tourism. the business plan helps to chalk out strategies necessary for an individual, company or tourism stakeholder to see the extent of scope and most importantly to incorporate the viability for that.

10.13 CLUES TO ANSWER

Check Your Progress

1. Refer Sec 4.3
2. Refer Sec 4.4
3. Refer Sec 4.6
4. Refer Sec 4.7
5. Refer Sec 4.9
6. Refer Sec 4.10

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BLOCK 3: APPROACHES TO TOURISM PLANNING

UNIT 11: ECO - CENTRIC OR ENVIRONMENTAL APPROACH OF TOURISM PLANNING

STRUCTURE:

11.1. Objectives
11.2. Introduction
11.3. The meaning and concept of ecotourism
    11.3.1. Objectives of ecotourism
11.4. Ecotourism destination planning in Sikkim
    11.4.1. Alluring ecotourism in Sikkim
    11.4.2. National park and wildlife sanctuary
    11.4.3. Eco-adventure tourism
    11.4.4 eco-trekking tours in Sikkim
    11.4.5. River rafting in Sikkim
    11.4.6. How to get there
    11.4.7. Precautionary measures for sustainable ecotourism
    11.4.8. Action plan for ecotourism destination planning in Sikkim
11.5. Ecotourism destination planning in Andaman and Nicobar
    11.5.1. Potentials for ecotourism development
    11.5.2. Adventure water sports
    11.5.3. Entry formalities
    11.5.4. How to get there
    11.5.6. Communication network
    11.5.7. Ecotourism destination planning
11.6. Ecotourism destination planning in the Western Ghats
    11.6.1. Practical bottlenecks in the conservation
    11.6.2. Eco-regions and ecotourism potentials
    11.6.3 Planning for ecotourism destination planning
    11.6.4 Conservation measures
    11.6.5 Western Ghats restoration project and ecotourism planning
11.7. Let us sum up
11.8. Answers to self assessment question

11.1. OBJECTIVES

After reading this unit you will be able to gather ample idea on;

- The meaning and objectives of Eco-centric or ecotourism.
- The potentials of ecotourism in Sikkim and appropriate planning for its development.
- The ecotourism destinations in Andaman and Nicobar Island and long-term planning for ecotourism destinations.
- The luxuriant Western Ghat and its contribution to the ecotourism development.

11.2. INTRODUCTION

Eco-centric or Ecotourism is well accepted as an emerging area for nature conservation and socio economic development. It is a thrust area to increase economic opportunities of the community involved directly and indirectly. The nature conservation through ecotourism has found in the top of the agenda of the United Nations and the World Tourism organization's principles of ecotourism in declaration of the International Year of Eco Tourism in 2001. The aim of ecotourism is to establish a strong linkage among the local communities, tourism operators and visitors. The WTO also envisions that global spending on eco-tourism activities will be surging by 20 per cent. The volume of eco tourism market in developing counties is estimated to be the range of 5 to 10 billion annually. According to estimates of The International Eco Tourism Society (TIES), out of the total international tourists 40 to 60 per cent are nature tourists and 20- 40 percent are wildlife tourists. The demand for eco- tourism and nature based holidays is expected to double and even triple in the next 20 years (10th Planning Commission).

11.3. THE MEANING AND CONCEPT OF ECOTOURISM

The International Eco tourism Society has defined "Eco- tourism is responsible travel to natural areas that conserves the environment and sustains the

well being of local people". The WTO has defied tourism that involves traveling to relatively undisturbed natural areas with the specified object of studying, admiring and enjoying nature and its wild plants and animals, as well as existing cultural aspects (both of the past and the present) found in these areas.

11.3.1. OBJECTIVES OF ECOTOURISM

- Conserve biological and cultural diversity of the place and plan for sustainable use natural resources.
- Share the benefits of eco tourism developments equitably with local communities and indigenous people and creating awareness campaign among the beneficiaries and disseminating methods for sustainable planning, management, regulation and monitoring.
- To impart nature education to different target groups i.e. children, teachers, bureaucrats, media persons, rural people and politicians and to provide interpretation facilities to generate conservation awareness among the visitors by discovering wonders of nature and its intricate relationship
- To strengthen the staff and infrastructure for managing the eco tourism and interpretation programmes and creating employment opportunities for local people to cater to the needs of visitors in raising taxi, hotels, engagement in ret houses, lodges etc.
- Involve local people in recycling the revenue from tourism for improvement of resources and facilities in the villages by subsidizing alternate energy devices, improving educational and medical facilities.

This unit will focus on three different ecotourism areas with much cultural diversity and biodiversity. Ecotourism is a catalyst for providing economic and conservation support to the areas which are much neglected and underdeveloped in terms of basic facilities. And these places have much potential things to satisfy tourists demand and these demands can only be catered with systematic and well guiding planning approach. This unit includes Sikkim, Andaman and Nicobar Islands and Western Ghats and their geographical, ecological and economical aspects. The discussion in the unit has also suggested the plan of actions for the

sustainable development of these ecotourism sites as these sites though diverse in their topography can offer rich experience that is mostly participative and activity based.

11.4. ECOTOURISM DESTINATION PLANNING IN SIKKIM

Sikkim is a tiny landlocked state but very striking and splendid with regard to unique biodiversity and ecotourism potentials in the eastern Himalayas region. Geographically, the state is surrounded with the bordering countries like Nepal, China and Tibet. The state with variation of 300 to 8583 meters attitude level has 113 Kms long and 64 Kms wide undulating topography. The state is known for is greenness and is the last pristine repository of the Himalayas biodiversity. The majestic Kanchenjunga standing as a patron and protector influences the way of living, cultivation, trade and industry. The state is divided into three climatic zones such as tropical, temperature and alpine zones. The climate remains cold and humid throughout the year and it keeps raining most of the times in the year. Pre-monsoon starts with April-May and reaches at peak during May and October.

The state passed through many historical events that signify the background of the place, people and culture. Major portion of the population are the followers of Buddhism. In the past, the state had strong cultural ties with the Tibetan region of the Peoples' of the Republic of China. Sikkim along with Nepal and Bhutan were known as the Himalayan Kingdoms till 1975. The Lepchas were the original settlers and termed the land as the country of the caverns or Neliang. Bhotias were the Tibetan migrants called it lho'mon - the land of the southern (Himalayan) slop and Denjong -the valley of rice.

11.4.1. ALLURING ECOTOURISM IN SIKKIM

The state provides nearly 40 percent areas for the creation of wildlife sanctuaries and national parks. The Department of Forest covers more than 80 percent of the land under its jurisdiction in order to give impetus for eco-tourism activities. More than 700 species of contrasting butterflies and 500 species of

orchids can be seen in the eco-tours. The flora of Sikkim adores its charming environs. Thriving green vegetation that catalogs figs, laurel, sal trees and bamboos make the entire eco rails much enriching. Oak, chestnut, maple, brich alder and magnolia are profusely found along the trekking routes. Sikkim is famous worldwide as an ideal place for boasting of Orchids like Cymbidiums, Cattlelyas, Dendrobiums, Hooheriana, F-ar Amoneum etc. Sikkim is as popular a place for fauna as it is for fauna, thus the state has gifted with 500 species of avi fauna. Apart from this, emerald dove, woodpeckers, cuckoos, kingfishers, and the fairy blue bird are some of the most attractive birds to be seen in the hilly state. The months between April and May present a kaleidoscopic view of blossoming orchids and rhododendrons. The endanger Red Panda and the Snow Leopard are the two typical species in the sanctuary.

11.4.2. NATIONAL PARK AND WILDLIFE SANCTUARY

The Khangchendzonga national park being a biosphere reserve in Sikkim is situated around the majestic Khangchendzonga Mountain that is a vibrant eco system in the world. It nestles a luxuriant flora and fauna of rare varieties for example prized musk deer, snow leopard and shy Himalayan thar. There are the primitive wilderness, natural lakes, tumbling tributary streams, flowered fields and imposing canyon to offer rich experience to the eco-tourists. The Fambong Lho wildlife sanctuary has a total area of 5,200 hectares with a congenial environment for Himalayan black bear, red panda, civet cat and many varieties of birds and butterflies. The Binturong or Bear-Cat (Arctictis binturong) is a rare civet discovered in the park. The park offers a pulsating sight of watching wildlife. The Singba rhododendron sanctuary came to limelight when Spotted Linsang or Tiger-Civet was reported. The sanctuary is a favorite destination for ecotourism activities. The fauna include species like serow, goral, blood pheasant, common hill, partridge, etc.

11.4.3. ECO-ADVENTURE TOURISM

Sikkim offers countless and seamless adventure sporting events that range from the trekking, hiking and river rafting to mountaineering. Tourists have a top

preference for the river rafting and trekking as these two activities enriches the value of experience of tourists. The tourist arrivals do increase in the peak period that starts with the mid-March and ends with the mid-June. The awesome mountain slopes of the Eastern Himalayas are uniquely impressive. The entire atmosphere will bind you with its enchanting beauty and pleasant climate. The state is blessed with the innumerable ecotourism sites which welcome tourists with some unique attractions. Some of the uniquely promoted ecotourism destinations with brief description are list below.

11.4.4 ECO-TREKKING TOURS IN SIKKIM

Trekking option in Sikkim is very common but distinct in nature and operation. The uneven topography and warped mountain ranges at Sikkim unleash fascinating trekking options to nature lovers and trekkers. Ecotourism encompasses the trekking as a forefront pulling factor to increase the length of stay of tourists. The trekking trails are endowed with the plethora of programmes such as walking, studying plants and orchids, watching animal and bird species, enjoying meadows, photographing and video shooting, camping, hiking, angling, river crossing, rappelling, painting, sun bathing, meditation, community awareness programme, home stay, cleanliness campaign, etc. Participation in trekking expeditions offers some sort of adventure feeling and experience about the beautiful Gompas, colorful hamlets and awe-inspiring alpine forests. Foreign tourists are directed to obtain requisite permits from Delhi, Kolkata and Siliguri for undertaking trekking in Sikkim. Permit restrictions have to be followed strictly when trekkers trek in the identified routes with a specific period time and with adequate arrangements. In brief, foreign trekkers can also take necessary training to take part in any of the adventure activities from the Indian Institute of Mountaineering at Darjeeling. The suggested trekking routes include then routes between Darjeeling and Kanchenjung, Singaliila Ridge and Goecha La Trek, Sikkim and Kanchenjung and Yukson and Dzongri. The maximum period of trekking is around 14 days. The best period for trekking tours can be selected between mid February and May or between October and December.

11.4.5. RIVER RAFTING IN SIKKIM

The state adequately provides the equipments and instructors to organize the white rafting event in the gushing river Tiesta as a USP. Sikkim. The freezing waters flow though the rugged terrains and forests become a superb adventure experience for adventure seekers. The rafting routes identified by the Sikkim Tourism are mostly organized in the two following routes such as Makhna-Sirwani-Bardang-Rangpo and Saikip-Jorethang-Majitar-Melli. Sikkim tourism organizes ready made as well as tailor made package tours for discerning adventure seekers and admirers during October to November. Kayaking soft adventure event is conducted for group inclusive travelers on the river Teesta. The best time to partake in the water rafting event in crazy waters is between May and November.

11.4.6. HOW TO GET THERE

The airport at Bagdogra in Sikkim is well connected by air from major cities. Sikkim Tourism Development Corporation also operates regular helicopter services from Bagdogra airport to Gangtok. Siliguri and New Jalpaiguri are connected by train to Kolkata, New Delhi, Guwahati and other major Indian cities. Taxis and buses also ply between Siliguri and Gangtok.

11.4.7. PRECAUTIONARY MEASURES FOR SUSTAINABLE ECOTOURISM

The Government of Sikkim has taken various steps to keep cleanness of the ecotourism destinations. Codes of conducts have been announced through the pamphlets, brochures, websites, hoardings, etc to awake the tourists to behave gently to the environment. Visitors are also requested to respect the principles of ecotourism in the manner so that Sikkim's natural and cultural heritage can be conserved. The information guides the visitors not to do walking on high altitude vegetation, picking any flowers or medical plants, disturb wildlife or its habitats and allow clients to purchase endangered animal parts or antique cultural artifacts.

In the next step of the planning for ecotourism development, the government has made all possible measures to educate the tourists, local

communities and tourism operators with regard to seek support for local conservation efforts and income generation activities by avoiding use of fuel wood and using alternative fuels for example kerosene, L.P.G. (or other non–wood fuel) for all cooking, heating, lighting purposes. Staff and porters must be also forbidden to use the conventional cooking fuel wood. Steps are also taken to discourage campfires and instill a spirit of camp fun with certain activities. Initiative is also taken to keep separate and properly dispose of litter, burn burnable, bury biodegradable materials and carry out all other non-biodegradable materials for deposit at designated trash site or for recycling. Tourists while resting in the camping type of secondary accommodation are asked to use toilet tents on all treks and set up it 100mts away and strictly use toilets tents in an environmentally sound manner in order to avoid pollution of water sources.

Surplus food should be re-packaged into reusable plastic containers to reduce waste. It is a policy decision of government to organize mobile training to orient all staff about personal hygiene, sanitary, kitchen and camp routines. Staff on duty shall monitor proper supply of the drinking water and uncooked vegetables for clients. Government employees and volunteers keep the tourists aware to dispose of washing and bathing water well away from streams, use biodegradable soaps. As a part of the community welfare responsibility in the ecotourism development, both tourists and tourism intermediaries should provide adequate warm clothing, sleeping cover, shoes, snow gear, food for cooking, stoves and fuel for hired staff and porter. In trekking programmes, itinerary and ground planning should be made taking proper altitude acclimatization into view when ascending tourists and operators should know as to how high altitude illness can be identified and treated in the primary stage.

11.4.8. ACTION PLAN FOR ECOTOURISM DESTINATION PLANNING IN SIKKIM

- Implementation of appropriate scale of development for community wellbeing.
- Appropriate technologies for the treatment of organic and other wastes.

- Assessment of carrying capacity for ecotourism development and zoning measures.
- Extensive uses of locally available material for developing infrastructure like roads trails bridges, eco-hotels, etc and blend them with the surroundings.
- Emphasis on using environmentally friendly energy sources and enforcement of law for the use of renewal energy.
- Involvement of Local communities in planning, construction and operations.
- Imparting Eco tourism Guide Training for community members and work as nature interpreter, escort and porter.
- Brining the forest dependent communities, local NGOs and the forest department, religious centers, tourism operators and others into one forum.
- Encouragement for Participatory Eco-tourism Strategy (PES) to make locally available consumable products such as honey, fruits, milk, fish and durable handicrafts like embroidery products, hand-woven fabric, toys, etc.
- Reduction of biotic pressures for ensuring greater habitat improvement.
- Habitat improvement work such as clearing weeds for creating salt pits for wildlife.
- Educating the city dwellers, villagers and school children through the interpretation centers and primary health centre (PHC.
- Providing all the logistical support to ensure enjoyable and memorable experience

The Ecotourism and Conservation Society of Sikkim (ECOSS) is an organization of like-minded people working to accomplish a common mission of defining and implementing the concept of ecotourism by associating stakeholders like Kewzing Tourism Development Committee, Yambong Singalila Community-based Ecotourism Initiative, Sikkim Ecotourism Conservation Federation, Yuksam Community Ecotourism and Trekking, Hee Bermiok Tourism Development, Heritage Conservation Society, Hee Gyathang Ecotourism Committee, Forest Department, Tourism Department, The Mountain Institute (TMI), various other NGOs, Sikkim Association of Tour Operators (SATO) and

local ecotourism committees. These stakeholders should be involved in the policy making, decision making and implementation stage so as to protect varied interests.

CHECK YOUR PROGRESS - 1

1) Describe different dimensions of ecotourism and special attractions of Sikkim

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2) List out the action plans for preserving the rich diversity and beauty of Sikkim by introducing ecotourism projects

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11.5. ECOTOURISM DESTINATION PLANNING IN ANDAMAN AND NICOBAR

The Andaman and Nicobar island is situated in the Bay of Bengal, about 1000-km off the east coast of India. The archipelago of 572 islands, islets and rocks, is packed with varied activities for adventure, relaxation, nature walks or cultural extravaganza. The Andaman group of islands consists of nearly 184 Islands, 65 Islets and 189 rocks, stretching across about 600 km. The main part of the landmass consists of five main groups of islands such as the North Andaman, Middle Andaman, South Andaman, Baratang and Rutland, separated from each other by narrow straits are collectively known as the Great Andaman. The islands were shrouded in mystery for centuries before the establishment of British colony in 1789. The then British Administration made the islands as the penal colony for Indian freedom fighters.

Most of the 300,000 people on the Andamans have come from all across India. Port Blair, the capital city of Andaman and Nicobar has a truly cosmopolitan texture with people of all religions, castes and cultures, living in peaceful coexistence. The union territory is endowed with long stretch virgin beaches, lush green tropical forests, a plethora of birds, the colourful marine life poison arrows, voodoo practice; tribal masks a return to nature. It still retains its

original topography of hilly terrain with dense tropical forests and supports nearly 2000 species of plants (more than 200 endemic species) and more than 250 species of birds.

11.5.1. POTENTIALS FOR ECOTOURISM DEVELOPMENT

Viper Island is named after the sunken British ship and the island was used to imprison convicts before the construction of the cellular jail. Neil Islands is located 36 km northeast of Port Blair. This island is popular as a camping site for snorkeling and scuba driving. The abundant green forests and clean beaches provide a favourable holiday point for eco-friendly tourists. Ferries operate between Port Blair and Neil Islands 4 times a week. The island has a sizeable population of Bengali settlers. The Union Territory administration has identified about 9.2 hectares for development of eco-tourism. The Havelock Island is situated 54 kms northeast of Port Blair. The Island is popularly famous for its rich marine life and the elephant population. It has some of the most beautiful long coastline that offers virgin beaches and crystal clear waters. Wild dolphins and turtles can be seen in abundant. The island population has a high density of Bengali population. Ferries that take 4½ hours operate between Port Blair and Havelock Island 6 times a week. Tent Resort run by the Andaman and Nicobar Tourism offers tented accommodation and other facilities at two beaches. Long Islands is small island located 82 Kms away from Port Blair. The island is also gifted with evergreen forests, sandy beaches and clean, unpolluted atmosphere. Ferries operate between Phoenix Bay Jetty, Port Blair and Ling Island thrice a week. Rangat is 170 Kms by road from Port Blair. The island has intact sandy beaches and rich plants of evergreen trees. The turtle nesting ground at Curtbert Bay beach is also there 15 Kms away. The road runs very close to the Jarawa tribe reserves. Mayabunder is 71 km north of Rangat that has some very beautiful beaches. The population includes settlers from Burma, East Pakistan and ex-convicts. Mayabunder is linked by regular boat and bus services from Port Blair. Diglipur is a thriving ecotourism destination for foreigners as the island is uniquely distinct from others in terms of possessing the heist peak point at Saddle

point, the only river in the entire Andaman. A beautiful sandy beach at Kalipur is also an added appeal to the visitors. The island is situated to the north of Mayabunder and is well-known for the oranges and rice cultivation. The rich marine life is also an attractive feature. The island is connected with ferry services twice in a week Port Blair. Ferries operate twice every day between Diglipur and Mayabunder. Barren Islands is about a 135 Kms by sea from Port Blair. The Island holds the only active volcano in India. Visit to the island can also be organized on special boats but disembarking from the vessel is not allowed. The Cinque Islands are part of the Marine National Park and are considered among the most beautiful islands in the Andamans. About 3½ hours away from Wandoor by boat, the Cinque Islands are uninhabited but for the rare and exotic species of corals and marine life. The island is also worth visiting for the unusual sand bar which joins the sister islands of North and South Cinque. Only day visits are allowed unless you take permission from the forest department. One can also reach the island directly from Port Blair or Chidiya Tapu. Little Andaman is about 120 Kms by sea from Port Blair, the island is home to the Onges Tribe All tourists are expected to sign in when they enter the island. A picturesque waterfall, a beautiful beach and coconut plantation are some of the other attractions in the island. Ferries operate between Port Blair and Hut Bay on the East Coast of the Island once or twice a week.

The Ross Island is the former Administrative Headquarters and remnants of a wealthy past in the ruins of the church, swimming pool and the chief commissioner's residence with its huge gardens and grand ballrooms can be seen. There is also a cemetery and a small museum managed by the Indian Navy. The museum has on display a collection of old records.

11.5.2. ADVENTURE WATER SPORTS

Sailing, boating, snorkeling, paddle boating, surfing water skiing, water scooter, para sailing, wind-surfing, sailing, and speed boating are some of the water sports organized by the Directorate of Tourism, A & N Administration. Andaman Water Sports Complex, and Aberdeen are the places to do these

adventure activities.. Facilities for safe water sports such as rowing, paddle-boating, kayaking, aqua cycling, aqua gliding, and bumper boats are available at the complex. Various trekking trails are on offer at the Andamans. The trail from Mt. Harriet to Madhuban through the unique forest ecosystem is one of the popular ones. Trekking equipment and tents are available from Andaman Teal House, Port Blair.

11.5.3. ENTRY FORMALITIES

Foreign nationals are allowed to stay in the Andaman group of islands for 30 days and this can be extended by another 15 days with valid permission. Permit is given at Port Blair from the immigration authorities from Indian missions abroad and Foreigners' Registration Offices at Delhi, Mumbai, Kolkata and Chennai. For Indian nationals need no permit to visit Andamans.

11.5.4. HOW TO GET THERE

The airport in the Andaman and Nicobar Islands is connected with Chennai and Kolkata.There are schedule passenger ship services from Kolkata, Chennai and Visakhapatnam.

11.5.5. COMMUNICATION NETWORK

The Andaman and Nicobar administration's Directorate of Shipping Services operates inter-island passenger-cum-cargo ferries/vehicle ferries from Port Blair to different places including Havelock, Rangat, Diglipur and Little Andaman. The ferries are also operated to Car Nicobar, Katchal and Campbell Bay (Great Nicobar). The Transport Department and private operators run bus services daily from Port Blair to Rangat and Mayabunder. Buses leave Central Bus Stand. The Directorate of Tourism runs conducted tours, covering important places in and around the city.

11.5.6. ECOTOURISM DESTINATION PLANNING

The mainstay of the local economy depends on around 1.1 lakh tourists and their expenditures. The calamity stricken union territory can get maximum benefits from the exposure of the vast potentials of ecotourism at several islands

namely Neil Islands, Havelock Island, Long Islands, Rangat, Mayabunder, Diglipur and Little Andaman. There are abundant activity based tourism areas such as scuba diving, trekking, cursing, local festivals, local cuisine, elephant safari, dolphin watching, bird watching, studying plantations and forest. These product features can provide a wholesome experience to the visitors to the island territory. People should be linked with the tourism enterprises directly and indirectly in order to share the benefits as well as share their views for the enrichment of the destinations from the ecotourism perspective. These are the following plan of actions to be undertaken in the future course of the time

- Representing and enforcing best practices for environmentally sustainable tourism and preservation of unique eco-systems and assessment of carrying capacity and balanced utilization of natural resources.
- Establishment of indigenous mechanism to protect plants and animals.
- Collection of entrance fees at each place and maintain the sites from fees and providing maximum returns of the tourism industry to the local community development works.
- Establishment of Knowledge centers / Interpretation Centers with information counter at each of the ecotourism sites and opening up Green Shops to sell souvenirs and other utilities to tourists.
- Imparting ecotourism guide training for community members and allow them to work as nature interpreter, escort and porter as a part of the self-employment programme.
- Conducting joint seminars and workshop for eco tourism operators and local community members.
- Organizing extensive and rigorous field training on sanctuary for the students at the higher secondary and under graduate level.
- Conducting capacity building measures training for private vehicle drivers, boat men, elephant riders, etc and enhancing the soft training skills of local community members and members of government staff.
- Action for marketing and selling of local handicrafts.

- Mechanisms for improved maintenance of existing infrastructure such as road, bridges, drainage, sewerage, money exchange counter, health center, etc and establishment toilet and wash room facilities at the entrance.
- Construction of new rest houses, dormitories, and rest sheds and provision of temporary camping facility.
- Maintenance of the existing accommodation units and provision of home stay facility at each of the ecotourism sites.
- Adequate provision for safe and portable drinking water facility.
- Involvement of village council in the stage of formation and implementation of planning.
- Encouragement of rapid plantation by engaging local youths, school children and tourists.
- Enforce the accommodation operators to strictly follow the renewable energy and use technology for recycling of solid wastes.

CHECK YOUR PROGRESS - 2

1) Write a few lines on the Andaman and Nicobar Island as ecotourism destination?

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2) Mention the steps should be taken to tap the potentials of ecotourism in the Andaman and Nicobar Island?

11.6. ECOTOURISM DESTINATION PLANNING IN THE WESTRN GHATS

The Western Ghats locally known as Sahyadri Hills comprise the mountain range that runs along the western coast of India, stretching for 1,600 kilometers from the Vindhya-Satpura ranges in the north to the southern tip. The rich biodiversity region extends from Gujarat to Tamil Nadu passing through

Maharashtra, Goa, Karnataka and Kerala. The Western Ghats mediates the rainfall of peninsular India by intercepting the southwestern monsoon winds. The western slopes of the mountains experience heavy annual rainfall and the eastern slopes are drier. The ecosystems are divided into the tropical wet evergreen forests in Amboli and Radhanagari; the montane evergreen forests in Mahabaleshwar and Bhimashanker; moist deciduous forests in Mulsi and the scrub forest in Mundunthurai. The average altitude level is around 1,200 meters. The area is one of the world's eight "Hottest biodiversity hotspots" and has over 5000 species of flowering plants, 139 mammal species, 508 bird species and 179 amphibian species.

The major hill range of the sector is Sayadhri range, which is adorned with beauty of the hill stations of Mahabaleshwar and Panchgani. The Biligirirangans in the south east of Mysore meet the Servarayan and Tirumala range farther east that links the Western Ghats with the Eastern Ghats. Smaller hill ranges such as the Cardamom Hills and the Nilgiri Hills with Doddabetta being the highest peak at 2,623 meters are located in the north western part of Tamil Nadu. Some of the hill ranges are the Anaimalai Hills in the western Tamil Nadu and Chembra Peak, Banasura Peak, Vellarimala and Agasthya mala in Kerala. The major gaps of the Ghats can be seen in Goa, Maharashtra and Karnataka sections. The Palghat gap between the Nilgiri Hills and the Anaimalai Hills is also very significant. The northern portion of the narrow coastal plain between the Western Ghats and the Arabian Sea is known as the Konkan Coast and the Malabar Coast. The Western Ghats adequately feed to the perennial rivers Godavari, Krishna, and Kaveri of peninsular India. The Government of India has declared 2 biosphere reserves and 13 National parks and several wildlife sanctuaries to restrict human access and to protect specific endangered species. These hill ranges serve as important wildlife corridors, allowing seasonal migration for species like elephants

Around 20 national parks and 68 sanctuaries are protected in less than 15 per cent of the total areas of the Ghats. Considering the IUCN categories I-IV, that suggests a higher level of protection since the protected areas are shrinking

day by day. The Western Ghats run parallel to the west coast covering 21,756 Kms having moist tropical forests, dry tropical forests, montane sub-tropical forests and montane temperate forests.

11.6.1. PRACTICAL BOTTLENECKS IN THE CONSERVATION

Deforestation and forest degradation in the Western Ghats continues unabated. Even the 20 national parks and 68 sanctuaries face tremendous pressures from communities living inside and outside the forests. Larger portion of the Ghats have been converted to agricultural land for monoculture plantations of tea, coffee, rubber, oil palm, teak, eucalyptus, and wattle. Moreover, building reservoirs, roads, and railways have also caused the clearing of forests. Grazing by cattle and goats within and near protected areas causes severe erosion on previously forested slopes. Unregulated tourism and forest fires are putting additional concerns. The growth of populations around protected areas and other forests has led to increasing human-wildlife conflict. There is little co-ordination and sharing of ideas and knowledge and even policy making frequently does not benefit from the results of such output.

11.6.2. ECO-REGIONS AND ECOTOURISM POTENTIALS

The Nilgiri Biosphere Reserve covers the evergreen forests of Nagarahole, deciduous forests of Bandipur National Park and Nugu in Karnataka and adjoining regions of Wayanad and Mudumalai National Park in the states of Kerala and Tamil Nadu.

The single largest protected area ecosystem comprising an area of 5500 Kms is home to the largest population of the Asian elephant. The area also includes one Project Elephant and Project Tiger reserve. The evergreen Wayanad forests of Kerala mark the transition zone between the northern and southern eco-regions of the Western Ghats. The area is home to at least 139 mammal species, 508 bird species, 334 butterfly species and 179 amphibian species including at least 325 globally threatened species. The largest population of Lion tailed macaque is in Silent Valley National park and Kudremukh National Park protects a viable population.

Organized trekking tours in and around the Ghats attract eco-tourists to get rewarding experience about the enchanting beauty of the Ghats. The trekking corridor can expose a vast array of hopes for eco-tourists.

Adventure activities such as trekking, rock climbing, aqua sports, canoeing, kayaking, angling, etc; are organized in the direct supervision of the Forest Department and the private tour operators. The efforts are initiated to work towards sustainable eco-tourism for the Western Ghats by launching a unique eco-tourism model wherein the local population will be the maximum beneficiary. Documentation of flora and fauna, restoration of forts and monuments, providing alternate sources of income for forest dwellers, have been some of the facets of work in the Ghats area.

Ecotourism activities include bird watching, trekking, mountaineering, horse riding and elephant riding within the forest wilderness trail, staying in natural caves, studying about flora and fauna, simple bush walking, fishing, animal behavior study, ecological studies. Based on the existence of the different motivations of eco-tourists, the destination area and type of nature tours should be diverse, as a diversified nature of tour industry is more economically viable and stable.

Indian Institute for Adventure Applications at Honnemardu is a training institute in the wilderness, which emphasizes on outdoor learning. It promotes outdoor learning, environmental conservation, social and cultural development through adventure sport and eco-tourism activities. Campsites at various places are perfect to experiment with tent pitching and shelter building. A canoe is a two seater, open decked boat that demands both balance and coordination. Rafting is a favorite among aqua enthusiasts since can take a lot of load due to the air it is floating on and will hardly capsize. Raft jumping is exciting and one of the most enjoyed activities. A kayak is a close decked, single seated boat, propelled with a double bladed paddle. Kayaks, being sleek, long and narrow shaped crafts, are the fastest boats manned solely by human power. Windsurfing is the most demanding of aqua sports offered.

11.6.3 PLANNING FOR ECOTOURISM DESTINATION PLANNING

The objectives of the Western Ghats Forum is to fill the lacunae through national and regional meetings where various organizations and individuals working in the Western Ghats come together periodically to discuss about the conservation of the rare biodiversity and economic sustenance for the local forest dwellers in particular and other inhabitants in general.. The detail land use plan is given in table-1

Table-1: Plan of the Western Ghats for proper us of land

Land use class	Area (sq km)	Land use suitability
Dense forest	49.57	Highly important for ecotourism
Open Forest	148.47	Very important for ecotourism, area needs to be managed and conserved properly to attract eco-tourist as well as general tourist
Degraded Forest	227.89	Need to be managed, properly with possibilities of new plantations. Important from point of view of medicinal plantations and agro-forestry scheme.
Cropped Area	487.69	Area under agriculture should not be converted to other schemes. Any infrastructure development should be restricted.
Agricultural fallow	657.33	It can be used fore agro-forestry scheme, land reclamation, for agricultural use or used for urban development.
Plantations	33.57	Plantation areas should be properly monitored and protected form and any encroachment.
Built up	27.91	Suitable for eco-tourist Infrastructure development.
Water Bodies	15.02	Active Recreation as boating, park and natural zoological park
Wastelands	47.72	Active Recreation as boating, park and natural zoological park
Sandy areas	1.98	Not suitable

The proposal for Ecotourism Infrastructure (physical and service oriented facilities) will be implemented under some selected patches. The selection of these patches has been done on the basis of minimum interference to the natural

dense and open forest and agriculturally most productive zones. Four patches (Zone 1, Zone 2, Zone 3 and Zone 4) selected for placing of ecotourism facilities is illustrated in table-2.

Table-2: Establishment of zoning and creation of tourism facilities.

ZONING	TYPES OF FACILITIES AND AMENITIES
Zone 1	Tourist cottages/ rest houses, green hotels and restaurant, public convenience facilities
Zone 2 This has been chosen due to his location near entry point.	Tourist Information centre, conveyance facilities, tourist guide map, public convenience facilities, Detail map of the ecotourism destination circuit, Do and don't board, medical aid facilities communication facilities etc.
Zone 3	Tourist Information Centre, conveyance facilities elephant watchtower, public convenience facilities
Zone 4	Tourist cottages/ rest houses, Tourist Information Centre, Conveyance facilities elephant watchtower public convenience facilities

11.6.4. CONSERVATION MEASURES

The Forest Conservation Act was enacted to provide an important means for managing forests, conserving biodiversity, reforestation, and social forestry. The Forest Department informs the tourists to abide by the rules and regulations to make the Ghats free from pollution and contamination. Smoking or alcoholic drinks, littering around the campus and electronic gadgets are strictly prohibited. No soap is permitted in the water-mass. Efforts are also made to develop and demark sample areas visually descriptive by naming trees, pointing to canopy differentiations etc.

Nature inductions programmes for families and general tourists to rekindle interest in the intricacies of the ecological uniqueness of the Ghats such as bird watching trips, wildlife tours, butterfly watching and waterfalls circuits. Both governmental and non-governmental organizations are involved in research, conservation and economic development activities.

The WRP has taken holistic measures, in the true sense, to support the conservation policy in more meaningful way. The objectives of the project are very broad based to involve every aspect of the Ghats, as well as local communities from all cross sections of the society. Both public and private sectors representatives are also taking part in the ongoing projects as major stakeholders. The project is mostly functioning on the action-oriented programs that look for conserving the existent forests, establishing new and supplementary eco systems and highlighting the special culture of the tribal life. The Adventurers-Wilderness, Karnataka based NGO has evolved various practical and feasible approaches to support the continuation of conservation efforts in the Ghats.

11.6.5. WESTERN GHATS RESTORATION PROJECT AND ECOTOURISM PLANNING

- Enticing the larger population through adventure activities, exposing them to the bounty of Western Ghats and
- Setting up of Forest Co-operatives with the involvement of forest dwellers and harnessing renewable forest resources like wax, honey, leaves ,wild fruits and herbs and sell it to the outside market and gain economic incentives.
- Ensuring the sustainable development of ecotourism by coordinating the tourists, the service providers, NGOs, government and other international funding agencies.
- Assessment of the carrying capacity of the potential site at planning level.
- Enforcement of necessary and visitor as well as forest friendly ecotourism legislation and monitoring the duration of visitors movement in the areas.
- Promotional campaign for ecotourism destinations by involving environmental group accreditation tour operators and accommodation providers.
- Adequate funding support from national and international agencies like the World Bank, IUCN, WWF, PATA, FHRAI, WTTC, WTO, etc to maintain the environmental quality ecotourism destinations.

- Construction of Non-metaled road the action area for tourists as trail walk along the dense and open forest zone and connection to the existing road.
- Use technology for recycling of solid wastes.

Ecotourism is highly appreciated across the policy makers and environmentalists as a tool for conservation and economic well being of the local people. Many such places have been very successful in implementing the ecotourism projects and local people have also been employed directly and indirectly. The magnitude of loss has been checked to a considerable extent. It is a thrust area to increase economic opportunities of the community involved directly and indirectly. Conservation of biological and cultural diversity of the place can effectively be done with adopting sustainable development principles. Ecotourism revenue and other benefits can be shared equitably among local communities Ecotourism imparts nature education to different target groups i.e. children, teachers, bureaucrats, media persons, rural people and politicians and offers interpretation facilities to create conservation awareness among the visitors by discovering wonders of nature and its intricate relationship

The unit has highlighted the ecotourism potentials in Sikkim, Andaman and Nicobar Islands and Western Ghats. Sikkim has somehow checked the pollution and destruction of forests and wildlife by adopting the principles of ecotourism. The state has massively spent on the awareness campaign to educate the tourists, service providers and tourists to follow the directions of while visiting the ecotourism places.

The ecotourism sites in Sikkim are more ecologically fragile. Similarly, the Andaman and Nicobar Islands are also prospective areas for the ecotourism development. The vulnerable population of the islands can get a new economic opportunity by involving directly and indirectly in the ecotourism projects initiated by the union territory government. Ecotourism can only be developed as a significant contributor to the conservation of rich marine biodiversity in the islands. Finally, the Western Ghats is the most important biodiversity area that spreads over the vast areas. There are huge scopes for ecotourism development as

many of the ecotourism activities can be offered to the tourists. Thus the ecotourism will definitely find solutions for many growing problems like deforestation, animal poaching, shifting cultivation etc. These three ecotourism destinations in India will allure eco-tourists and actions will also be taken to strike the balance between development and loss by following the techniques of sustainable principles.

CHECK YOUR PROGRESS - 3

1) Write a few lines on unique biodiversity and ecotourism potentials of the Western Ghats?

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2) How ecotourism can be developed in the Western Ghats?

LET US SUM UP

Ecotourism is an inventive phenomenon in the new millennium. Many countries in other continents have nicely launched the concept in the ecological sensitive places by bringing local people and development agencies together with the intention of offering aesthetic beauty of the place and authentic experience. Ecotourism has been very much fruitful in the socio-economic development and conservation of rich biodiversity of the place. Our discussion is based on the ecotourism destination development in three important potential areas such as Sikkim, Andaman and Nicobar Island and the Western Ghats. Each one is richly endowed with biodiversity and cultural heritage.

Sikkim is leading ecotourism destination that seriously outlines the planning and policy guidelines to support the ecotourism development and promotion in the state. The prospect of ecotourism in the state is huge and need to

be promoted from the conservation and economic wellbeing of the people. This option can however give a kind of support to the people on the high hills and terrains in the state. After all, the state government is taking all preventive measures to sustain the charm and beauty of Sikkim in the best possible way. The Andaman and Nicobar Islands are also potential areas for ecotourism development and the union territory government is undertaking all possible steps to highlight the remarkable marine ecotourism by associating the private service providers. The islands are well connected by water ways and people are also very proactive in associating themselves in the ecotourism projects. Being a calamity stricken place, the seasonal income from ecotourism can be a big support to sustain their livelihoods.

The Andaman and Nicobar have become preferred ecotourism destinations as there are certain attractions that are unique to the tourists. Ecotourism can also be developed with limited facility. The Western Ghats is a renowned bio-sphere reserve, and world nature heritage site and moreover a genuine eco- region for the development of ecotourism.

The ecotourism potentials are much varied and diversified activities can be undertaken in the areas. The entire stretch of the biodiversity areas is being identified to help people to get much economic benefits from the ecotourism. The tribal population can also work directly indirectly for the ecotourism projects and community participation should be the key objectives of the ecotourism project guidelines of the Western Ghats.

11.8 ANSWERS TO SELF ASSESSMENT QUESTION

Check Your Progress - 1

1. Your answer should be based on the facts and figures from the meaning and concept of ecotourism, objectives of ecotourism, ecotourism destination planning in Sikkim,alluring ecotourism in Sikkim,national park and wildlife sanctuary, eco-adventure tourism, eco-trekking tours in Sikkim & river rafting in Sikkim (See section 11.3, 11.3.1, 11.4 ,11.4.2,11.4.3,11.4.4 & 11.4.5).

2. Your answer should be supported with the facts from precautionary measures for sustainable ecotourism & action plan for ecotourism destination planning in Sikkim (See Section 11.4.7 & 11.4.8)

Check Your Progress - 2

1. Your answer should comprise of potentials for ecotourism development, adventure water sports and entry formalities (See section 1.5.1, 1.5.2. & 1.5.3).

2. The answer contains communication network and ecotourism destination planning (See Section 11.5.6 & 11.5.7).

Check Your Progress - 3

1. Your answer should include Ecotourism destination planning in the Western Ghats and eco-regions and ecotourism potentials (See Section 11.6, 11.6.2).

2. Your answer should contain vital points from practical bottlenecks in the conservation, planning for ecotourism destination, conservation measures and Western Ghats restoration project and ecotourism planning (See Section 11.6.1, 11.6.3, 11.6.4 & 11.6.5.)

SUGGESTED READINGS:

- Western Ghats Ecosystem, Dinanath Tewari, Vedam Books.
- Ecotourism policy and planning, David A. Fennel, CABI Publishing.
- India, Sarina Singh, Lonely Planet
- The Andaman and Nicobar islands: A study of historical, Economy, society : From tradition to modernity, Shiva Tosh Das, Sagar Publications

UNIT 12: COMMUNITY APPROACH OF TOURISM PLANNING

STRUCTURE:

12.0 Objectives
12.1 Introduction
12.2 Tourism Planning: Conceptual Framework
12.3 Tourism and Community: Definition and Relationships
12.4 Approaches to Community Based Tourism Planning
12.5 Summary
12.6 Glossary
12.7 Answer to Check Your Progress Exercises
12.8 References/Bibliography
12.9 Suggested Readings
12.10 Terminal and Model Questions

12.0 OBJECTIVES

After reading this unit, you should be able to:

1. Know the conceptual framework of tourism planning;
2. Study the relationship between tourism and community;
3. Understand the benefits of tourism planning for communities;
4. Identify various approaches of tourism planning for communities.

12.1 INTRODUCTION

The word 'tourism', although accepted and recognized in common parlance, is nevertheless a term that is subject to a diversity of meanings and interpretations. For the student to tourism discipline and a part of society, it is easier to associate tourism with communities and referring it as community-based tourism.

Community-based approach to tourism planning is based on an assumption that communities are characterized by its relationships with various groups and individuals, which may include employees, customers, suppliers, governments etc. Tourism as a community development strategy is gaining importance due to changing economic patterns coupled with perceptions of tourism as a clean industry, its apparent relative ease of creating jobs and local income, political appropriateness, and other community development benefits.

Present Unit considers the importance of tourism planning for sustainable growth and development of communities involved in tourism related activities. In this unit we also explore some of the links between tourism, community and planning.

12.2 TOURISM PLANNING: CONCEPTUAL FRAMEWORK

Tourism is one of many activities in any destination or area that require planning and coordination. Planning is an essential activity to achieve the goals of tourism development. It is a process which aims to anticipate, regulate and monitor change to contribute to the wider sustainability of the destination, and thereby enhance the tourist experience at the destination. Tourism Planning, in its different forms, can be a mechanism for:

1. integrating tourism alongside other economic sectors;
2. shaping and controlling physical patterns of development;
3. conserving scarce or important resources;
4. providing frameworks for active promotion and marketing of destinations.

The conceptual framework of Tourism planning recognizes that there are interdependencies between local and central organizations, as no organization alone can perform its function or task without at some stage requiring resources controlled by other organizations or needing actions by these organizations. Consequently, organizations within the system are likely to attempt to gain the necessary resources and co-operation, and to do so they will employ various strategies. The framework also recognizes that the collective action by actor's at all geographical scales can play a central part in tourism policy-making and implementation.

In the absence of planning there are evident risks that tourism development will become unregulated, formless or haphazard, inefficient and likely to lead directly to a range of negative economic, social and environmental impacts. As there are multiple agencies involved in plan formulation and implementation, and that numerous complex interactions take place between them, it is important to approach the issue in a systematic way. The approach should be concerned with the resolution of this complex system into a number of simpler components and the identification of important linkages between them.

Within the context of tourism management, four main types of influences can be identified which may affect inter-organizational relations and the formulation and implementation of local tourism development plans. These are:

1. The Environmental context,
2. the Administrative structures,
3. the Geographical scales of the administrative structures, and
4. the Nature of the inter-organizational interaction and co-ordination

This framework is useful in the sense that it provides a means to evaluate how tourism management and tourism plan development and implementation depends on interactions between organizations at national, provincial and local levels. It also helps to evaluate how these organizations relate to their surrounding environment. More specifically, the framework can help to examine the character of a centralist approach, where a few central actors bring about policy proposals

on their own, and of approach, where local capacities and suggestions are prominent.

Tourism planning builds upon local or regional tourism assets to develop a collective vision and the plans, confidence and resources to achieve that vision and empowers communities with skills and plans to achieve it. Community-based tourism has come to be understood as a bottom-up approach to tourism planning and development that incorporates local individuals in the planning process, in a meaningful way. Communities wish to seek participation in decision-making process as a real custodian (stakeholder) of their own destination's cultural, historic, ethnic, geographic, and natural uniqueness. Thus, community-based tourism planning is seen to be necessary for two reasons. First, on a practical level, if the development of tourism is not compatible with a community's desires and objectives, when out outside interests dominate local tourism or when residents' thresholds of tolerance for tourism and tourists are exceeded, then conflicts and tensions are likely to occur which, ultimately, could result in the decline of tourism. Secondly, local residents, arguably, have the moral right to be involved in the development of any industry which is likely to result in both benefits and costs to their community.

Continuous tourism planning must be integrated with all other planning for social and economic development, and could be modeled as an interactive system. Achieving coordination among the government agencies, between the public and the private sector, and among private enterprises is a challenging task. Collaboration offers a dynamic, process-based mechanism for resolving planning issues and coordinating tourism development at the local level. Community-based Tourism planning is based on:

1. increasing intensities of participation by community members with significant self-mobilization of resources through activities such as participatory learning and cost-sharing; and
2. a responsibility to offer the visitor a quality tourism product in which the visitor is considered a participant.

CHECK YOUR PROGRESS EXERCISE - I

ACTIVITY I

Answer the following questions in brief.

1. Write short notes on the conceptual framework of Tourism Planning?

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2. Discuss what in the absence of planning there are evident risks that tourism development will become unregulated?

ACTIVITY II

Select any one alternative of the given questions:

1. Tourism is one of many activities in any destination or area that require ……...

a. Planning only b. Coordination Only

c. Both d. None of these

2. Community-based tourism in planning and development is a ……..…… Approach?

a. Top-down b. Bottom-up

c. Up-down d. All of the Above

Fill in the blanks

a. The conceptual framework of Tourism planning recognizes that there are interdependencies between local and ……organizations.

b. Tourism Planning, in its different forms, can be a mechanism for shaping and controlling …….of development.

12.3 TOURISM AND COMMUNITY: DEFINITION AND RELATIONSHIPS

The term tourism and community are closely interlinked and it is said that without the active participation of communities, the very existence of tourism can't be thought of. As such, there is a growing and more genuine appreciation of the need for increased community involvement in tourism planning to help preserve and maintain unique, special, or valued local features and tourism attractions. The relationship between the communities and many forms of tourism is fundamental. Community-based Tourism is used to describe a variety of activities that encourage and support a wide range of objectives in economic and social development and conservation. Community involvement builds local people's confidence, capabilities and skills to cooperate, and this process of working together creates a sense of community belonging. Encouragement of community participation and involvement in tourism planning and development involves changing the balance of power amongst the stakeholders to the advantage of some or all members of the community. For instance, villagers might host tourists in their village, managing the scheme communally and sharing the profits.

DEFINITIONS OF COMMUNITY- BASED TOURISM (CBT)

- Tourism that takes environmental, social, and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life.
- It is a form of tourism which aims to include and benefit local communities, particularly indigenous peoples and villagers in the rural setting.
- Tourism that enables the tourist to discover local habitats and wildlife, and celebrates and respects traditional cultures, rituals and wisdom. Communities here are aware of the commercial and social value placed on their natural and cultural heritage through tourism, and this will foster community based conservation of these resources.

Community-based Tourism should:

1. Recognize, support and promote community ownership of tourism;
2. Involve community members from the start in every aspect;
3. Promote community pride;
4. Improve the quality of life;
5. Ensure environmental sustainability;
6. Preserve the unique character and culture of the local area;
7. Foster cross-cultural learning;
8. Respect cultural differences and human dignity;
9. Distribute benefits fairly among community members;
10. Contribute a fixed percentage of income to community projects;

Table 12.1: Key elements of Community-based Tourism

Natural and Cultural Resources	*Community Organizations*
• Natural resources are well preserved • Local economy and modes of production depend on the sustainable use of natural resources • Customs and culture are unique to the destination.	• *Community shares consciousness, norms and ideology* • *Elders in the Community hold local traditional knowledge and wisdom* • *Community has a sense of ownership and wants to participate in its own development*
Management	*Learning*
• Community has rules and regulations for environmental, cultural, and tourism management • A local organization or mechanism exists to manage tourism with the ability to link tourism and community development. • Benefits are fairly distributed to all • A percentage of profits from tourism is contributed to a community fund for economic and social development of the community	• Fostering a shared learning process between hosts and guests • Educating and building understanding of diverse cultures and ways of life • Raising awareness of natural and cultural conservation among tourists and the local community

Before developing Community-based Tourism, it is necessary to prepare and build the capacity of the host community to manage tourism. Community-based Tourism marketing should also promote public awareness of the differences between CBT and mass tourism, educating people to realize the importance of Community-based Tourism as a community tool for resource conservation and cultural preservation. This will attract appropriate tourists for Community-based Tourism.

Local planners encourage community participation from the early stages of planning so that residents have realistic expectations of tourism. The more that community residents benefit from tourism the more they will be motivated to protect the area's natural environment and cultural heritage and support tourism activities. There are many potential benefits, if the community living or working in a tourist destination is involved in tourism planning.

CHECK YOUR PROGRESS

EXERCISE II

ACTIVITY I

Answer the following questions in brief.

1. The term tourism and community are closely interlinked. Discuss?

   ---

2. Define community-based tourism with suitable examples?

   ---

3. In what ways can tourism promote community empowerment?

ACTIVITY II

Select any one alternative of the given questions:

1. Community-based Tourism promotes the pride of
   a. Government b. Communities
   c. Authorities d. Private owners
2. Fostering a shared process between hosts and guests is
   a. Learning b. Perception
   c. Teaching d. None of the Above

Fill in the blanks

a. Community-based Tourism should improve the ……..of life.

b. The relationship between the communities and many forms of tourism is …….

c. Before developing Community-based Tourism, it is necessary to build the capacity of the …….community

12.4 APPROACHES TO COMMUNITY BASED TOURISM PLANNING

Community-based approach to tourism planning is a prerequisite to tourism development and sustainability while community participation in the tourism planning process is advocated as a way of implementing sustainable tourism. Community participation in many ways has become an umbrella term for a supposedly new genre of development intervention and an ideology in tourism planning, akin to the participatory planning ideologies in urban and regional planning. The diverse interests of the communities are incorporated in the tourism planning process, and it accords with the people's right to participate in decisions that affect the any destination. The concept of community involvement in tourism planning is often talked about and moves nearer to the centre of sustainability debate. Community-based tourism development may provide an opportunity for a sustainable tourism industry. Several advocates of participatory planning in tourism development have argued for an issue-oriented involvement of communities in decisions at an early stage in the decision process.

Community participation, as an element of development is interwoven in the planning process. Community-based tourism is premised on the inclusion of local people in the development of the industry. In fact, its characteristics include local control of development, community involvement in planning, equitable flow of benefits, and incorporation of resident values.

Community involvement in tourism can be viewed from two perspectives: in the benefits of tourism development and in the decision-making process. Employing a community-based approach to tourism development, based on a social learning/mobilization framework, can aid the implementation and sustainability of the development and seek greater community support with active participation as suggested in community-based tourism development planning model **(Fig. 12.1).**

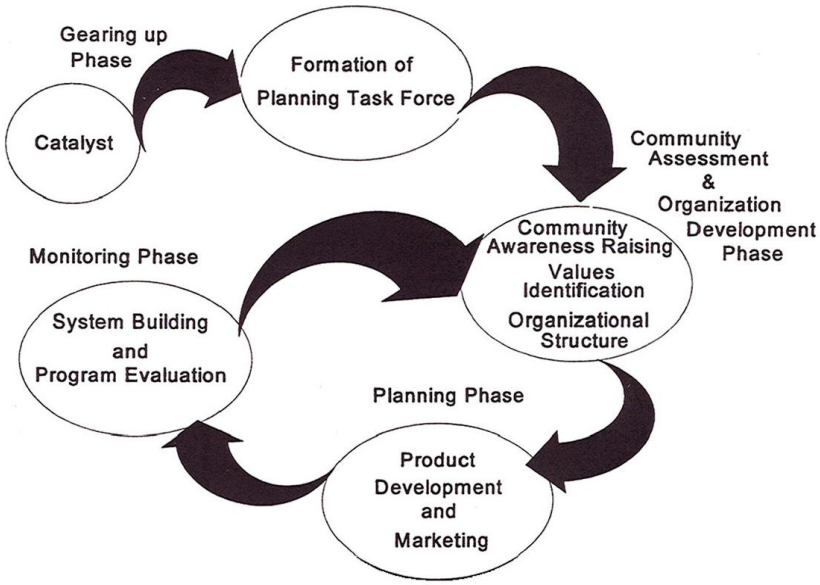

Figure 12.1: *Community-based tourism development planning model.*
(Source: Reid 2003; Pinel 1998)

The Community-Based Tourism Planning (CBTP) Model proposes that tourism planning should build from an awareness of community values and organisational needs to guide more locally-appropriate tourism development that fits with other community needs, initiatives, and opportunities. This brings otherwise established strategic planning and community development principles to tourism planning practices so that stakeholders (residents, operators,

government) can together guide a more sustainable and consistent tourism industry for communities, not at the expense of communities and local ecosystems.

Community-Based Tourism Planning (CBTP) relies on an initial and periodic community assessment process that harnesses the experience, expertise, desires, and support of local residents together with tourism operators and other stakeholders (government, organizations, and industry). Such assessment can generate an inventory of perceptions about tourism related changes (experiences, concerns, hopes, fears, and dreams). This "social or perceptual inventory" can complement other tourism resource inventories (infrastructure, services, attractions, biophysical features, and cultural features) for making more informed and accountable decisions while building organization and infrastructure capacity. Community involvement in planning and development is critical to the overall sustainability of tourism in the destination. Since resident perceptions and opinions on tourism development may be influenced significantly by changing variables, such as the scale (and nature) of tourism development and related employment opportunities, it can be inferred from these various studies that community participation has to take a form which is dynamic and active, in order to enable tourism planning and development to be adjusted as the economic, social and environmental perceptions change within the community. There are several reasons why communities are actively involved in the planning process, as defined below:

1. Additional resources.
2. Government rarely has sufficient means to solve all the problems in an area. Local people can bring additional resources, which are often essential, if their needs are to be met and dreams fulfilled.
3. Better decisions and more appropriate results.
4. Local people are invariably the best source of knowledge and wisdom about their surroundings, and design solutions are more likely to be in tune with the local needs.

5. Empowerment and community building;
6. Community involvement builds local people's confidence, capabilities and skills to cooperate, and this process of working together creates a sense of community belonging.

Collaboration for community-based tourism planning will require recognition of a high degree of interdependence in planning and managing the domain. A destination community has to ensure the presence of a requisite mass of attractions, suitable accommodation, and adequate transportation to be able to satisfy tourists. Facilities such as health services, entertainment, and restaurants are required, in addition to the hospitality and courtesy of the local residents. Tourism development that exceeds the carrying capacity of the economic, natural, and sociocultural environment will impact negatively on the overall tourism industry of the community, due to the close interrelations of the elements within the community's tourism system. Hence, the stakeholders within the tourism planning domain should be aware of the high degree of inter-dependence with each other and with the natural environment.

Table 12.2: Community Approach of Tourism Planning

Underlying Assumptions and Related Attitudes	**Definition of Tourism Planning Problem**	**Examples of Related Methods**	**Examples of Related Models**
Need for local control	How to foster community control?	Community Development	Ecological view of community
Search for balanced development defined in socio-cultural terms	Understanding community attitudes towards tourism	Awareness and education	Social multiplier
Search for alternatives to mass tourism	Understanding the impacts of tourism on a community	Social impact assessment	Attitudinal change
Planner as facilitator rather than expert	Social impact	Attitudinal surveys	Social/perceptual carrying capacity

Local benefits can be derived from active community participation. Participatory approach is to increase the involvement of socially and economically marginalized people in decision-making. Community-Based Tourism Planning (CBTP) promotes that the community should define their own—and the tourism industry's—role. To accomplish this, a community needs to create opportunities for stepping back from tourism marketing and product development pressures. Then, stakeholders can evaluate their tourism experiences and local values while setting a direction for their own tourism development in partnership with other significant stakeholders. This community-based approach is fundamentally linked with a "belief in human potential for favorable growth" which relies on community members having a positive view and understanding of their own potential.

A destination community's assets and resources, such as its infrastructure and recreational facilities, can be shared by its inhabitants, visitors, public, and private sector interests. Tourism development then takes on the characteristics of a public and social good whose benefit may be shared by the numerous stakeholders in the local destination. The local authorities have the delicate task of juggling private sector interests with local resident needs and wants, in order to maintain the economic health of the community and ensure that development is sustainable.

Government involvement in the development of tourism infrastructure often needs to be supplemented by external private capital for superstructure development (facilities and amenities) at the destination.

SNAPSHOT ON COMMUNITY-BASED TOURISM PLANNING

1. Introducing more "strategic" and "future" thinking or visioning to tourism development;
2. Relying on residents and community leaders as their own "experts" about community needs and desirable tourism influences; and
3. Providing opportunities to clarify community strengths, challenges, obstacles, and opportunities for social, economic, and ecological well-being.
4. Encouraging facilitating reflection about how a "destination" is also a "home" (for residents, flora, and fauna). Tourists are more likely to appreciate and return if they feel a "good fit" between aspects of "destination" and "home" rather than experiencing tourism as a source of tension or negative impacts

CHECK YOUR PROGRESS EXERCISE - III

ACTIVITY I

Answer the following questions in brief.

1. Why tourism development is associated with communities? Explain with your own experiences and examples from the society around you.

   ---

2. What do you understand by the following terms in Tourism Planning:
   - **a.** Community Approach

   - **b.** Stakeholders

     ---

c. Government

ACTIVITY II

Fill in the blanks

1. Community-based tourism development may provide an opportunity for a …….. tourism industry.
2. Community participation, as an element of …….. is interwoven in the planning process.
3. Local people are invariably the best source of ……and wisdom.
4. Local benefits can be derived from active …….participation.

12.5 SUMMARY

Tourism planning offer multidimensional approaches to the involvement of communities in tourism related activities at any destination and site and it appears that community involvement in tourism planning is desirable and necessary element for sustainable development. Similarly, community approaches of tourism planning provide substantial benefits to local population of destination. Proper policy and strategic planning can be carried out in order to maintain the sustainability of the tourism destinations of the area. This unit initially defines the basic concept of tourism planning. Relationships between tourism and community have also been discussed thoroughly in this unit. By focusing on the community-based tourism planning, this unit provides a sound base for the Block 3 of Bachelor of Tourism Studies (BTS) Programme highlighting Tourism Policy and Planning.

12.6 GLOSSARY

- **CBT:** Community-based Tourism (CBT) is a form of tourism that links local enterprise development with environmental conservation and is is managed by the community for the tourist destinations.

- **Community:** A community is a group of people, often living in the same geographic area, who identify themselves as belonging to the same group.
- **Destination:** The geographic place to which a traveler is visiting for a trip. It may be defined as the farthest point away from home visited (distance destination), the place where the most amount of time was spent (main destination), or place the visitor thinks of the primary place visited (motivating destination). For ex., hotel, resort, attraction, city, region, or state.
- **Government:** In most parliamentary systems, this term refers to the entire executive branch of the state, or to the members of governments (usually termed "ministers" but occasionally called "secretaries") selected by the legislature or appointed by the head of government to run the executive branch.
- **Local community:** Those people living in the immediate area potentially affected socially, economically, or environmentally by a tourism project.
- **Natural Attraction:** Areas that exist in or are formed by nature which are not artificial, and can include cultural aspects and that has not been made or created by people.
- **Stakeholder:** A person, group or organization that has interest or concern in tourism activities. Individuals or institutions (public and private) interested and involved in a process or related activities.
- **Visitor:** A *visitor* is a traveller taking a *trip* to a main destination outside his/her *usual environment*, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited.

12.7 ANSWER TO CHECK YOUR PROGRESS

CHECK YOUR PROGRESS - I

ACTIVITY - I

Conceptual framework of Tourism planning recognizes that there are interdependencies between local and central organizations. Similarly, in the

absence of planning, negative economic, social and environmental impacts are likely to be experienced. Carefully read **Sect. 12.2** for answers.

ACTIVITY II

Base your answer on Sec. 12.2.

CHECK YOUR PROGRESS - II

ACTIVITY I

It is said that without the active participation of communities, the very existence of tourism can't be thought of. For answers, read carefully **Sec. 12.3.**

ACTIVITY II

For answering these questions, see **Sec. 12.3.**

CHECK YOUR PROGRESS - III

ACTIVITY I

Community-based approach to tourism planning is a prerequisite to tourism development and sustainability while community participation in the tourism planning process is advocated as a way of implementing sustainable tourism. Community participation in many ways has become an umbrella term for a supposedly new genre of development.

In your locality, you may have beautiful tourism attractions. Find your role and assess that how developing tourism can benefit you. **For answers,** refer **Sec. 12.4**

ACTIVITY II

For answers of fill in the blanks, carefully read Sec. 12.4

12.8 REFERENCES / BIBLIOGRAPHY

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12.9 SUGGESTED READINGS

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12.10 TERMINAL AND MODEL QUESTIONS

1. Explain why it is important to distinguish between different categories and types of tourism?

---

2. Taking as an example a hill resort with which you are familiar in your nearby locations, what evidence do you find of actions or policies directed towards the sustainable benefits of communities?

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3. Write a descriptive note on the elements of tourism planning?

---

4. To what extent is community involvement an essential prerequisite for the development of sustainable tourism?

UNIT 13: CONCEPT OF TOURISM COMPLEX PLANNING AND ITS RELEVANCE IN INDIAN CONTEXT

STRUCTURE:

13.0 Objectives
13.1 Introduction
13.2 Tourism Complex Planning: Concepts and Process
13.3 Understanding Indian Tourism Planning
13.4 Summary
13.5 Glossary
13.6 Answer to check your progress Exercises
13.7 References/Bibliography
13.8 Suggested Readings
13.9 Terminal and Model Questions

13.0 OBJECTIVES

The main objective of this lesson is to introduce students to the concept of tourism complex planning. Broadly, after studying this unit, learners would be able to:

- Understand the conceptual framework of tourism complex planning;
- Outline the importance of tourism planning in Indian Context;
- Learn about the Tourism Planning and it's phases in Indian Tourism Industry;
- Gain understanding on the principal components of tourism planning.

13.1 INTRODUCTION

There is a growing interest within the tourism sector on the development of concepts and mechanism by which to understand how destinations can plan for the growth and sustainable evolution of tourism. The complex character of tourism - planning relationships is deepened further by the diverse nature of those impacts and the inconsistencies through time and space in their causes and effects. This Unit provides a simple structure and basic implementation guidelines for complex tourism planning for sustainable development of destinations and it's relevance. For the students of Bachelor Degree of Tourism Studies (BTS) it is vitally important to understand the importance of complex planning in tourism sector so as to ensure that tourists' needs and the resource base are balanced with the commercial needs to the tourism sector. The unit is framed and structured in an easy way to acquaint learners with the basic concepts of tourism planning and its' importance in Indian Context.

13.2 TOURISM COMPLEX PLANNING: CONCEPTS AND PROCESS

Planning is an essential activity to achieve the goals of tourism development. Planning is concerned with anticipating and regulating change in a system to promote orderly development so as to increase the social, economic and environmental benefits of the development process. Planning tourism at all levels is essential for achieving successful tourism development. Experience has shown that, where tourism has been allowed to evolve in a haphazard, unplanned fashion, environmental and social problems can emerge, which, in the longer-run, may outweigh the potential benefits of tourism. Broader perspective of tourism complex planning integrates development of tourism resources and tourist activities to derive the optimum benefits in terms of social, economic and ecological objectives on the one hand, and tourist satisfaction on the other. The system of individual but interlinked tourism functions are referred to collectively as the tourism complex planning intended to reduce problems of unplanned tourism.

Tourism resources and tourist facilities have their spatial interaction in terms of tourist nodes, areas and networks. Organized development of tourism complexes should be geared to a system of functionalities generated in space, both interdependent and inter-linked to each other, so that in its regional or area-wise context optimization of benefits from investments accrue. Tourism planning can take place "at various levels ranging from the macro national and regional levels to the various micro local planning levels.

CATEGORIES OF TOURISM COMPLEX PLANNING:

- Local;
- Micro-regional;
- Meso-regional;
- Macro-regional and
- National / international

Tourism planning is a tool for destination area development, and to view it as a means for assessing the needs of a tourist receiving destination. Local-level planning of tourism is a highly variable activity, reflecting the diversity of local situations in which tourism is developed. Yet at the same time, this level of application is also the easiest at which to identify a core of common planning concerns.

Planning and development of tourism complexes in their macro and micro dimensions should enable integration of tourism resources and tourist activities to derive the optimum benefits in terms of social, economic and ecological objectives on the one hand and satisfaction of tourists' needs for infrastructure, leisure and recreation on the other.

In comparison with national forms of tourism planning, regional tourism plans are usually distinguished by a marked increase in the level of detail and a sharper focus upon particular developmental issues. National plans tend to be broad statements of intent, but at the regional level the implications of those intents can be mapped far more precisely and planning can reflect specific requirements. Since the implications of development proposals for individual

localities also become more apparent, some degree of public interest or participation within the tourism planning process may also be evident.

The significance accorded to national-level planning of tourism varies considerably between destinations but is typically conceptual in character and normally seeks to define primary goals for tourism development and identify policies and broad strategies for their implementation. Within this framework, however, several more specific emphases may emerge, and, in particular, we should note a common concern in national tourism plans with economic issues. This reflects the perceived capacity of international tourism to affect positively a country's balance of payments account and to create employment. Consequently, a growing number of nations, especially in the developing world, have positioned tourism centrally within their national economic development plans. Planning at national, regional and local scales is now widely encountered, and whilst there are common themes and issues that link the different scales of intervention, there are also distinctive dimensions that typify planning for tourism at these different spatial levels.

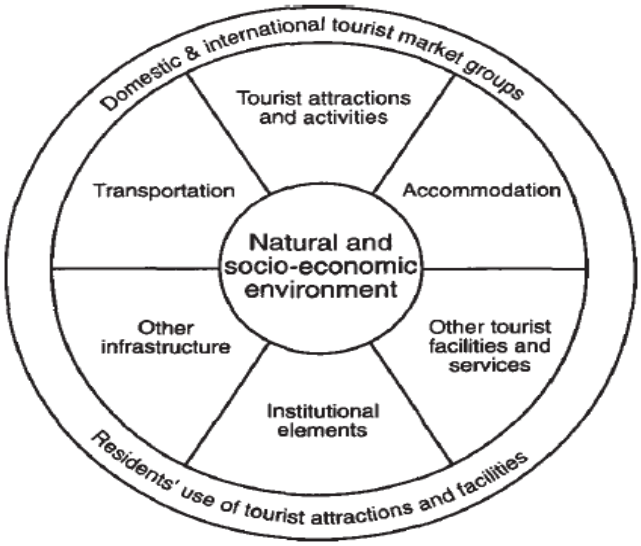

Fig. 13.1: Principal Components in Tourism Planning

Tourism development has both positive and negative effects on a tourism destination. Communities are very often threatened with unwanted developments and face problems from unplanned or carelessly planned tourism expansion. In

order to overcome these multi-faceted problems, comprehensive tourism planning is needed to maximize the benefits and minimize the costs or disadvantages of tourism development through the involvement of the local community who have to live with the tourists and the costs and benefits they bring. The natural dynamism in tourism (whereby new tourists and new tourism products and destinations tend to redefine patterns more or less continuously) has encouraged some tourism planners to move away from a master plan approach and towards the more adaptable forms of incremental (or continuous) planning.

The level and type of tourism planned and developed must be appropriate for the area's natural resources and cultural heritage and consistent with the community's wishes and expectations. The planning process should ensure that monitoring measures are in place.

PROCESS OF COMPLEX TOURISM PLANNING

Complex planning is the process of identifying objectives and defining and evaluating methods of achieving them. It considers all of the tourism resources, organizations, markets, and programmes within a destination. Economic, environmental, social, and institutional aspects of tourism development are also the key elements of complex planning. Complex planning is a "step-by-step" process with definite objectives and end products that can be implemented and evaluated. Put simply, it is a process by which we look into the future, paint a picture of that future based on current trends and of objectives that we set for ourselves, and influence the forces that will affect us. It tells you where you are, where you want to go, how you wish to get there, when you want to arrive, who will do the work, and how much you are willing to pay. To define the sustainable "pattern" for tourist development, different factors have to be considered, which through a complex process must lead to the final scenario.

OVERALL OBJECTIVES OF COMPLEX PLANNING FOR SUSTAINABLE TOURISM DEVELOPMENT

The objectives of complex planning include understanding its benefits; understanding the products of strategic planning; and learning the keys to successful planning and implementation.

Many tourism destinations spend most of their management and planning efforts reacting to unexpected changes instead of anticipating and preparing for them. Such a situation of unexpectedness is handled by crisis management for which a concrete and viable alternative process of complex planning is required. The overall objectives of a Complex Planning Process for Sustainable Tourism Development could be defined as follows:

- Assist communities in taking a bigger picture view of their tourism industry and recognizing their strengths, weaknesses, opportunities and threats;
- Get communities to focus on "where they want to go" and "how they are going to get there" in terms of setting goals and objectives, and formulating action plans;
- Emphasize the need for sustainable tourism projects to be market driven;
- Help identify, organize and mobilize resources to facilitate projects and activities;
- Get communities to plan for both the short, medium and long term;
- Help set priorities in light of scarce resources;
- Provide milestones (goals/objectives) to assist with performance monitoring and evaluation;
- Assign accountability to specific actions, and thereby facilitate implementation of strategic plans, etc.

CHECK YOUR PROGRESS EXERCISE - I

ACTIVITY I

1. **Answer the following questions briefly.**

   (a) Planning tourism at all levels is essential for achieving successful tourism development. Discuss?

   (b) Write a note on national-level planning?

(c) Discuss principal components of Tourism Planning?

ACTIVITY I

2. Fill in the blanks.

(i) Tourism complex planning integrates development of ……..and tourist activities?

(ii) Tourism resources and tourist facilities have their ……interaction in terms of tourist nodes, areas and networks?

(iii) The objectives of complex planning include understanding the ……..of strategic planning?

13.3 UNDERSTANDING INDIAN TOURISM PLANNING

Demands for tourism planning and government intervention in the development process are typically a response to the unwanted effects of tourism development at the local level. The rapid pace of tourism growth and development, the nature of tourism itself and the corresponding absence of single agency responsibility for tourism related development has often meant that public sector responses to the impacts of tourism on destinations has often been temporary, rather than predetermined strategies oriented towards development objectives.

However, such developments not only alter the physical environments of destinations but also exert a range of economic effects too. These will vary from place to place, depending upon levels of local economic development, but could include a range of impacts upon balance of payments accounts, national and regional economic growth, and the creation of employment. Unfortunately, the instabilities of tourism that make it vulnerable to a range of influences (for example, exchange rate or oil price fluctuations; political crises; changes in fashion) mean the industry is not always able to provide a firm basis for economic development. For Third World countries, tourism may increase levels of foreign

dependence, and in many contexts the quality of employment that the industry creates is low. One of the defining features of tourism is its fluidity in relation to it's complex tourism planning and, some of the dynamic forms of tourism planning are highly condensed on account of an extensive and often complex process, but the key themes within which there is a strong community- tourism dimension has been given priority by India.

Tourism planning in India started quite late with the first tourism policy being announced by the Government of India in November, 1982 after tourism was recognized as an industry by the Planning Commission of India in June, 1982. In July, 1986 the Planning Commission of India set up the National Committee on Tourism in order to formulate plans for this sector. The government's initiatives of incorporating a planned tourism sector in India went a long way in boosting Indian tourism.

In May, 1992 the National Action Plan for tourism was announced. The objectives of this landmark plan for tourism planning in India were:

- To improve the economy category domestic tourism
- To develop the tourist areas socially and economically
- To preserve the environment and the national heritage
- To encourage international tourism
- To improve in world tourism India's share
- To increase opportunities for employment in this sector

The pace of Indian tourism planning increased with the seventh five year plan (1985-1989). The various polices advocated by the seventh plan for tourism planning in India are:

- To promote aggressively domestic tourism
- It laid stress on creating more beach resorts
- To conduct conferences, trekking, conventions, and winter sports so that various options are available to the foreign tourists

These polices of the seventh five year plan gave a boost to the tourism planning India. To further encourage tourism planning in India, the eighth five

year plan (1992- 1997) mentioned that the private sector should increase its participation in the sector. The various polices advocated by the eighth plan for tourism planning in India are:

- To develop the tourists places
- To develop winter sports, beach resort, and wildlife tourism
- To restore the projects of national heritage
- To provide in tourists centers economy class accommodation

Tourism planning in India has increased by leaps and bounds in the last few years and the government and Department of Tourism needs to make continuous efforts to ensure that tourism planning in India takes the tourism sector of the country to greater heights on a sustainable basis. As was discussed, the success of tourism plans may depend on the provision and improvement of a number of elements. Given the factors mentioned earlier affecting plan implementation, it could be stated that the way in which the planning and development process is carried out and the organizational and legislative framework in which planning is undertaken, need to be carefully analyzed in Indian tourism. There is also a need for destination tourism authorities to pay more attention to local level administration, since the success of the planning activity and profitability of the tourism industry increasingly depends on the efficiency and effectiveness of the planning and co-coordinating attitudes delivered locally (the local component).

CHECK YOUR PROGRESS EXERCISE - II

ACTIVITY I

1. **Answer the following questions briefly.**

   (a) Discuss the policies of seventh five year plan for tourism planning in India?

   (b) Dynamic forms of tourism planning are highly condensed. How?

(c) How tourism planning can become a successful for tourism in India?

---

2. Make a visit of any tourist attraction in your nearby area and analyze it's tourism planning for destination sustainability?

13.4 SUMMARY

Processes of Tourism Complex Planning are the most visible ways in which tourism affects host areas. Planning for tourism will benefit only through input from a wide range of participants including governmental and non bodies, local and regional organizations, businesses and the host population, since it is extremely difficult to formulate and implement a tourism plan without the strong support and involvement of all these groups.

This Unit initially defines the concept and process that shape patterns of tourism planning and shows how they may combine to produce spatially more substantial form for sustained destination growth. By focusing on the role of planning in shaping physical developments, the unit highlights those aspects of tourism planning in which geographical perspectives are most useful in delivering an understanding of planning process. It also illustrates that tourism planning in India is an overtly geographic phenomenon, varying significantly from one state to another.

13.5 GLOSSARY

- **Attraction:** a natural or man-made facility, location, or activity which offers items of specific interest to tourists.
- **Carrying capacity:** The amount of visitor activity that a site or destination can sustain.

- **Conservation:** Can be broadly interpreted as action taken to protect, and preserve the natural world from harmful features of tourism while allowing for its ecologically sustainable use.
- **Sustainability:** Use of resources, in an environmentally responsible, socially fair and economically viable manner, so that by meeting current usage needs, the possibility of its use by future generations is not compromised
- **Sustainable Tourism:** Tourism envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled with maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems.
- **Tourism Industry:** Tourism Industry is an industry that would cease to exist or would continue to exist only at significantly reduced levels of activity in the absence of tourism.
- **Tourism:** The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

13.6 ANSWER TO CHECK YOUR PROGRESS EXERCISES

CHECK YOUR PROGRESS EXERCISE - I

ACTIVITY I

Please go through Sec. 13.2 for answer of the questions.

ACTIVITY II

For answers, refer Sec. 13.2.

CHECK YOUR PROGRESS EXERCISE - II

ACTIVITY I

1. For answer refer Sec. 13.3.
2. India's rich biodiversity and natural attractions attract tourist from all over the world. In your locality, there may be a number of tourist destinations.

Once you make a visiting of it, analyze that how it is maintained and sustained. Do you find that it is not planned well? List out the things which you find as shortcomings in tourism planning.

13.7 REFERENCES/BIBLIOGRAPHY

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13.9 TERMINAL AND MODEL QUESTIONS

1. What are the principal elements that are needed to secure the physical development of a tourism destination?

---

2. How can planning help tourism become sustainable?

---

3. What are the potential benefits of effective tourism planning?

---

4. Write a descriptive note on the process of complex tourism planning?

BLOCK 4: TOURISM POLICY AND PLANNING: INDIAN PERSPECTIVE

UNIT 14: PLACE OF TOURISM IN INDIA'S FIVE YEAR PLANS

STRUCTURE:

14.0 Objectives
14.1 Introduction
14.2 Growth and Development of Tourism in India
14.3 Tourism Development in India's Five Year Plan (2012-17)
14.3.1 Approaches
14.3.2 Strategies
14.4 Tourism Scenario in India's Five Year Plans
14.5 Summary
14.6 Glossary
14.7 Answer to Check Your Progress Exercises
14.8 References / Bibliography
14.9 Suggested Readings
14.10 Terminal and Model Questions

14.0 OBJECTIVES

After going through this unit, learners will be able to:

1. Learn about the tourism growth and development in Indian States;
2. Understand the approaches and strategies for tourism development in 12th Five Year Plan;
3. Know the contribution of Indian States in tourism development of India;
4. Gain knowledge on the tourism scenario in India's Five Year Plans.

14.1 INTRODUCTION

Tourism is one of the fastest growing industries in the world. The World Travel and Tourism (T&T) industry accounts for US $ 7,340 billion of global economic activity, and this is forecasted to grow to US $ 14,382 billion by 2019. It also accounts for approximately 7.6 per cent of global employment.

Over the past decades, many nations have considered tourism as an option for sustainable development of the nations. The importance of tourism as a contributor to economic growth is so widely accepted that year after year. Tourism is now one of an important economic sector in India and has passed through many phases since 1950's. It is playing a major role in attracting foreign exchange for country. In order to achieve success in tourism and place tourism industry significantly on the world map, India needs effective tourism policy envisaged in five year plans.

In this Unit, we will discuss the Growth and Development of Tourism in India, familiarizing you with India's Five Year Plan (2012-17), approaches and strategies. This unit also concentrates on Tourism Scenario in India's Five Year Plans as well as the tourism development in Indian States.

14.2 GROWTH AND DEVELOPMENT OF TOURISM IN INDIA

Tourism is one economic sector in India that has the potential to grow at a high rate and ensure consequential development of the infrastructure at the destinations. India's rich cultural and geographic diversity provides the basis of a wide range of tourist products and experiences, which include among others - leisure, culture, adventure, spirituality, eco-tourism and wellness and health.

Apart from acknowledging the traditionally recognized advantages of developing tourism for promotion of people to people understanding, earning of the foreign exchange, vast employment generation, it can play a major role in furthering the socio-economic objectives of the nation. Increasingly, Tourism as a sector seems to be emerging to be one of the main driving engines of the Indian Economy.

Tourism plays an important role in economic development and creation of jobs in India. The major development that took place was the setting up of the India Tourism Development Corporation in 1966 to promote India as a tourist destination and the Tourism Finance Corporation in 1989 to finance tourism projects. Altogether, 21 Government-run Hotel Management and Catering Technology Institutes and 14 Food Craft Institutes were also established for imparting specialized training in Hoteliering and catering.

In the 90's Government of India, Ministry of Tourism promoting circuits concept tourism - with focus on selected circuits like Buddhist circuit, Himalayan circuit and over 61 such circuits were identified for integrated development by pooling resources of the central sector, State Sector & private sector. Pilgrim tourism was also focused along with construction of budget accommodation in the form of Yatriniwas, and extended financial assistance to *Dharamshalas, Musfirkhanas, choultries* etc. All these put domestic tourism at forefront in tourism development programme. With 369 million domestic tourists with in the country in the 90's, the upward trends of the nineties now put domestic tourism to reach 400 million figures.

Similarly outbound which was just 2 million in the 1980's have jumped to 7 million by 2006 and approaching 8 million by 2007. The nineties began with state tourism corporations & tourism business in the interest of promotion of resources for the state. The are doing their continuous efforts even now in a big way. Now most of the states are going a head for overseas investments. Among the states, Kerala, Goa, Rajasthan, Karnataka have done well in projecting themselves as major tourist destinations in India in the global market with their niche products.

In India, the travel and tourism sector is estimated to create 78 jobs per million rupees of investment compared to 45 jobs per million rupees in the manufacturing sector. Just as manufacturing must be boosted to provide jobs for India's burgeoning youth population, the potential of tourism to provide income opportunities must be seized too.

Along with construction, it is one of the largest sectors of the service industry in India. It accounts for about 8.0 per cent of total employment. It is capable of providing employment to a wide spectrum of job seekers from the unskilled to the specialized, even in the remote parts of the country. Finally, compared to other modern sectors, a higher proportion of tourism benefits (jobs, petty trade opportunities) accrue to women. Hence, growth of the tourism sector is more inclusive than other sectors.

The broad scope of economic activities involved in tourism enables wide participation in its growth, including the participation of the informal sector, because the skill requirements for most of the jobs are modest and can be relatively easily acquired.

The Tourism and Hospitality sector has a key role to play in promoting faster, sustainable and more inclusive economic growth—the goal of the Twelfth Five Year Plan (2012-17) as per the study of Planning Commission, Govt. of India. The Twelfth Plan envisages the estimated annual growth of 8.1 per cent during the last five years of the Tourism sector, which is marginally higher than the overall economic growth of 7.9 per cent during the Eleventh Five Year Plan.

Tourism is high potential area which can be developed with new tourist circuits to showcase the culture, history and immense natural beauty of the country. UNWTO has forecast that the Travel & Tourism Industry in India will grow by 8% per annum, in real terms, between 2008 and 2016 and is expected to grow and generate US $ 128 billion by 2016. Similarly, World Travel and Tourism Council (WTTC) has identified India as one of the world's foremost tourist growth centres in the coming decade. After Turkey, India is expected to achieve the fastest rate of growth of the total amount of economic activity likely to be generated by travel and tourism, at 9.7 per cent over the next 10 years. Also, the largest employment creation after China is expected to take place in India over the same period. The growth in 'visitor exports' or spending by international tourists is likely to be the highest in India at 14.3 per cent per annum over the next decade. On the whole, the WTTC forecast for India is promising, subject to key policy issues that affect the growth of the sector being addressed. Ministry of Tourism, Government of India has given a major thrust to promote tourism as a

means of economic growth and social integration for the country. The role of government in tourism development has been redefined from that of a regulator to that of a catalyst. Apart from marketing and promotion, the tourism development plan has to focus on an integrated development of enabling infrastructure through effective partnership with various stakeholders. As Tourism Sector is one of the major components of the service sector in India, its growth targets has to be linked to the targeted growth of service sector during the 12th Five Year Plan.

Indian economy is expected to grow at the rate of 9%. To achieve this, services sector as well as the tourism sector has to grow at the rate of 12 % per annum. The current rate of growth in tourism sector is about 9 %. For improving the growth in tourism sector, persistent and concerted efforts have to be made during the 12th Plan. As tourism sector is one of the largest employment generators in the Country, it has better prospects for promoting pro-poor growth than many other sectors. For all these reasons, the tourism industry is one of the largest generators of employment and contributes significantly to the national economy as well as the creation of jobs in the country.

Share of Top 10 States/UTs of India in Number of Foreign Tourist Visits in 2013 is presented below in Table 14.2.

Rank	State/UT	Foreign Tourist Visit in 2013 (P)	
		Number	Percentage Share %
1.	Maharashtra	4156343	20.8
2.	Tamil Nadu	3990490	20.0
3.	Delhi	2301395	11.5
4.	Uttar Pradesh	2054420	10.3
5.	Rajasthan	1437162	7.2
6.	West Bengal	1245230	6.2
7.	Kerala	858143	4.3
8.	Bihar	765835	3.8
9.	Karnataka	636378	3.2
10.	Goa	492322	2.5
Total of Top 10 States		17937718	89.9
Others		2013308	10.1
Total		19951026	100.0

Source: *Tourism Departments States/UTs, (P): Provisional*

A complete detail on State/UT wise domestic and foreign tourists (2012-13) with their respective ranking is presented in Table 14.1.

Table 14.1: State/ UT - Wise Domestic and Foreign Tourist Visits, 2012-2013

S. No.	State/ UT	2012		2013 (P)		Growth Rate13/12		Rank 2013	
		Domestic	Foreign	Domestic	Foreign	Domestic	Foreign	Domestic	Foreign
1	Andaman & Nicobar Islands	238699	17538	243703	14742	2.10	-15.94	30	25
2	Andhra Pradesh	207217952	292822	152102150	223518	-26.60	-23.67	3	14
3	Arunachal Pradesh	132243	5135	125461	10846	-5.13	111.22	32	27
4	Assam	4511407	17543	4684527	17638	3.84	0.54	21	24
5	Bihar	21447099	1096933	21588306	765835	0.66	-30.18	11	8
6	Chandigarh	924589	34130	936922	40124	1.33	17.56	24	22
7	Chhattisgarh	15036530	4172	22801031	3886	51.64	-6.86	10	30
8	Dadra & Nagar Haveli	469213	1234	481618	1582	2.64	28.20	28	33
9	Daman & Diu	803963	4607	819947	4814	1.99	4.49	25	29
10	Delhi * #	18495139	2345980	20215187	2301395	9.30	-1.90	14	3
11	Goa	2337499	450530	2629151	492322	12.48	9.28	22	10
12	Gujarat	24379023	174150	27412517	198773	12.44	14.14	8	16
13	Haryana	6799242	233002	7128027	228200	4.84	-2.06	20	13
14	Himachal Pradesh	15646048	500284	14715586	414249	-5.95	-17.20	16	11
15	Jammu & Kashmir	12427122	78802	13642402	60845	9.78	-22.79	17	19
16	Jharkhand	20421016	31909	20511160	45995	0.44	44.14	13	20
17	Karnataka	94052729	595359	98010140	636378	4.21	6.89	4	9
18	Kerala	10076854	793696	10857811	858143	7.75	8.12	18	7
19	Lakshadweep	4417	580	4784	371	8.31	-36.03	35	35
20	Madhya Pradesh	53197209	275930	63110709	280333	18.64	1.60	6	12
21	Maharashtra*	74816051	2651889	82700556	4156343	10.54	56.73	5	1
22	Manipur	134541	749	140673	1908	4.56	154.74	31	32
23	Meghalaya	680254	5313	691269	6773	1.62	27.48	26	28
24	Mizoram	64249	744	63377	800	-1.36	7.53	33	34
25	Nagaland	35915	2489	35638	3304	-0.77	32.74	34	31
26	Odisha	9052871	64719	9800135	66675	8.25	3.02	19	18
27	Puducherry	981714	52931	1000277	42624	1.89	-19.47	23	21
28	Punjab	19056143	143805	21340888	204074	11.99	41.91	12	15
29	Rajasthan	28611831	1451370	30298150	1437162	5.89	-0.98	7	5
30	Sikkim	558538	26489	576749	31698	3.26	19.66	27	23
31	Tamil Nadu	184136840	3561740	244232487	3990490	32.64	12.04	1	2
32	Tripura	361786	7840	359586	11853	-0.61	51.19	29	26
33	Uttar Pradesh	168381276	1994495	226531091	2054420	34.53	3.00	2	4
34	Uttarakhand	26827329	124555	19941128	97683	-25.67	-21.57	15	17
35	West Bengal	22730205	1219610	25547300	1245230	12.39	2.10	9	6
	Total	1045047536	18263074	1145280443	19951026	9.59	9.24		

P: Provisional

Source: State/ Union Territory Tourism Departments.

Note: * : DTV & FTV data: Estimated using partial data provided by the State Government.

*# : DTV - Estimated using All India growth rate, FTV: FTA data at Delhi Port

Tourism has now emerged as an organized activity since its small beginning in 1951 and this is mainly built up by the trade which itself

came into being on its present scale only after independence & cross country movement spurred by faith & business has been a feature of India's way of living since time immemorial. Through centuries millions of Indians have been on the trail that led to Himalayas, Varansasi and many lesser known/unknown places within the country. But tourism transformation from the old to the new came with the development by service industry in meeting, the demand of accommodation, communications, transport, food, shopping & their other need. It is their 1960's and 1970's experience and efforts to diversify tourism product brought the modern look to tourism which is visible now in the new millennium. Ministry of Tourism has formulated National Tourism Policy, conducting regular interaction meetings, National committee on tourism, national tourism development council and such platforms for private-public partnerships in tourism business. All have brought a sustainable growth. Govt. also provided fiscal incentives for infrastructure development. India has many unexplored destinations we need to remove the bottleneck areas - infrastructure, visa problem, highways with wayside facilities, camping sites, e-commerce in tourism. We are quite left behind compared to global developments.

CHECK YOUR PROGRESS - I

ACTIVITY I

Answer the following questions.

a. Tourism plays an important role in economic development and creation of jobs in India. Explain?

---

b. Discuss the role of Ministry of Tourism, Govt. of India in Tourism Development?

ACTIVITY II

Fill in the blanks

a. As per the study of Planning Commission, Govt. of India, Twelfth Five Year Plan (2012-17) estimated annual growth of …… per cent during the last five years.

b. In India, the travel and tourism sector is estimated to create …….per million rupees of investment compared to 45 jobs per million rupees in the manufacturing sector.

c. Tourism Sector is one of the major …… of the service sector in India

14.3 TOURISM DEVELOPMENT IN INDIA'S FIVE YEAR PLAN (2012-17)

Many developing countries have prepared plans particularly at the central level to guide tourism development, as they have recognized the tourism sector as an important source of foreign currency earning and employment. Tourism as a means to faster, more inclusive and sustainable growth in India has the capacity to capitalize on the country's success in the services sector and provide sustainable models of growth—the goal of the Twelfth Five Year Plan. In sub-section 14.3.1 and 14.3.2, we will discuss about the approaches and strategies of the Government of India for Tourism Development envisaged in 12th Five Year Plan. The policy document of 12th Five Year Plan, prepared by Planning Commission, highlights the following regarding tourism sector:

1. Along with construction, tourism is one of the largest sectors of the service industry In India. It is capable of providing employment to a wide spectrum of job seekers from the unskilled to the specialized, even in the remote parts of the country. Compared to other modern sectors, a higher proportion of tourism benefits (jobs, petty trade opportunities) accrue to women. Hence, growth of the tourism sector is more inclusive than other sectors.
2. Tourism and Hospitality is a diverse industry, being a collection of activities, comprising accommodation, transportation, eating and drinking

establishments, retail shops, entertainment businesses and other hospitality services provided to individuals or groups travelling away from home for leisure, business or other purposes.

Furthermore, tourism is highly dependent upon natural capital (e.g. forest, wildlife) and culture. These are assets that some of the poor have, even if they have no financial resources.

3. The interaction of tourists, business suppliers, host governments and host communities in the process of attracting and hosting the tourists and other visitors, gives rise to both demand for, and supply of, a wide range of tourism related goods and services. Therefore, tourism has good potential to stimulate overall economic growth. A marginal shift in investment to the tourism sector has the potential to propel India to a faster growth trajectory.

4. In 1992, the 'Earth Summit' in Rio established the triple principles of environmental, economic and social sustainability. Since then, the principles of sustainable tourism have been adopted by the tourism industry worldwide. In India, the tourism sector is based on exploiting its unique endowments of biodiversity, forests, rivers, and its rich culture and heritage .The challenges in this sector lie in successfully preserving these in their original form, and making them accessible to domestic and international travellers.

5. The realization of the country's huge, barely tapped, tourism potential is contingent upon simultaneously addressing the multiple challenges thrown up by capacity constraints and inadequate policies. These constraints include inadequate transportation infrastructure; accommodation; land; multiple taxes and an overall high tax burden; inadequate financial resources for enterprises; skills; safety and hygiene conditions around tourist attractions; and convergence of actions by multiple agencies. The challenges are further magnified in the context of a federal structure where the responsibilities for policy making and implementation is fragmented across levels of government and co-ordination between them is often lacking.

14.3.1 APPROACHES

In order to realize the potential of tourism sector, the Government would need to adopt a 'pro-poor tourism' approach aimed at increasing the net benefits that flow to the poor from tourism and related activities. Such benefits may be economic, social, environmental or cultural. These go well beyond simply promoting community tourism, heritage tourism, eco-tourism, wellness tourism and the like. There is need for a diversity of actions, from micro to macro level, including product and infrastructure development, marketing, branding and promotion, planning, policy and investment. A comprehensive set of approach is needed to be developed for this purpose.

While Tourism is important for both growth and employment generation, it must also be sustainable. The World Tourism Organization (WTO) has defined sustainable tourism as 'leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems.' Under the *business-as-usual* scenario, the tourism sector is forecasted to grow by 8.8 per cent per annum during the period 2011–21 even though, according to the World Travel and Tourism Council (WTTC), tourism in India has the highest 10-year growth potential in the World during 2009–18. The expected growth of the tourism sector is, therefore, inadequate both in terms of its contribution to the overall economic growth and its potential.

The approach to tourism in the Twelfth Plan must focus on achieving a substantially higher annual growth rate of 12 per cent in the value addition in the tourism sector during the Twelfth Five Year Plan so as to provide a cushion against any shortfall in other sectors. The strategy for promoting tourism should be re-oriented to increase the employment elasticity in the tourism sector to the international level. Further, India should strive to be amongst the top 50 countries in the Travel and Tourism Competitiveness Rankings by the terminal year of the Twelfth Five Year Plan and increase the share of India to 1% in Global foreign tourist arrivals.

14.3.2 STRATEGIES

In view of the approaches underlined above, the Twelfth Plan must evolve a strategy based on the ability of tourism to promote a more inclusive, sustainable and faster growth in the face of resource constraints.

However, during the Eleventh Plan period this potential could only be partially realized. In the Twelfth Five Year Plan period, it is necessary to reorient the strategy so as to achieve the targets set-out for tourism development in India.

Tourism should be accorded a priority status to enable the Government to achieve its planned growth and employment objectives and foster national integration.

A principal strategy to realize India's enormous assets with tourism potential viz., historical sites, places of religious significance, and its vast range of national attractions, must be to focus on clusters or circuits around such assets. The development of these clusters / circuits requires collaboration between many agencies at the local level to create an attractive and safe transit experience. Therefore, development of tourism requires that States take a leading role in developing their own tourism potential to obtain growth in employment as well as State Domestic Product.

The strategies can be divided into those that generate three different types of local benefit: economic benefits, non-cash livelihood benefits (such as physical, social or cultural improvements), and less tangible benefits of participation and involvement.

The strategies for creating economic benefits will need to tackle many obstacles to economic participation, including lack of skills, low understanding of tourism, poor product quality and limited market access. It will have to focus on eliminating these bottlenecks and include:

- Expansion of local employment through commitment to creation of local jobs and training of locals for employment;
- Expansion of business opportunities for small and micro businesses and entrepreneurs that sell inputs such as food, fuel, or building materials

either to businesses engaged in tourism or directly to tourists, such as guiding, crafts, tea shops etc. Support to such micro businesses can vary from marketing and technical support (e.g. by nearby mainstream operators), to shifts in procurement strategy, or direct financial and training inputs; and

- Development of collective community income by way of equity dividends, lease fee, revenue share, or donations for use of community resources, in particular, land to develop infrastructure and other facilities usually in partnership with tourism operators or government institutions.

Similarly, the strategies to enhance non-cash livelihood benefits to the locals will focus on:

- Capacity building, training and empowerment;
- Mitigating of the environmental impact of tourism on the poor and management of competing demands for access to natural resources between tourism and local people;
- Improving social and cultural impacts of tourism; and
- Improving access to services and infrastructure like health care, security, water supplies, transport, hygiene, sanitation, waste disposal etc.

The implementation of these strategies will involve developing formal and informal links between all stakeholders and coordination across all levels of Government. It would be necessary to establish a 'whole government' agenda for tourism development between departments at national level and between national and local government so as to create convergence and synergy across programs. This requires that awareness is created amongst all stakeholders and across government about the contribution of tourism to local livelihoods and engage them in joint initiatives to increase the local economic development and impact on poverty reduction.

The National Tourism Policy should form an integral part of the poverty reduction strategy during the Twelfth Five Year Plan.

CHECK YOUR PROGRESS - II

ACTIVITY I

Answer the following questions.

a. Write a note on the policy document of 12th Five Year Plan for tourism sector in India?

---

b. Why pro-poor tourism is focused as an approach in 12th Five Year Plan?

---

c. Discuss the strategies of the 12th Five Year Plan?

ACTIVITY II

Fill in the blanks

- Earth Summit' in Rio was held in the year……..
- Tourism and Hospitality is a ……. industry, being a collection of activities.
- The strategy for promoting tourism should be re-oriented to increase the ……. in the tourism sector
- A principal strategy to realize India's enormous assets with tourism potential must be to focus on …… around such assets.

14.4 TOURISM SCENARIO IN INDIA'S FIVE YEAR PLANS

Tourism development in India passed through many phases. Ministry of Tourism also had a very small beginning in the 1950's. Specially for a country like India where so many language, religion exist as also for international cooperation & to get recognition internationally he had authorized the creation of a cell for tourism activities in the Ministry of Transport which in course of one decade time developed into a full pledged Ministry with a cabinet minister in charge. The first cabinet minister to lead tourism was great philosopher and Administrator Dr. Karan Singh. At Government level the development of tourist facilities was taken up in a planned manner in 1956 coinciding with the Second Five Year Plan. The approach has evolved from isolated planning of single unit facilities in the Second and Third Five Year Plans. The Sixth Plan marked the beginning of a new era when tourism began to be considered a major instrument for social integration and economic development.

In Kerala, Jammu and Kashmir, Goa and Himachal Pradesh tourism is much more consistently incorporated into state (five year) plans than in other states, even relatively early on - in the 1970s. At that time, these states already attracted a relatively large share of India's international tourists and were to become India's main tourist states and models for tourism development. Still, even in these states, tourism was largely left to the private sector and to a comparatively unrestricted market. The Nineties began with new challenges & opportunities for tourism. Most of the Indian states & union territories started recognizing tourism as the main force for economic growth & framed tourism policy & started giving tourism an industry status. Kerala, HP, Orissa, Rajasthan States were very progressive in this regard & formed real private - public partnerships for infrastructure development and diversification of tourism products in the respective states.

But it was only after the 80's that tourism activity gained momentum. The Government took several significant steps. In 1980's India moved from transit

destination to regular tourist destination with diversification of tourism products in India. A National Policy on tourism was announced in 1982. Later in 1988, the National Committee on Tourism formulated a comprehensive plan for achieving a sustainable growth in tourism. The importance of international tourism has really been officially recognized in India since the seventh five-year plan (1985-90) and new initiatives have been commenced.

In 1992, a National Action Plan was prepared and in 1996 the National Strategy for Promotion of Tourism was drafted. In 1997, a draft new tourism policy in tune with the economic policies of the Government and the trends in tourism development was published for public debate. The proposed policy recognizes the roles of Central and State governments, public sector undertakings and the private sector in the development of tourism. The need for involvement of Panchayati Raj institutions, local bodies, non-governmental organizations and the local youth in the creation of tourism facilities has also been recognized.

Government allocation for tourism has been increasingly slowly over the last five-year plan. During 5th Five Year Plan (1974-79), a provision of Rs. 23.62 Crore has been made for the programme of Department of Tourism and that of Rs.17.12 Crore for the India Tourism Development Corporation (ITDC). The programmes under the Department of Tourism include loans to hotel industry in the private sector, integrated development of tourist resorts at Kovalam, Gulmarg, Goa and Kullu—Manali and construction of a number of youth hostels, tourists bungalows and forest lodges. The programmes under ITDC include expansion of hotels and construction of travellers' lodges, motels and cottages. In the State Sector also a provision of Rs. 33.21 Crore has been made for the development of tourism.

The Plan outlay for 2014-15 for the Ministry of Tourism is Rs. 1882.00 Crore (including Rs. 189.00 Crore for NER & Sikkim). The total outlay for the schemes is towards Product/Infrastructure Development for Destination and Circuits, Assistance for large Revenue Generating Projects, Domestic Promotion and Publicity including hospitality, Overseas Promotion and Publicity including

Market Development Assistance, Assistance to IHMs/FCIs, Capacity Building for Service Providers, Incentives to Accommodation Infrastructure, Market Research including 20 years perspective Plan, Computerization and Information Technology, Creation of Land Bank for Hotels and Assistance to Central Agencies for Tourism Infrastructure Development.

A provision of Rs. 600.00 Crore has been made for new schemes, Tourism Circuits (Rs. 500.00 Crore) and National Mission for Beautifying Pilgrimage Centres (Rs. 100.00 Crore). Table 1 gives plan outlay and expenditure over successive five year plans for Tourism.

Table 14.3: Plan Outlay and Expenditure for Tourism Development in India under Five Year Plans

Five Year Plan	Time Period	Outlay (Crore)	Expenditure (Crore)
First	1951-1956	Nil	Nil
Second	1956-1961	NA	NA
Third	1961-1966	8.00	5.00
Annual Plan	1966-69	10.00	6.00
Fourth	1969-1974	36.00	40.00
Fifth	1974-979	75.00	79.00
Annual Plan	1979-80	28.00	28.00
Sixth	1980-1985	187.00	121.00
Seventh	1985- 1990	394.00	432.00
Annual Plan	1990-91	149.00	129.00
Annual Plan	1991-92	176.00	148.00
Eighth	1992- 1997	806.00	1,088.00
Ninth	1997- 2002	2,481.00	—
Tenth	2002-2007	2,900.00	—
Eleventh	2007-2012	4932.00	—
Twelfth	2012-2017	15,345.00	—

Source: Planning Commission, Govt. of India, 2001 and 2011.

In this section, tourism scenario in different five-year plans of India has been discussed.

NATIONAL TOURISM SCENE (EIGHTH FIVE YEAR PLAN 1992-1997)

In May 1992, the Government of India tabled in Lok Sabha, The National Action Plan for Tourism which formed the basis of the Eighth Plan document. Some of the major recommendations in relation to tourism in this plan are:

1. The future growth of tourism should be achieved mainly through private initiative.
2. The role of the State in contribution to tourism can be:
   - Planning broad strategies of development,
   - Providing fiscal and monetary incentives to catalyze private sector investments,
   - Devising effective regulatory and supervisory mechanisms to protect the interest of the industry, the consumer and the environment.

The focus and promotional strategy during the Eights Plan was on high spending tourists from areas like Europe, USA and Japan and subsequently encouraging private sector to invest in developing tourist transport system etc. Infact, the basic thrust in the Eighth Plan document was on encouraging Private sector participation and luring high spending tourists.

NATIONAL TOURISM SCENE (NINTH FIVE YEAR PLAN 1997-2002)

Over the years, tourism has emerged as a major segment of Indian economy contributing substantially to the foreign exchange earnings, which have increased from Rs. 66110 Crore in 1993 to Rs. 164290 Crore in 2003. The direct employment in the sector during 1995-96 was about 8.5 million persons, accounting for about 2.4 per cent of the total labour force. In 2003 the employment figure is 25 million. There was a gradual increase in the Central Plan outlay for tourism over the Plan periods from Rs. 1.58 Crore in the Second Plan to Rs. 272.00 Crore in the Eighth Plan.

As against the Eighth Plan outlay of Rs. 272 Crore, the expenditure during the period was Rs. 490.42. The entire Plan expenditure of ITDC from the year

1994-95 onwards was met from internal and extra budgetary resources. Bulk of the expenditure of the Department of Tourism was incurred on tourism publicity. The major schemes of the Department of Tourism relate to Promotion and Publicity, Central Assistance for the Development of Tourism Infrastructure, Human Resource Development and Incentives.

The Central government investment for the improvement and creation of tourist facilities is channelized through State / UT Government on a cost-sharing basis. Under this pattern of funding, the Central Department of Tourism meets almost the entire expenditure, except the cost of land and interior decoration in the case of construction projects.

POLICY FRAMEWORK FOR THE NINTH PLAN

The policy objective in the Ninth Plan was to work towards creating a tourism product that provides the persons traveling to various places a pleasant experience on their trips, through an environment of peace, stability, security and an integrated system of physical infrastructure that does not fail.

Tourism should become a unifying force nationally and internationally, fostering better understanding through travel. It should also help to preserve, retain and enrich our world-view and lifestyle, our cultural expression and heritage in all its manifestations. Development of tourism in these areas, therefore, will accelerate the economic development of these regions. The diversity of the tourism product in India makes it imperative that the development of tourism has to be a joint of all the infrastructural Departments, public sector undertakings, state governments and the private sector.

The approach to tourism development in the Ninth Plan was on coordinated efforts by the public and private sector where the major thrust was on selected areas of tourism under as heritage tourism, youth adventure tourism, pilgrim tourism etc.

TOURISM SCENE (TENTH FIVE YEAR PLAN 2002-2007)

The Tenth Plan approach for Tourism signified a distinct shift from that adopted in earlier Plans. The new Tourism policy 2002 to be implemented during

the Tenth Plan lays emphasis on the benefit of the tourism for the host population. Apart from acknowledging the well-accepted advantages of developing tourism for the promotion of national integration, international understanding and earning foreign exchange, the Tenth Plan recognizes the vast employment generating potential of tourism and the role it can play in furthering the socio-economic objectives of the Plan.

In order to create a supportive environment for the promotion of tourism, New Tourism Policy 2002 implemented during the Tenth Plan generated awareness about the benefits of tourism for the host population.

It mobilized State government to use tourism as a means for achieving their socio-economic objectives; encourage the private sector to enhance investment in tourism and provide legislative and regulatory support for sustainable tourism and to protect the interests of the industry and the consumer. The policy envisages involving the rural sector in the promotion of rural, heritage, and adventure and eco-tourism and will promote the development of competitive high quality products and destinations.

Most importantly, it will remove the barriers to growth and resolve contradictions in policy to achieve inter-sectoral convergence in activities that help the growth of tourism.

TENTH PLAN OBJECTIVE

Tourism in India has tended to be regarded as an elitist activity conducted primarily for the purpose of earning foreign exchange. Tourism is one of the major components of foreign exchange earning for India.

Since 2003, launch of Incredible India campaign, India has seen a significant increase in number of foreign tourists visiting the country. The Tenth Plan objective was to integrate tourism with the socio-economic objectives of the Plan by creating 3.6 million jobs a year though the promotion of domestic and international tourism and to enhance India's share of international arrivals from 0.38 per cent to at least 0.62 per cent by 2007.

THE TENTH PLAN STRATEGY

The strategy was to work towards a national consensus on the role of tourism in national development and to focus on the removal of barriers that hamper its growth.

To make public sector investment more effective, it is necessary to work towards the inter-sectoral convergence of policies and programmes that could benefit tourism.

The New Tourism Policy envisages a framework, which was government-led, private sector driven and oriented towards community welfare, with the basic infrastructure for tourism development, the private sector providing the quality product and the community providing active support.

TOURISM SCENE (ELEVENTH FIVE YEAR PLAN 2007-2012)

The Working Group on Tourism for the 11th Five Year Plan 2007-12, set up by the Planning Commission felt that keeping in view all variables in the environment, the product opportunities, the market scenario, the Indian planning and national objectives, following quantifiable goals may be set for the 11th Plan for India tourism.

1. Achieve international visitor levels of 10 million in 2011, at the end of 11th Plan.
2. The annual growth of the Tourism sector is estimated to be 8.1 per cent during this plan.
3. Achieve 812 million domestic tourist visits by the end of 11th Plan.
4. Develop new forms of tourism like rural tourism, cultural tourism, adventure tourism, cruise tourism, MICE tourism and medical tourism.

REVIEW OF ELEVENTH PLAN

For the Eleventh Five Year Plan, the vision for the tourism sector was ‘to achieve a superior quality of life through development and promotion of tourism through a multi-pronged strategy’. This vision for tourism development was proposed to be achieved through the following strategic objectives:

(i) Position and maintain tourism development as a national priority.

(ii) Improve and expand the development of product and infrastructure for destination/circuits. This was sought to be achieved through the centrally-sponsored scheme 'Product/Infrastructure Development for Destination and Circuits' (PIDDC).

(iii) Develop and implement an effective programme for marketing of brand 'Incredible India'.

(iv) Developing Human Resources and capacity building of service providers in the tourism sector.

(v) To enhance and maintain India's competitiveness as a tourism destination.

COMPARATIVE TRENDS IN TOURISM SECTOR DURING ELEVENTH FIVE YEAR PLAN

As compared to the previous Plan period the 11th FYP period witnessed an unenviable growth in the Tourism sector. Global incidents such as economic recession spread of H1N1 pandemic, terror strikes etc. severely dented the growth prospects of Indian Tourism Industry.

To counteract the slowdown and to attract more Foreign Tourist Arrivals (FTA) in India during this period, Ministry of Tourism (MoT), Govt. of India launched several initiatives such as *'Visit India Year 2009'* campaign, promotion of niche products like Wellness Tourism, MICE Tourism, Heli Tourism. Extensive road shows, various promotional events were held in major overseas source markets, in partnership with stakeholders.

- The country witnessed a Compounded Annual Growth Rate (CAGR) of 3.18% in FTAs during 2007-2010, as against a 16.93% growth during the 10th Plan period. FTAs witnessed a negative growth of 2.2% in 2009, mainly attributed to the severe economic recession in the main source markets.

  However, this performance of tourism sector in India was better than the world average (-) 4%. Since then, the growth in FTAs has rebounded to an impressive 11.8% during 2010.

- The Foreign Exchange Earnings from tourism in India during 2010 was US$ 14.19 billion as compared to US$ 8.6 Billion in 2006. The Compounded Annual Growth Rate during 2007 to 2010 in FEE from tourism In India was 9.78% as compared to 29.15% during 2002 to 2006 (10th Plan Period).
- The overall compound annual growth rate (CAGR) in FTAs in India during 2001 to 2012 was 9.0 %.
- With a 0.53% share in the World Tourist Arrivals, India clocked 4.45 million FTA in India in 2006. Despite adverse global circumstances, the number of FTAs in India increased to 5.78 million in 2010 continuing to maintain a global share of 0.6%.
- Though the rate of growth of FEE from tourism in India has witnessed a decline in 11th Plan period as compared to 10th Plan period, India's share in world tourism receipts has improved from 1.16% in 2006 to 1.54% in 2010. There is noteworthy improvement in India's ranking in world tourism receipts from 22nd position in 2006 to 16th in 2010.
- Domestic tourism plays an important role in the overall development of tourism sector in India. The number of domestic tourist visits in India increased from 462.31 million in 2006 to 740.21 million in 2010.

  The CAGR observed during 2006 to 2010 was 12.49% as compared to 14.35% during 2001 to 2006. Domestic tourist visit observed a substantial growth of 15.5 % in that year. Even in 2010, growth rate of 10.7% was observed.
- Though Ministry of Tourism made serious efforts to attract more foreign tourists in India, during 2010 the number of Indians going abroad was almost double the FTAs in India.
- The FTAs in India continued to grow from 1.28 million in 1981, to 1.68 million in 1991, 2.54 million in 2001, to reach 6.58 million in 2012 and 6.97 million in 2013. During the year 2013, India registered a positive growth of 5.9%.

Table 14.4: Foreign Tourist Arrivals (FTAs) in India (in million) 2001-2014

Year	Arrival	% Change over Previous	Compounded Annual Growth Rate (CAGR)
2001	2.54	-4.2	11.87*
2002	2.38	-0.6	
2003	2.73	14.3	
2004	3.46	26.8	
2005	3.92	13.3	
2006	4.45	13.5	
2007	5.08	14.3	
2008	5.28	4.0	6.79**
2009	5.17	-2.2	
2010	5.78	11.8	
2011	6.31	9.2	
2012	6.58	4.3	
2013	6.97	5.9	
Jan-June, 2014	3.54 (P)	5.2@	

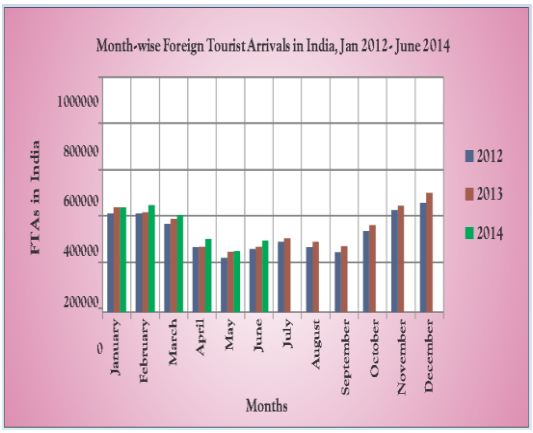
(P) Provisional, @ Growth rate over Jan-June, 2013.

* For the period 2001 – 2006

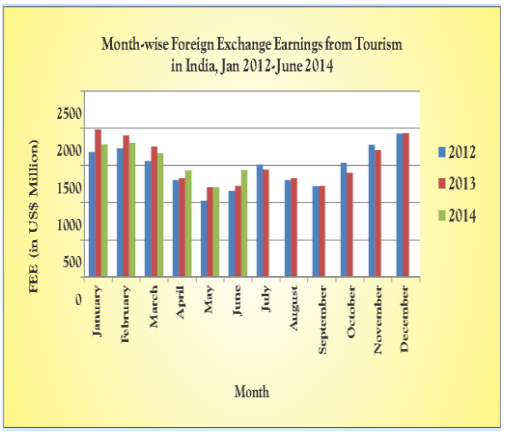
** For the period 2006 – 2011

Source: (i) Bureau of Immigration, Govt. of India, for 1997-2013
(ii) Ministry of Tourism, Govt. of India, for Jan-June, 2 014

The Graph 14.1 below exhibits the number of FTAs month-wise from 2012- 2014 June. The Graph 14.2 exhibit the share earning (FEEF) of FTAs month-wise from 2012-2014.



Graph 14.1: FTAs month-wise (2012 – 2014)



Graph 14.2: Month-wise share in FTA (2012-2014)

TOURISM SCENE (TWELFTH FIVE YEAR PLAN 2012-2017)

Given the potential of tourism sector, Government of India has also budgeted an expenditure of Rs. 35,000 Crore for tourism sector in its 12th five year plan period (2012-17) as against a budget of Rs.12,000 Cr. in the 11th plan. The Government of India is taking various steps to encourage the sector by its marketing efforts – 'Incredible India' and *'Atithi Devo Bhavah'* campaign, strengthening tourism-oriented training & education, improving infrastructure and promoting the country as a destination for heritage, wildlife, medical, wellness, adventure and eco-tourism. India has a strong domestic tourism industry with 851 million domestic tourists (*estimates based on 2011 statistics)* which is likely to grow further on the back of a rapidly rising middle class with increasing disposable incomes. According to the Working Group Report for the 12th Five Year Plan (2012-2017) of the Ministry of Tourism, the number of foreign tourist arrivals and domestic tourist visits in 2016 is estimated to be 11.24 million and 1,451.46 million respectively. Tourism sector is poised at a crucial point to reap the benefits of India's growth potential.

CHECK YOUR PROGRESS EXERCISE - III

ACTIVITY I

Answer the following question.

1. State some of the major recommendations in relation to tourism in the Eighth Five Year Plan?

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2. Write a note on the policy framework for the Ninth Five Year Plan?

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3. Discuss the objective of the Tenth Five Year Plan?

ACTIVITY II

Fill in the blanks

a. During the ……. Five Year Plan, New Tourism Policy 2002 was introduced.

b. The role of the State in contribution to tourism is to plan broad strategies of ……

c. The Tenth Plan objective was to …….. tourism with the socio-economic objectives.

d. 11th Five Year Plan aimed to achieve international visitor levels of ……. in 2011.

e. PIDDC stands for……

14.5 SUMMARY

The unit introduced you to the importance of tourism as an important economic sector in India. It also familiarized you with the growth and development of tourism in India as Ministry of Tourism, Government of India has given a major thrust to promote tourism as a means of economic growth and social integration for the country. The policy document of 12th Five Year Plan (2012-17), prepared by Planning Commission highlights that tourism approaches and strategies focused on the diverse nature tourism industry and a collection of different activities and other hospitality services. Unit also discussed the tourism scenario in various Five Year Plans.

14.6 GLOSSARY

- **Domestic Tourism:** Travel within the country of residence. It comprises the activities of a resident *visitor* within the country of reference, either as part of a *domestic tourism trip* or part of an *outbound tourism trip*.
- **Policy:** A public policy formulated by the public sector, which comprises central government and local authorities (general government), together with the nationalized industries or public corporations.
- **Tourism Flows:** The major movements of tourists from specific home areas to destinations.

14.7 ANSWER TO CHECK YOUR PROGRESS

Check Your Progress - I

ACTIVITY I

For answers refer Sec. 14.2.

ACTIVITY II

Base your answers from Sec. 14.2.

Check Your Progress - II

ACTIVITY I

For answers, read carefully Sec. 14.3 and sub-sec. 14.3.1 and 14.3.2.

ACTIVITY II

Refer Sec. 14.3 and sub-sec. 14.3.1 and 14.3.2.

Check Your Progress - III

ACTIVITY I

In May 1992, the Government of India tabled in Lok Sabha, The National Action Plan for Tourism formed the basis for the Eighth Five Year Plan (1992-1997). Similarly, Ninth Five Year Plan (1997-2002) was envisioned towards tourism becoming a unifying force nationally and internationally, fostering better understanding through travel. For more, kindly refer Sec. 14.4.

ACTIVITY II

For answers read sec. 14.4.

14.8 REFERENCES/BIBLIOGRAHPY

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- Market Research Division (2014), Ministry of Tourism, Government of India New Delhi, Incredible India, July - 2014

14.9 SUGGESTED READINGS

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- Fazili, A.I. and Ashraf, S. H. (2006), *"Tourism in India: Planning and Development"* Sarup & Sons, New Delhi.
- Roy, K.C and Tisdell, C.A. (1998), *"Tourism in India and India's Economic Development"* (Eds). Nova Science Publishers, Inc. New York.
- Babu, A.S. (2008), *"Tourism Development in India: A Case Study",* APH Publishing Corporation, New Delhi.

14.10 TERMINAL QUESTIONS

1. Discuss in brief the growth and development of tourism in India?

2. Write a note on the comparative Trends in Tourism Sector during Eleventh Five Year Plan (2007-12)?

3. How do you observe the tourism scenario in India's five-year plans?

UNIT 15: TOURISM POLICY OF INDIA AND CONTRIBUTION OF NCT TO THIS EFFECT

STRUCTURE:

15.0 Objectives
15.1 Introduction
15.2 Tourism Policy: Significance and Analysis
15.3 Major Policy Initiatives in India
15.3.1 National Tourism Policy, 1982
15.3.2 National Action Plan, 1992
15.3.3 National Tourism Policy, 2002
15.4 National Committee on Tourism, 1988
15.5 Summary
15.6 Glossary
15.7 Answer to Check Your progress Exercises
15.8 References / Bibliography
15.9 Suggested Readings
15.10 Terminal and Model Questions

15.0 OBJECTIVES

After studying this unit, learners would be able to:

- Understand the rationale for public sector involvement and intervention in tourism;
- Know the function and role of the public sector in tourism activities;
- Learn about the development and implementation of tourism policies in the public domain;
- To get familiar with the role and responsibilities of national tourism organizations in tourism sector;
- Gain understanding on the contribution of NCT in Indian Tourism Policy;

15.1 INTRODUCTION

Indian Tourism policy is a mirror of tourism growth and development and lays strong foundation for determining the status and structure of destination development. The first conscious and organized efforts to promote tourism in India were made in 1945 when a committee was set up by the government under the chairmanship of Sir John Sargent, the then Educational Advisor to the government of India. Thereafter, the development of tourism was taken up in a planned manner in 1956 coinciding with the second five year plan. This unit presents an introduction to the significance of tourism policies in India.

Various National Tourism Policies of India and National Action Plan, 1992 have also been discussed here with the contribution of National Committee on Tourism (NCT) in the Tourism Policy of India. This study also aims at identifying the impact of National Tourism Policy 2002 on the development of tourism in India.

15.2 TOURISM POLICY: SIGNIFICANCE AND ANALYSIS

As stated in the introduction, tourism policy of India determines the status and structure of tourism growth and development in India. It serves as a catalyst to ensure that development of tourism destinations serves the need of the tourist and ensure that benefits of growth reaches to the door of the communities and generate employment opportunities to the local populace besides contribution in the economic development of the country. The approach has evolved from isolated planning of single unit facilities in the second and third five year plan. The sixth plan marked the beginning of a new era when tourism began to be considered as a major instrument for social integration and economic development. But it was only after the 80^{s} that tourism activity gained momentum. The beauty of India's cultural heritage and the richness of nature's endowments make India tourists' paradise. Tourism policy of India focuses on the *'Guest is God'* marked with the cultural vibrancy of Indian tradition. In 2009, the Ministry of Tourism launched a campaign titled "*Atithi Devo Bhava*" targeting the

local population to educate them regarding good behavior and etiquettes while dealing with foreign tourists. *Atithi Devo Bhava* aimed at creating awareness about the effects of tourism and sensitizing the local population about preservation of India's heritage, culture, cleanliness and hospitality. It also attempted to re-instill a sense of responsibility towards tourists and re-enforce the confidence of foreign tourists towards India as a preferred holiday destination. The concept was designed to complement the "Incredible India" Campaign.

The Ministry of Tourism has built its entire working strategy which would contribute significantly to poverty reduction. The role of Government in tourism development has been redefined from that of a regulator to a catalyst. Apart from marketing and promotion, the focus of tourism development plans is now on integrated development of tourism infrastructure and facilities through effective partnership with various stakeholders. The policy document seeks to enhance employment potential within the tourism sector as well as to foster economic integration through developing linkages with other sectors. Broadly the policy paper attempts to:

- position tourism as a major engine of economic growth;
- harness the direct and multiplier effects of tourism for employment generation, economic development and providing impetus to rural tourism;
- focus on domestic tourism as a major driver of tourism growth;
- position India as a global brand to take advantage of the burgeoning global travel trade and the vast untapped potential of India as a destination;
- acknowledges the critical role of private sector with government working as a pro-active facilitator and catalyst;
- create and develop integrated tourism circuits based on India's unique civilization, heritage, and culture in partnership with states, private sector and other agencies;
- ensure that the tourist to India gets physically invigorated, mentally rejuvenated, culturally enriched, spiritually elevated and "*feel India from within*".

The policy document takes into consideration seven key areas that will provide thrust to tourism development. These are *Swagat* (Welcome), *Soochana* (Information), *Suvidha* (Facilitation), *Suraksha* (Safety), *Sahyog* (Cooperation), *Samrachana* (Infrastructure Development), and *Safai* (Cleanliness).

Table 15.1: Major Tourism Promotion Campaigns, Policy Initiatives in India

Year	Particulars
1945	Sir John Sargent Committee on Tourism
1947	Report of Sir John Committee
1949	Sir John Committee Suggestions, Govt. started branches of Tourism in Delhi, Calcutta, Bombay and Madras
1951-55	First Five Year Plan, No allotment for tourism development
1956-60	Allotment for tourism with name of transportation Division
1957	Establishment of Department of Tourism
1958	Establishment of Tourism Department Council
1966	Establishment of Indian Tourism Development Corporation (ITDC)
1966	Establishment of Department of Aviation and Tourism
1967	Establishment of Ministry of Tourism and civil Aviation
1982	Declared First time Tourism Policy
1986	Separate Department of Tourism with cabinet minister
1986	Tourism as a industry declared by Government
1987	Creation of a Public Tourism Finance Corporation
1988	Establishment of National Committee on Tourism
1988	Establishment of Ministry of civil Aviation Tourism
1991	Tourism as a source of Foreign Investment
1992	Nation action plan for tourism
1992	Tourism Year
1995	Establishment of Tourism cell
1988-99	Tourism with export businesses
1999-2000	Visit India Year
2002	The concept of highway tourism, agricultural tourism, and rural tourism A campaign titled as Incredible India was launched
2009	Another campaign titled as *Atithi Devo Bhava* was introduced.

As Tourism Sector is one of the major component of the service sector in India, its growth targets has to be linked to the targeted growth of service sector during the 12th Five Year Plan. Indian economy is expected to grow at the rate of 9%. To achieve this, services sector as well as the tourism sector has to grow at the rate of 12 % per annum. The current rate of growth in tourism sector is about 9%. For improving the growth in tourism sector, persistent and concerted efforts have to be made during the 12th Plan.

The objectives of tourism development are to foster understanding between people, to create employment opportunities and bring about socio-economic benefits to the community, particularly in the interior and remote areas and to strive towards balanced and sustainable development and preserve, enrich and promote India's cultural heritage.

One of the major objectives is the preservation and protection of natural resources and environment to achieve sustainable development. In the 1980s, the growing public interest in tourism resulted in the recognition of tourism as an export industry (including the implied tax exemptions) and the creation of a special Public Tourism Finance Corporation in 1987. These initiatives were thought to openly and explicitly invite private investors and entrepreneurs to participate in tourism development.

In order to analyze the tourism policy of India, The Ministry of Tourism organized the National Conference of State Tourism Ministers on 18th July, 2013 in New Delhi which was attended by various Tourism Ministers of all State Governments/Union Territory Administrations along with various stakeholders related to Tourism Industry.

Similarly, an Inter-Ministerial Coordination Committee on Tourism Sector (IMCCTS) has been constituted under the Chairmanship of the Principal Secretary to the Prime Minister. The terms of reference of the Committee are to facilitate resolution of Inter-Ministerial issues involved in the development of tourism in the country as well as issues raised by industry associations in the tourism sector.

CHECK YOUR PROGRESS - I

ACTIVITY I

Answer the following questions.

- Make a list of Major Tourism Promotion Campaigns, Policy and Initiatives in India?

- Discuss the significance of Tourism Policy of India?

- What was the aim of launching '*Atithi Devo Bhava'* campaign in 2009?

Fill in the blanks:

a. Policy document of Ministry of Tourism, Govt. of India attempts to position tourism as a major ……..……of economic growth;

b. Indian Tourism Development Corporation (ITDC) was established in the year…….

15.3 MAJOR POLICY INITIATIVE IN INDIA

The first significant policy initiatives were forged in the early 1980s. With the prospect of hosting the Asian Games of 1982, the Indian Government had to start thinking about accommodating, transporting and entertaining the large number of visitors attracted by the event. This awakened a serious public interest in tourism, which was enhanced by the fact that tourism was India's largest net earner of foreign currency. The public interest was translated into the Tourism Policy of 1982 which provided an action plan based on the development of tourism circuits.

Similarly, National Action Plan, 1992 and National Tourism Policy, 2002, which builds on the strength of the National Tourism Policy of 1982 envisages new initiatives towards making tourism the catalyst in employment generation, environmental re-generation, development of remote areas and development of women and other disadvantaged groups in the country, besides promoting social integration is, therefore, vital to India economy.

Overall, the focus of the major policy initiatives is to lead to larger foreign exchange earnings and create conditions for more Foreign Direct Investment. In this section, we shall be reading about the policy initiatives in the tourism development of India.

15.3.1 NATIONAL TOURISM POLICY, 1982

In November 1982, a tourism policy was formulated and presented to the Parliament. The objective of the policy was to develop tourism so that it:

- Becomes a unifying force nationally and internationally fostering a better understanding;
- Helps preserving Indian Heritage and culture and projecting the same to the world;
- Brings socio-economic benefits in terms of employment, income generation, revenue generation, foreign exchange etc.;
- Gives direction and opportunity to the youth of the country to understand the aspirations and view point of others and helps in developing national integration.
- Offers opportunities to the youth of the country, not only for employment but also for taking up activities for nation-building and character-building like sports, adventure activities etc.

The national policy highlighted the need for coordination and appropriately referred to tourism as a ‘common endeavor’. The measures suggested in the policy included

- Granting export industry status to tourism
- Adopting a selective approach for developing tourist circuits,

- Inviting private sector participation and
- Utilization of national heritage for attracting tourists

The policy recognized the importance of international tourism in earning foreign exchange and accorded high priority to its development. The policy recognized that facilities provided are minimal for the large number of domestic tourists who travel on pilgrimage or as tourists for other motivations and the need to substantially improve and expand facilities for domestic tourists.

15.3.2 NATIONAL ACTION PLAN, 1992

In May 1992, National Action Plan was announced. It was regarded as an emerging action plan to set things right in some key areas, and to provide directions to achieve quick results. The objectives set out rightly stroked at the perceived inadequacies of the system and incorporate all those areas which have been identified as the weakness of India's tourism development policy. The objectives of the action plan included:

- Socio economic development of areas;
- Increasing employment opportunities;
- Developing domestic tourism especially for the budget category;
- Preservation of national heritage and environment;
- Development of international tourism and optimization of foreign exchange earnings;
- Diversification of tourism product, and
- Increase in India's share in world tourism.

The strategies outlined in the Action Plan for achieving these objectives were as follows:

- Improvement of tourism infrastructure;
- Developing areas on a selective basis for integrated growth along with marketing of destinations to ensure optimal use of existing infrastructure;
- Restructuring and strengthening of the institutions for development of human resources;

- Evolving a suitable policy for increasing foreign tourist arrivals and foreign exchange earnings.

The National Action Plan also mentioned areas of action which were important for tourism development but which fall under the control of different ministries of the government of India like improvement in facilities at international airports, liberalized chartered flights and open sky policy for routes on which Air India does not operate or operates in a limited fashion. These were important issues and most of them still need to be addressed.

In 1997 the department of tourism published a (new) National Tourism Action Plan. Apart from identifying a few areas for 'integrated tourism development', the aim of the plan was to achieve an overall growth and improvement of the tourism sector in India, by stepping up marketing, infrastructure building and human resource development. The importance of domestic tourism was recognized by public policy makers in the 1990^{s}. They included it as an important issue in the Tourism Action Plan of 1997 and decided that it was a state government (policy) issue. The central government was to take care of international tourists.

Traditionally, domestic tourism mainly concerned pilgrimage and work-related travel. From the 1990^{s} onwards there has been a steep rise in modern forms of domestic tourism.

15.3.3 NATIONAL TOURISM POLICY, 2002

In 2002, the action plan was finally translated into a tourism policy and it officially became a joint central-state government concern with the idea that tourism can be used as a development tool and can generate high quality, mass employment and prosperity among vulnerable groups in backward areas. Ministry of Tourism, Govt. of India prepared a draft National Tourism Development Policy and formulated National Tourism Policy, 2002 with the objective of positioning tourism as a major engine of economic growth and to harness its direct and multiplier effects for employment and poverty eradication in an environmentally sustainable manner. The policy document attempted to establish tourism' great

contribution and role as a growth engine of national development and suggested that tourism not only generates government revenue, foreign currency, but also provides an optimal use of India's scarce resources, sustainable development, high quality employment (especially to youngsters, women and disabled people), and finally peace, understanding, national unity and stability. The policy aimed at increasing the number of domestic and international tourists. In order to do this, the government proposed to diversify the Indian tourism products and substantially improve the quality of tourism infrastructure, marketing, visa arrangements and air travel.

In 2002, Government of India launched an international marketing campaign named as *Incredible India* to promote tourism in India to global audience. The Incredible India campaign projected India as an attractive tourist destination by showcasing different aspects of Indian culture and history like yoga, spirituality, etc. This draft was circulated to all the stakeholders in the Tourism sector, the Private sector, the Industry Associations, the State Governments, Departments and Ministries of Government of India. The Policy rests upon the following basic principles:

1. To compete with the tourism growth rate at international level in a meaningful way, India must change its strategies as well as the techniques and tools of its machinery of implementation. In this connection, low share of India's world tourist traffic was highlighted.
2. At the institutional level, a framework would have to be evolved which is Government-led, private-sector driven and community-welfare oriented. Government has to provide a legislative framework to regulate tourism trade and industry, ensure safety and security of the tourists and create basic infrastructure and healthcare facilities.
3. The deep-rooted relationship of tourism and cultural assets should be fully recognized. Improvements and environmental upgradation of the protected monuments and the areas around them should be considered as a linchpin of the tourism industry.

4. Effective linkages and close coordination should be established with such Departments as Civil Aviation, Environment, Forest, Railways, Home, etc.
5. Sustainability should serve as a guiding star for the new Policy. The development and management strategies should be so worked out as to ensure that tourism largely acts as a smokeless industry and its ecological footprints remain as soft as possible.
6. Greater emphasis should be laid on ecotourism whose parameters should be broader than those of nature tourism alone.
7. Special thrust should be imparted to rural tourism and tourism in small settlements, where sizeable assets of our cultural and natural wealth exist.
8. Due importance should be given to domestic tourism, particularly tourism connected with pilgrimage, and it should be so designed that the infrastructure created under it serves as a backbone of international tourism in times to come.
9. A new class of young tourists, with marked preference for adventure and distant destinations, in hills, caves and forests, is emerging.
10. Special attraction of tourists for the Yoga, Siddha, etc., as well as for the Indian cuisine should be made use of and effectively encouraged.
11. The tourist industry and travel agents should be persuaded to evolve and adopt voluntarily a Code of Ethics and its infringement should be firmly dealt with by Tour and Travel Associations.
12. A section of the State police should be earmarked to act as tourist police and special training should be imparted to it.
13. At the implementational level, India should play a dynamic role and make its presence felt at the United Nations World Tourism Organization (UNWTO), World Tourism and Travel Council (WTTC) and Earth Council.
14. The civilizational issues as well as issues pertaining to civic administration and good governance must be attended to and made an effective part of the tourism policy.

It has been observed that the policy laid down initiatives to promote rural tourism and tourism in small settlements where sizeable assets of culture and natural wealth exist. The policy gave due importance to both international and domestic tourism. A well designed campaign highlighting upon the historical places, natural beauty leisure activities, rich tradition and culture in various countries lead to inflow of large number of tourist. It has been observed that the number of tourists that came to India post 2002 (after the declaration of tourism policy) were more than 1992 (after the declaration of 1992 National Action Plan). Further there has been increase in the foreign exchange earnings also due to tourism in our county. Overall it could be concluded that tourism policy 2002 contributed a lot towards the development of tourism in our country but lot needs to be done more.

CHECK YOUR PROGRESS EXERCISE - II

ACTIVITY I

Answer the following questions.

a. Write down few measures suggested in National Tourism Policy, 1982?

---

b. Discuss the strategies outlined in the National Action Plan, 1992?

---

c. Discuss in brief the basic principles laid down in National Tourism Policy, 2002?

ACTIVITY II

Fill in the blanks:

a. 1982's Policy on Tourism aimed to become a unifying force nationally and …….fostering a better understanding.

b. National Action Plan was announced in……

c. In …….the action plan was finally translated into a National Tourism Policy.

d. UNWTO stands for……

15.4 NATIONAL COMMITTEE ON TOURISM, 1988

National Committee on Tourism was constituted in 1988. A national policy on tourism highlighting the importance of the sector and the objectives of tourism development in the country was presented in the Parliament in 1982. The report covered all the important issues relating to the role of tourism, the need for infrastructure and development etc. The policy was formulated in an environment of a closed economy with rigid licensing procedures. The policy did not emphasize the role of private sector, and foreign investment was not envisaged. The policy also did not lay adequate emphasis on domestic tourism and the need for product development. Some of the crucial recommendations in the report were:

1. The need for re-arranging the existing organizational structure of the Department of Tourism and the need for an apex body called the National Tourism Board.
2. The setting up of a standing committee of Tourism Ministers for an integrated approach to tourism development and also to effectively associate the state governments.
3. To ensure implementation of the recommendation, a National Policy needs to be evolved, supported by a comprehensive legislation.
4. Tourism needs to be integrated into overall plans of the country and into area development plans.

These recommendations are fundamental to any substantial tourism development strategy for the country.

CHECK YOUR PROGRESS EXERCISE - III

ACTIVITY I

Answer the following questions.

(a) Discuss in brief the recommendations of the report for National Committee on Tourism, 1988?

Fill in the blanks

- To ensure implementation of the recommendation, a National Policy needs to be evolved, supported by a ……

15.5 SUMMARY

The main objective of the tourism policy of the Govt. of India is to position tourism as a major engine of economic growth and to harness its direct and multiplier effects for employment and poverty eradication in a sustainable manner by active participation of all segments of the society. Tourism sector has a major role to play to promote faster, sustainable and more inclusive growth – the goal of the 12th Five Year Plan.

This Unit initially presents the framework of the tourism policy of India and makes an attempt to study that as tourism sector is one of the largest employment generators in the Country, it has better prospects for promoting pro-poor growth than many other sectors. It also familiarizes learners' with the major tourism policy initiatives in India and makes an effort to measure the contribution of tourism policy 2002 on Indian tourism.

15.6 GLOSSARY

- **Policy:** Plan formulated by the public sector, which comprises central government and local authorities (general government), together with the nationalized industries or public corporations.
- **Public Policy:** It is whatever governments choose to do or not to do. Such a definition covers government action, inaction, decisions and non-decisions as it implies a very deliberate choice between alternatives.

15.7 ANSWER TO CHECK YOUR PROGRESS

Check Your Progress - I

ACTIVITY I

A tourism policy initiative in India was forged in the year 1945 when Sir John Sargent Committee on Tourism was established. Since then, major policy initiatives and promotional campaigns have been set forth for the growth and development of Tourism. In 1966, Indian Tourism Development Corporation (ITDC) was established.

For more, refer and read section 15.2.

Check Your Progress - II

ACTIVITY I

Base your answer on Sec 15.3 and sub-section 15.3.1, 15.3.2 and 15.3.3.

ACTIVITY II

For answers refer sub-sections 15.3.1, 15.3.2 and 15.3.3.

Check Your Progress - III

Base your answer on Sec. 15.4.

15.8 REFERENCES/BIBLIOGRAPHY

- National Tourism Policy, 2002 by Department of Tourism, Ministry of Tourism and Culture, Govt. of India.
- Singh, S. (2001), “Indian Tourism: Policy, Performance and Pitfalls”, In: Harrison, D. (ed.) *Tourism and the Less Developed World, Issues and Case Studies.* Oxon: Cabi.

15.9 SUGGESTED READINGS

- Government of India (GOI) (2002). *National Tourism Policy 2002*. New Delhi: GOI.

15.10 TERMINAL AND MODEL QUESTIONS

1. Write an essay on the National Tourism Policy, 1982?

---

2. Identify the initiatives of National Committee on Tourism, 1988 for the growth of tourism in India?

---

3. Clarify the meaning of Tourism Policies?

---

4. Make a visit to the tourism department of your region and study its' tourism policy for the destination development?

UNIT 16: ORGANIZATIONAL STRUCTURE OF TOURISM IN INDIA AT CENTRAL AND STATE LEVEL

STRUCTURE:

16.0 Objectives
16.1 Introduction
16.2 Indian Tourism Development Bodies: Organizational Structure
16.2.1 Centre Level
16.2.2 State Level
16.3 Functions and Role of Indian Tourism Development Bodies
16.3.1 Centre Level
16.3.2 State Level
16.4 Summary
16.5 Glossary
16.6 Answer to check your progress exercises
16.7 Bibliography
16.8 Suggested Readings
16.9 Review Questions

16.0 OBJECTIVES

After studying this unit, learners would be able to know

- Organizational structure of tourism bodies at Centre and State Level in India;
- Functions and Role of Ministry of Tourism, Govt. of India;
- Functions and Role of State Tourism Bodies and Corporations;
- Functioning of India Tourism Development Corporation.

16.1 INTRODUCTION

Public sector comprises a range of government bodies and organizations at Centre and State Level. Their unifying focus is to deliver government policies and they have power to make decisions on aspects of strategic importance. Public sector bodies with an interest in tourism are linked together in a complex set of working relationships, designed to achieve objectives with the broader framework of tourism growth, development and promotion. The unit discusses the role of

Ministry of Tourism, Government of India and other State Tourism Boards and Corporations in the facilitation and development of tourism. The structure of national tourism organizations and state level bodies of tourism is also explored in the unit with their organizational set-up. The main focus of the unit is on the working structure of the human resource involved in tourism growth and development. Examples and cases from few Indian States involved in tourism are also discussed to highlight the policy and planning framework for tourism growth, development and promotion.

16.2 INDIAN TOURISM DEVELOPMENT BODIES: ORGANIZATIONAL STRUCTURE

The Ministry of Tourism is the nodal agency to formulate national policies and programmes for the development and promotion of Tourism at Central Level. Similarly, it is a body for the co-ordination of activities of various Central Government Agencies, State Governments/UTs and the Private Sector for the development and promotion of tourism in the Country. In State, various tourism boards and corporations are the sole in-charge of formulating policies for the growth and development of tourism.

In the sub-section 16.2.1 and 16.2.2, we will learn about the organizational structure of tourism development bodies at the centre and state as well.

16.1.1 CENTRE LEVEL

The Ministry of Tourism is the nodal agency at the centre level. The Ministry is headed by the Union Minister of State for Tourism (Independent Charge).The administrative head of the Ministry is the secretary (Tourism), who also acts as the ex-officio Directorate General (DG) Tourism, provides the executive directions to the Ministry. Directorate General of Tourism has 20 field offices within the country, 14 overseas offices and one subordinate office/project, i.e., Indian Institute of Skiing and Mountaineering (IISM)/ Gulmarg Winter Sports Project (GWSP). The work of the ministry is divided into 10 divisions which are headed by either a Director or Deputy Secretary level officer. These include administration, public sector undertakings (PSU) planning &

coordination, division, publicity, international cooperation and IT & Events divisions, market research division, overseas marketing division, hotels and restaurants division, travel and trade division, integrated finance,e-governance division, official language division, human resource development and domestic tourism division and parliament vigilance, administration and public grievances divisions.

The overseas offices promote the market for Indian tourism abroad. The domestic field offices are sources of tourist information. They are also responsible for monitoring the progress of implementation of field projects in their respective jurisdictions.

DEPARTMENT OF TOURISM:

Department of Tourism is responsible for promotion of India as a tourist destination, development of tourism infrastructure and facilities in the country and performing regulatory functions in the field of tourism. It has four regional offices at Delhi, Mumbai, Kolkata, Chennai and a sub-regional office at Guhawati. The regional offices supervise the working of other tourist offices situated at different places throughout the country.

The head of department is a Director General who has under him Additional secretary and also Additional Director General tourism and market research. To assist the Additional secretary, a Joint Secretary and Financial Advisor are also appointed. The department independently formulates the policies and coordinates with central and state government departments and local bodies in discharging their duties. The area of operations of the department are classified into various headings which include planning and promotions; publicity and conference; travel, trade and hospitality; accommodation; wildlife and additional accommodation; market research and administration.

During the course of the discharge of its duties the department of tourism interacts with advisory committee on Indian Airlines, Indian Board for wild life, Governing body of the Institute of Hotel Management Catering Technology and Nutrition – New Delhi, Central Advisory Board of Archeology, Indian Tourism

Development corporation, Export Import Advisory council, Central Post and Telegraph Advisory Council and so on.

1. Incorporated on 1st October, 1966 India Tourism Development Corporation (ITDC) is the only public sector undertaking under the charge of the Ministry of Tourism. The first public milestone in the history of tourism was the creation of the Indian Tourism Development Corporation (ITDC).
2. The Ministry is also in charge of the following autonomous institutions:
   - **(ii)** Indian Institute of Tourism and Travel Management (IITTM), Gwalior (MP) and National Institute of Water Sports (NIWS), Goa.
   - **(iii)** National Council for Hotel Management and Catering Technology (NCHMCT); and the Institutes of Hotel Management.

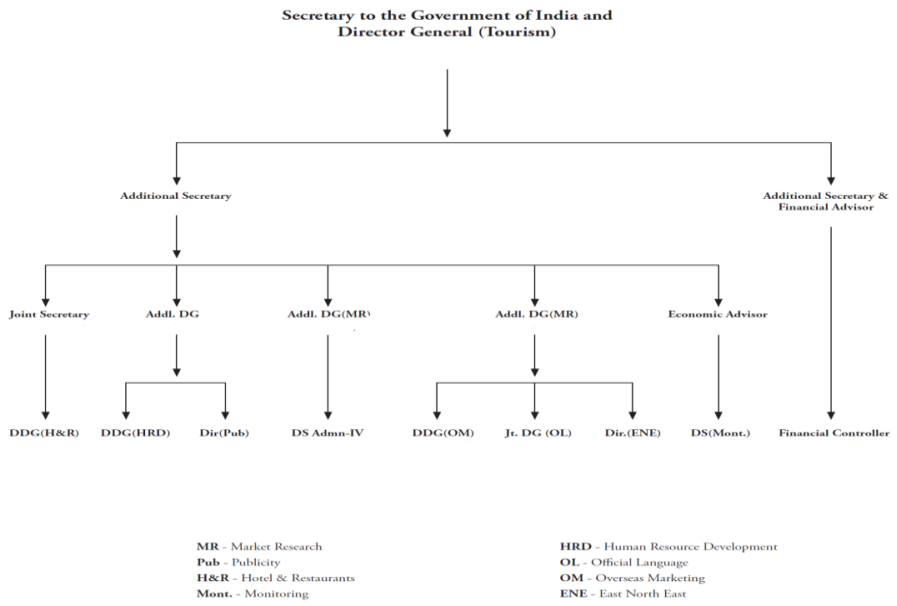

Fig. 16.1: Organizational Structure of Ministry of Tourism, Govt. of India

16.1.2 STATE LEVEL

Organizational Structure of various tourism development bodies of States have been discussed in this sub-section.

1. Tourism and Civil Aviation Department, Himachal Pradesh- Commissioner / Directoris the administrative and professional head followed by Additional Director, Joint Director and Publicity Officer under the supervision of

the Director. District Tourism Development Officer, Assistant Tourism Development Officer and other tourism professional are directly linked below in the hierarchy. These are Superintendent, Fossil Park, Private Secretary, Superintendent, Grade-II, Inspector (Hotels), Tourist Information Officer, Tourist Information - Cum-Liaison Officer, Senior Assistant, Statistical Assistant And Junior Assistant / Clerk Etc.

- Himachal Pradesh Tourism Development Corporation Ltd. was formed in September, 1972 as an undertaking of the Govt. under the Companies Act, 1956. HPTDC is a Government run organization is a premier organization of Himachal Pradesh operating in tourism sector.

2. Uttarakhand Tourism Development Board (UTDB), Government of Uttarakhand: Uttarakhand Tourism Development Board**,** astatutory board is chaired by the Tourism Minister Govt. of Uttarakhand and Chief Secretary of Uttarakhand is its' vice chairman. The Principal Secretary/ Secretary tourism acts as Chief Executive Officer. It also has five non- official members from the private sector and experts in tourism related matters.

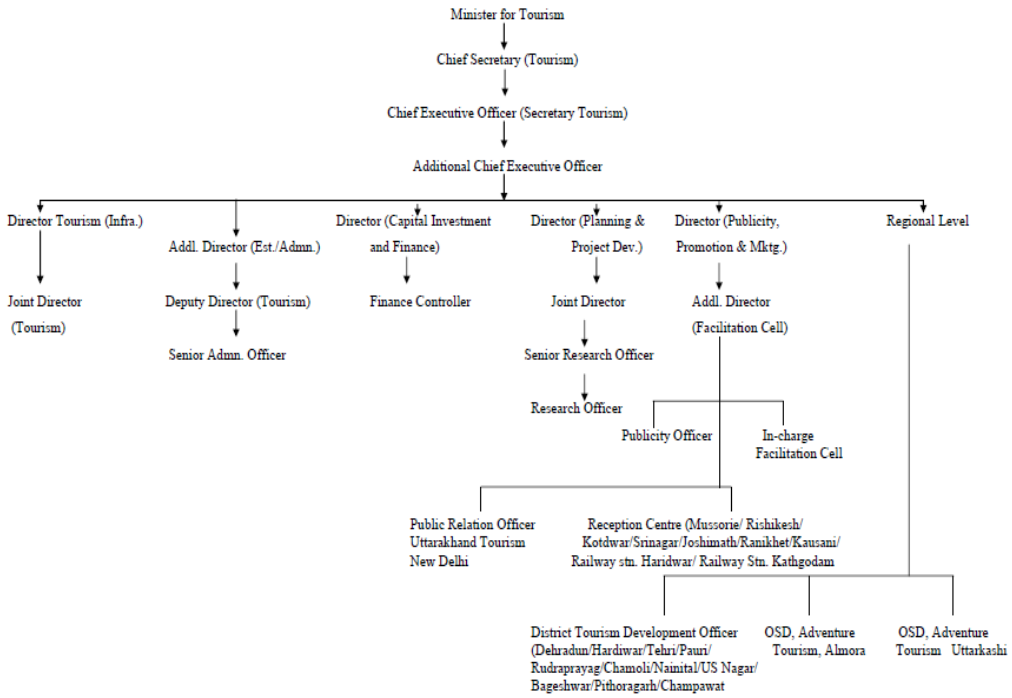

Fig. 16.2: Organizational Structure of Uttarakhand Tourism Development Board

3. Karnataka State Tourism Development Corporation Ltd.: Karnataka State Tourism Development Corporation (KSTDC) is an entity set up in the year 1971 by government of Karnataka state in India to promote tourism within the state.It's organizational chart is depicted below in Fig. 16.3.

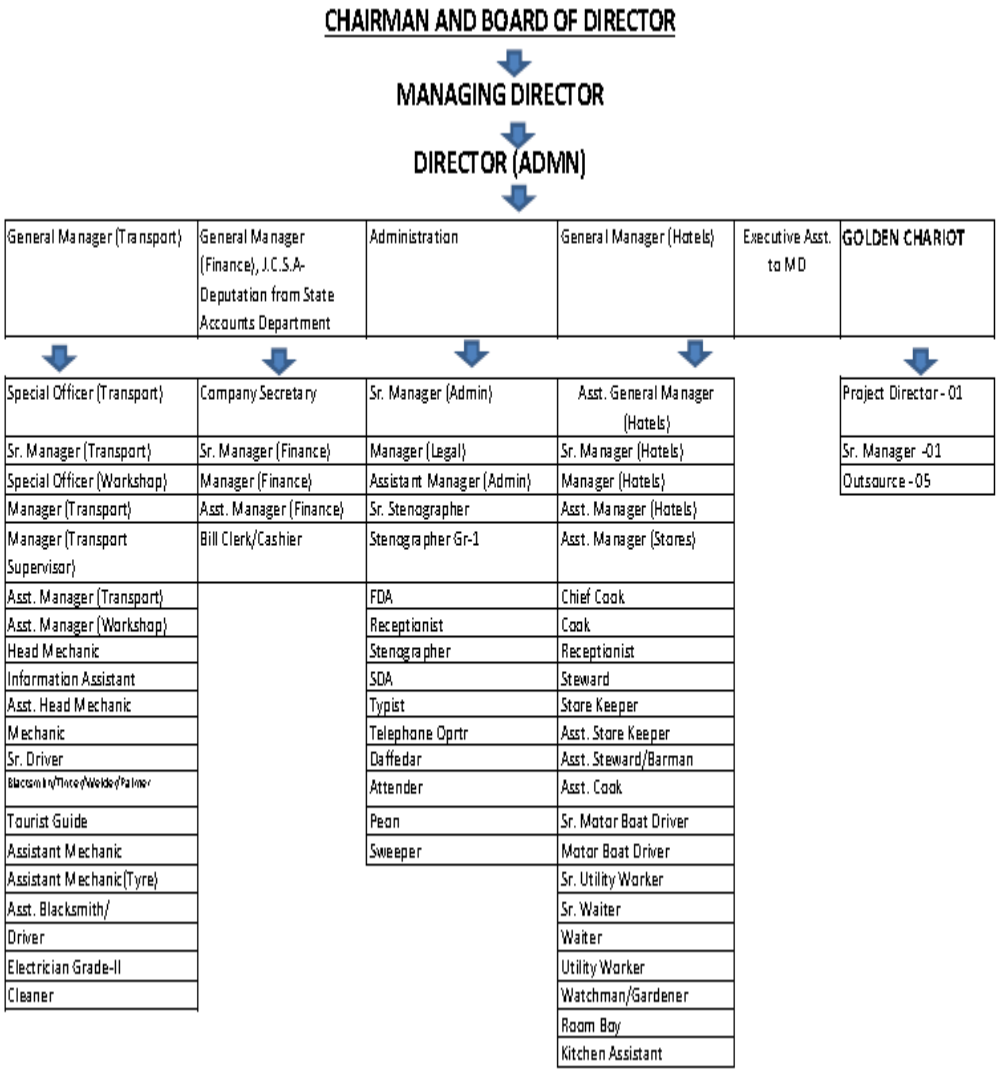

Fig. 16.3: Organizational Structure of Karnataka State Tourism Development Corporation

4. Department of Tourism, Goa: The Organization: The Department of Tourism is headed by a Director who also functions as the Joint Secretary to the Government. He reports to the Secretary (Tourism). The Director is assisted by three Deputy Directors, four Assistant Directors, OSD & Assistant Accounts Officer who are in charge of various sections.

The Department has Zonal Offices in North Goa at Mapusa and in South Goa at Margao with Zonal Officers. Fig. 16.4 presents the structure of Goa Tourism Development Corporation.

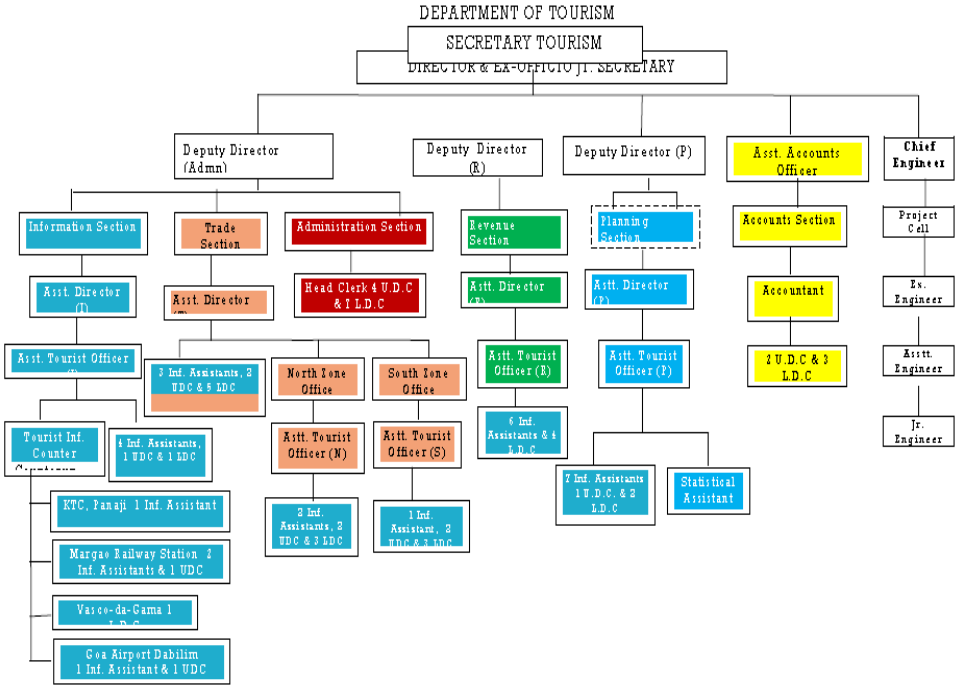

Fig. 16.4: Organizational structure of Goa Tourism Development Corporation.

5. **Department of Tourism, Jammu and Kashmir:** The Tourism Department of Jammu and Kashmir at present is administrating its programmes/schemes through the following line Agencies / Authorities:

   1. Directorate of Tourism, Kashmir;
   2. Directorate of Tourism, Jammu;
   3. 20 Tourism Development Authorities like Pahalgam, Gulmarg, Sonamarg, Kokernag, Patnitop, Verinag, Aharbal,Wullar-Manasbal, Yousmarg, Doodhpathri, Leh, Kargil, Zanaskar, Bhaderwah, Kishtwar, Rajouri, Poonch, Surinsar-Mansar, Lakhanpur- Sarthal and Lolab-Bungus-Drungyari Development Authority;

4. Jammu and Kashmir (J&K) Tourism Development Corporation:Jammu & Kashmir Tourism Development Corporation (JKTDC) was established on Feb 13, 1970. It is the state Governmental development corporation of J&K state.

The corporation has hotel blocks at TRC Jammu and TRC Srinagar. It also has cottage and dakbunglows in Patnitop, Kud, Batote, Sanasar, Pehalgam, Gulmarg etc.

5. In addition to it, JKTDC run cafeteria and restaurants at Nehru Park, Shalimar Garden, Chashmashahi, and floating restaurants at Dal Lake, Jehlum River etc. Its organizational structure is presented in Fig. 16.5 below.

BOARD OF DIRECTORS				
MD (President)				
General Manager				
Finance Controller				
Head of Various Departments				
Tour Operators	F&B Manager	Finance & Accounts	Transport	Lodging
Deputy Manager	Deputy Manager	Deputy Manager	Deputy Manager	Deputy Manager
Trainees	Trainees	Trainees	Trainees	Executive Trainees

Fig. 16.5: ***Organizational structure of JKTDC***

6. Sher-e-Kashmir International Convention Centre;

7. Jammu and Kashmir (J&K) Cable Car Corporation;

8. Royal Springs Golf Course Society (RSGC); and

9. Jawahar Institute of Mountaineering & Water Sports, a Govt. of India Organization).

The Directorates are operating their offices at different resorts/tourist places in all the three regions within their respective territorial jurisdictions. Besides, six offices outside the State located at New Delhi, Kolkata, Ahmedabad, Hyderabad, Chennai, and Mumbai are looked after by Directorate of Tourism, Kashmir.

CHECK YOUR PROGRESS - I

ACTIVITY I

1. Write a brief note on public sector undertakings?

---

2. Discuss the organizational structure of Ministry of Tourism, Govt. of India?

---

3. Describe the line Agencies/authorities of Department of Tourism, Jammu and Kashmir?

ACTIVITY II

Fill in the Blanks

1. The Ministry of Tourism is headed by the …… Minister of State for Tourism.
2. Indian Institute of Tourism and Travel Management (IITTM) is situated in ……..
3. ……. is the administrative and professional head of Tourism and Civil Aviation Department Himachal Pradesh.
4. UTDB stands for……
5. Department of Tourism, Goa has Zonal Offices in North Goa at ……and in South Goa at …….
6. Jawahar Institute of Mountaineering and Water Sports is situated in …….

16.2 FUNCTIONS AND ROLE OF INDIAN TOURISM DEVELOPMENT BODIES

16.2.1 CENTRE LEVEL

Being a nodal agency, Ministry of Tourism formulates national policies and programmes for the development and promotion of Tourism. In the process, the Ministry consults and collaborates with other stakeholders in the sector including various Central Ministries / agencies, the State Governments / Union Territories and the representatives of the private sector. As a part of its policies and programmes, the Ministry handles the following main functions:

(i) All policy matters including: **a.** Development Policies **b.** Incentives **c.** External Assistance **d.** Manpower Development **e.** Promotion and Marketing **f.** Investment Facilitation **g.** Growth Strategies	**(x)** Overall Review of the Functioning of the Field Offices
(ii) Planning	**(xi)** Vigilance Matters
(iii) Co-ordination with other Ministries, Departments, State/Union Territory Governments	**(xii)** Official Language: Implementation of Official Language Policy
(iv) Regulation **a.** Standards **b.** Guidelines	**(xiii)** VIP References
(v) Infrastructure and Product Development **a.** Central Assistance **b.** Distribution of Tourism Products	**(xiv)** Budget Co-ordination and Related Matters
(vi) Research, Analysis, Monitoring and Evaluation	**(xv)** Plan Co-ordination and Monitoring
(vii) International Co-operation and External Assistance a. International Bodies b. Bilateral Agreements c. External Assistance d. Foreign Technical Collaboration	**(xvi)** Integrated Finance Matters
(viii) Legislation and Parliamentary Work	**(xvii)** Overseas Marketing Work
(ix) Establishment Matters	**(xviii)** Welfare, Grievances and Protocol

FUNCTIONS OF INDIA TOURISM DEVELOPMENT CORPORATION (ITDC)

India Tourism Development Corporation was established in October 1966 as a federal organizationis the prime mover in the progressive development, promotion and expansion of tourism infrastructure and servicesin the country. ITDC performs following activities:

- Construction, management and marketing of hotels, restaurants and travelers lodges at various places in the country.
- Promotion of tourist publicity literature.
- Provision of entertainment facilities like Son-et-Lumeire (SEL) sound and light shows, event management, music concerts etc.
- Provision of shopping facilities in the shape of duty free shops and
- Provision of diversified service-oriented businessconsultancy cum managerial service in India and abroad.
- Social role in the development of tourism infrastructure in backward areas, thereby trying to promote regional balance.
- Execution of tourism and engineering projects, training consultancy in hospitality and tourism sector

Achievements of ITDC during the Year 2013: Achievements / Highlights of the year 2013 are:

- The Corporation earned profit of Rs. 5.48 Core (before tax) in financial year 2012-13. The Corporation is determined to perform even better in coming years.
- The Ashok, New Delhi has been awarded as the 'Best Hotel Based Meeting Venue' in the National Tourism Awards.
- At ITB Berlin, 2013, ITDC was conferred with Pacific Area Travel Writers Association (PATWA) International Award under the category 'ITDC – Best Hotel Chain for Value of Money'.
- ITDC was Event Manager for International Tourism Mart organized by the Ministry of Tourism and the Government of Assam from 18-20

January, 2013 at Guwahati. This was the first ever international tourism event organized in North-Eastern region.

- ITDC successfully executed number of events including 150th Birth Anniversary of Swami Vivekananda, Competitive Commission of India, B4E Summit, E-9 Meeting, PATA India Chapter Meeting etc.
- Upgradation work of Sound and Light Show at Cellular Jail, Port Blair has been completed and handed over to Andaman & Nicobar Administration in September 2013.
- One Year Diploma Course in various hospitality trades in association with NIOS is being conducted at AIH&TM.
- External Training Programme for Foreign Service institute officers was organized by AIH&TM at Ashok Hotel.
- One Year Residential Training Programme for North Eastern students in hospitality trade is being conducted at AIH&TM and has been sponsored by the Ministry of North-Eastern Region.
- Hunar-Se-Rozgar scheme sponsored by the Ministry of Tourism being conducted at various hotels of ITDC.
- MoU signed with Mewar University for conducting Hospitality Trade courses.
- ITDC participated in twelve international Food Festivals.
- New duty free shop at Visakhapatnam seaport has been added.
- ITDC partnered with the Ministry of Tourism and Archaeology Survey of India for 'Clean India' Pilot Project at QutabMinar.

FUNCTIONS OF DIRECTORATE GENERAL OF TOURISM

1. Assistance in the formulation of policies by providing feedback from the field offices.
2. Monitoring of plan projects and assisting in the plan formulation.
3. Coordinating the activities of the field offices and their supervision.
4. Regulation

a. Approval and classification of hotels, restaurants, Incredible India Bed & Breakfast (IIB&B)units

b. Approval of Travel Agents, Tour Operators and Tourist Transport Operators, etc.

5. Inspection & Quality Control

a. Guide Service

b. Complaints and redressal

6. Infrastructure Development

a. Release of incentives

b. Tourist facilitation and information

c. Field publicity, promotion & marketing

d. Hospitality programmes

e. Conventions & conferences

7. Human Resource Development

a. Institutions

b. Setting standards and guidelines

8. Publicity & Marketing

a. Policy

b. Strategies

c. Co-ordination

d. Supervision

9. Assistance for Parliamentary Work

10. Establishment Matters of the Directorate General of Tourism excluding those of Group 'A' Officers and those requiring the approval of Secretary / Minister.

16.2.2 STATE LEVEL

On a state level, tourism Corporations and boards have been established to play a significant role in tourism promotion and development. In this section functions and role of few of the tourism development bodies have been discussed.

HIMACHAL PRADESH

Tourism Development of Himachal Pradesh is looked by Tourism & Civil Aviation Department Himachal Pradesh. Commissioner / Director, being administrative and professional head of the Tourism & Civil Aviation Department in the Stateis responsible for the efficient working of his / her Department, shall exercise all administrative and financial powers as adjoined upon the Director / Head of the Department in the Himachal Pradesh Govt. He / she will control all Tourism and Civil Aviation Department's affairs in the State and allied activities.

Besides, Additional Director, Tourism and Civil Aviation, Joint Director and Publicity Officer performs similar task in the supervision of the Director.

Regulatory and development worksare looked after by District Tourism Development Officer. These are:

a. **Regulatory Works:** To implement the H.P. TourismDevelopment and Registration Act, 2002 i.e. Registration ofHotels/Guest Houses/Restaurants, Travel Agencies, TouristGuides, Photographers and camping sites and compounding ofthe case under the said Act/Rules.
b. **Development works:** To undertake and implement thedevelopmental works of State/Centrally Sponsored Schemes.To impart the adventure sports/othertrainings such as water sports/rafting, trekking, entrepreneurdevelopment programmes, human resource development, touristguides, police guide training etc. Department has beenregularly participating in the fairs and festivals within andoutside the State for wide publicity.

   The DTDOs organizecultural programmes / other functions to attract more and moretourists to the State. Assistant Tourism Development Officer assists District Tourism Development Officers inthe performance of his / her duties and responsibilities and any other job assigned by the DTDOs / Joint Director/Additional. Besides, there are other personnel in the department to perform the similar work related to tourism development.

The main objectives of the Himachal Pradesh Tourism Development Corporation (HPTDC) are to:

(i) establish, develop, promote, execute, operate and otherwise carry on projects, schemes and other activities including running and maintenance of tourist vehicles to facilitate or accelerate the development of tourism;

(ii) Construct, run and maintain Tourist Information Centers in and outside the State within the Country;

(iii) Publish and sell different types of material for the purpose of giving publicity to tourism;

(iv) Construct, lease out, take on lease, run and maintain tourist bungalows, tourist inns, youth hostels, hotels and cafeterias.

UTTARAKHAND

Uttarakhand Tourism Development Board (UTDB) is the highest body to advise Uttarakhand Government on all matters relating to tourism in the State. The board also functions as a regulatory and licensing Authority. The role and functions of Uttarakhand Tourism Development Board (UTDB) are:

- To place Uttarakhand on the tourism map of the world as one of the leading tourist destinations, and to make Uttarakhand synonymous with tourism;
- To develop the manifold tourism related resources of the State in an eco-friendly manner;
- To seek the active participation of the private sector and the local host communities;
- To develop tourism as a major source of employment and income/revenue generation
- To develop tourism as a pivot of the economic and social development in the State.

KARNATAKA

The aim of KSTDC was to provide infrastructure, conveyance and other facilities to tourists visiting Karnataka. Part of mission is also to promote unknown tourist spots in Karnataka.The corporation runs conducted tours — tours

of predetermined places at predetermined times. The KSTDC owns some hotels and guest houses.The State department of Tourism and the Karnataka State Tourism Development Corporation arebringing out more tourism related brochures and documents showcasing the state as 'A Theatre ofInspiration', and 'A land of diverse tourist destinations'. There are around 30 booking agents ofKSTDC in the city and 50 all over the state. More than 100 travel and tour agents are operatingthrough out the state. Currently, 75% of the tourists book through their agents. KSTDC has futureplans to open offices at a large number of strategic locations and extend all kind of assistance to thetourists including ticket booking, attractive package tour, Taxi arrangement, Pick up and dropfacilities.

A separate organization named Jungle Lodge Resorts has been given the prime responsibility for development of wild life and Jungle resorts.

GOA

Director (Tourism) involves in policy formulation, planning and development of basic infrastructure, promotion, publicity and marketing of Goa as a prime tourist destination, both within the country and abroad. Director of Tourism also exercises the statutory powers of the "Prescribed Authority" under the Goa Registration of Tourist Trade Act, 1982 to issue certificate of registrationand as the "Competent Authority" under the Goa Tourist Places (Protection & Maintenance) Act, 2001.The total strength of the Department is 192 nos.Deputy Directors, Assistant Directors, OSD & Assistant Accounts Officer are in charge of following sections:

A. PLANNING SECTION: To look after the planning and implementation of infrastructure projects relating to touristic importance undertaken by the Department. One Statistical Assistant is deputed from the Planning, Statistics & Evaluation Department under this Section to look after all the statistical as well as plan matters relating to the Department. Similarly one Surveyor has been deputed from DSLR, under this section to look after the re-survey / re-demarcation of the landed properties of this Department. He also performs duties in Revenue Section.

B. REVENUE SECTION: To look after maintenance & cleanliness of beaches, beach safety, permissions for setting up of temporary shacks, maintenance of infrastructure at tourist spots. Also to look after court matters pertaining to the Department, leases of Departmental properties as well as mutation of the properties of the Department. This Section also looks after the implementation of the Goa Tourist Places (Protection & Maintenance) Act 2001.

C. INFORMATION SECTION: To look after the production of tourist publicity material literature, , dissemination of tourist information and distribution of tourist literatures through various centers and counters within Goa organization of festivals within Goa and other parts of India, besides tapping other high-end tourist generating markets overseas.

D. TRADE SECTION: To look after the implementation and administration of the Goa Registration of Tourist Trade Act, 1982, under which each and every activity such as accommodation, tours and travels, tourist transport, guides, porters and notified goods like handicrafts, curios etc. have to be necessarily registered with the Department and registration once made renewed annually. For the convenience of the hotels and travel trade, the Department has set up two Zonal Offices, one each at Mapusa(North Goa) and Margao (South Goa). Zonal Officers in at Mapusa and in South Goa at Margao are primarily responsible for monitoring the Registration of Tourist Trade under the Tourist Trade Act, 1982.

E. ACCOUNTS SECTION: The Section Head, who is the Assistant Accounts Officer and an Accountant, both are deputed from the Directorate of Accounts and are assisted by clerical staff from this Department.

Duties of the Department

- Policy Formulation.
- Development of Infrastructure.
- Goa Tourist Places (Protection and Maintenance) Act, 2001
- Goa Land (Prohibition of Construction) Act, 1995,
- Administration of Goa Registration of Tourist Trade Act.

DELHI TOURISM AND TRANSPORTATION CORPORATION (DTTDC) LTD.

Delhi Tourism and Transportation Development Corporation, an undertaking of the Government of National Capital Territory of Delhi, was incorporated in 1975 for the purpose of promoting tourism and related services in the city of Delhi.The Department of Tourism, Delhi has been createdwith the following objectives assigned to it as per theallocation of business rules 1993:

1. Promotion of Domestic and InternationalTourism.
2. Development of Tourism related infrastructure.
3. Coordination with agencies involved in TourismIndustry.
4. Classification of Hotels.
5. Licensing the Tour Operators, Travel Agents etc.
6. To be the administrative department for
   a. Delhi Tourism and TransportationCorporation Ltd.
   b. Delhi Institute of Hotel Management andCatering Technology.

JAMMU AND KASHMIR TOURISM DEVELOPMENT CORPORATION (JKTDC), JAMMU & KASHMIR

The Department of Tourism in Jammu & Kashmir is a promotional and regulatory organization. In 1988, the State Government specified the duties and functions of the Directorate of J&K Tourism as well as J&K Tourism Development Corporation. All commercial activities such as operation and management of accommodation in all Tourist Centres at Srinagar and Jammu Tourist Complexes, Huts and Tourist Bungalows at various resorts were entrusted to the JKTDC.

The Department carries out the task of over all planning, promotion publicity and marketing, regulation of travel trade in terms of J&K registration of Tourist Trade Act, 1978/82.

Objectives of JKTDC: The main objectives of JKTDC are:

- To promote tourism in the state.
- Development and up gradation of tourism infrastructure.
- Identify new areas of tourism potential, develop them and publish them.
- Establishment of local resorts, hotels, ins etc.
- Promote pilgrimage tourism.
- Promote adventure tourism.
- Control and monitor J&K tourism trade act.
- Preservation of culture and heritage of the state.
- Provide incentives for setting up tourist facilities.
- Involve mechanism for protection of environment.

Functions of JKTDC:

- It helps in maintaining roads, railways or any other transport infrastructure.
- Provide electricity and water in various tourist destinations.
- Increase the accommodation facilities by providing number of hotels, guest houses etc.
- Provide medical facilities to every destination.
- Provision of qualitative and quantitative food for tourists.
- Special offers in the visiting season.
- Organizing of cultural functions, advertising, exhibitions etc.
- To check activities of travel agencies, taxi drivers etc.

CHECK YOUR PROGRESS - II

ACTIVITY I

1. Write a brief note on the policies and programmes of Ministry of Tourism, Govt. of India?

---

2. Discuss the achievement of the India Tourism Development Corporation (ITDC) during 2013?

---

3. What are the role and functions of UTDB, Govt. of Uttarakhand?

---

4. Mention the activities of the information and trade section of Department of Tourism, Goa?

ACTIVITY II

1. Construction, management and marketing of hotels, restaurants and travelers lodges at various places in the country is the task of……
2. ITB fair is held at……
3. ……. scheme is sponsored by the Ministry of Tourism.
4. Goa Tourist Places (Protection and Maintenance) Act was enacted in the year……..

16.3 SUMMARY

Public sector comprises a range of government bodies and organizations at Centre and State Level. For instance, India Tourism Development Corporation is the federal agency at Centre whereas Uttarakhand Tourism Development Board (UTDB) is an apex public board of Govt. of Uttarakhand for the development of tourism in Uttarakhand.

In this unit we have learnt that organizational framework of Ministry of Tourism, Govt. of India is solely responsible for tourism development, growth and promotion. The work of the ministry is divided into 10 divisions which are

headed by either a Director or Deputy Secretary level officer. In the present unit, we also familiarized with the organizational structure of the States like Himachal Pradesh, Uttarakhand, Karnataka, Goa and Jammu & Kashmir etc. Functioning and the role of Indian Tourism Development Boards (Centre and States) have also been presented in this unit.

16.4 GLOSSARY

- **Government:** In most parliamentary systems, this term refers to the entire executive branch of the state, or to the members of governments (usually termed "ministers" but occasionally called "secretaries") selected by the legislature or appointed by the head of government to run the executive branch.
- **National Tourism Organization (NTO):** The government body responsible for marketing the whole country. A federal-government-level DMO that promotes country as a travel destination.
- **Public enterprise:** a business that is owned by the government.
- **Regulation:** Control through formalized processes.
- **Tourism organizations:** Bodies that regulates the movement of inbound and outbound (entrance and exits) tourists. Government plays a role in coordination, planning, legislation and regulation, entrepreneurship, providing stimulation, social tourism,and interest protection.
- **Tourism:** The business of providing marketing services and facilities for leisure travelers. It is defined as "the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.
- **Travel and tourism industry:** Allbusinesses that cater to the needs of the traveling public. Tourism is the largest export earner in the world as it generates foreign exchange.
- **Uttarakhand Tourism Development Board:** It is an apex body of Govt. of Uttarakhand for the development and promotion of tourism in Uttarakhand.

16.5 ANSWER TO CHECK YOUR PROGRESS

Check Your Progress - I

ACTIVITY - I

The Ministry of Tourism, a public sector undertaking is the nodal agency at the centre level. The Ministry is administratively headed by the Ministry is the secretary (Tourism), who also acts as the ex-officio Directorate General (DG) Tourism.

More can be learnt from **Sec. 16.1, 16.2 and sub-sec. 16.2.1 and 16.2.2**

ACTIVITY - II

Sub-sec. 16.2.1 and 16.2.2

Check Your Progress - II

ACTIVITY - I

Read carefully sub-sec. 16.3.1 and 16.3.2.

ACTIVITY - II

Refer sub-section 16.3.1 and 16.3.2.

16.6 BIBLIOGRAPHY

- Ministry of Tourism, Govt. of India, 2013 "*Statement* ***Containing Brief Activities of the Ministry of Tourism*****", New Delhi.**

16.7 SUGGESTED READINGS

- Page, S.J. and Connell, J. (2006), "Tourism: A Modern Synthesis", 2nd edn. London: Thomson Learning

16.8 REVIEW QUESTIONS

1. Discuss the functioning of the Department of Tourism, Govt. of India?

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2. Discuss in brief the functions and role of State Tourism Bodies in India?

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3. What are the functions of Directorate General of Tourism?

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4. Discuss the regulatory and development works of District Tourism Development Officer, Tourism and Civil Aviation Department, Himachal Pradesh?

UNIT 17: SALIENT FEATURS OF THE TOURISM POLICY OF HIMACHAL PRADESH, RAJASTHAN, GOA, KARNATAKA AND KERALA

STRUCTURE:

17.0 Objectives
17.1 Introduction
17.2 Understanding Tourism Policies
17.3 State's Tourism Policies
17.3.1 Himachal Pradesh Sustainable Tourism Development Policy - 2013
17.3.2 Rajasthan Tourism Unit Policy, 2007
17.3.3 Goa
17.3.3.1 Policy for Regulation of Watersports in Goa, 2012
17.3.4 Karnataka Tourism Policy, 2014-19
17.3.5 Kerala Tourism Policy, 2012
17.4 Summary
17.5 Glossary
17.6 Answer to Check Your Progress Exercises
17.7 References / Bibliography
17.8 Review Questions

17.0 OBJECTIVES

After reading this unit, learners should be able to:

- Understand the tourism policies and their importance in tourism development;
- Know the tourism policies of various States of India;
- Learn the growth and development structure of State's tourism in India.

17.1 INTRODUCTION

Tourism is considered the life line of an economy. Tourism development helps to link the communities with tourism and ensure the sustainable development of destination and sites. Policies are products of time and circumstances, available resources and technologies and most importantly, the needs of the stakeholders. For the overall development of tourism, policies give an added impetus to resource development which substantially paves way for the growth of tourism industry.

The Ministry of tourism headed by the "Union Minister for Tourism" is the nodal agency for the formation of national policies and programs related to tourism. It also coordinates all the activities of the central government agencies, state government undertakings and the private sector for the development and promotion of tourism. The Ministry of Tourism, Government of India has given a major thrust in this direction and is promoting tourism as a means of economic growth and social integration for the country. The role of government in tourism development has been redefined from that of a regulator to that of a catalyst. Similarly in the state of Himachal Pradesh, Himachal Pradesh Tourism Development Corporation (HPTDC) is the nodal agency for tourism Growth and Development. Rajasthan Tourism Development Corporation (TRDC); Goa Tourism Development Corporation (GTC); Karnataka State Tourism Development Corporation (KSTDC) and Kerala Tourism Development Corporation (KTDC) are the nodal agency for the promotion of tourism in respective States.

Present unit addresses the basic framework of tourism policies of India and highlight the contribution of tourism policies of selected State's of India.

17.2 UNDERSTANDING TOURISM POLICIES

Economic globalisation and the growing interdependence between countries are highly beneficial to the tourism industry with the changing patterns of production and consumption, leading to greater competition, the emergence of new destinations, new marketing methods and the development of quality

standards in line with a global market. Tourism and regional development are closely linked. While tourism is an economic activity largely carried out by the private sector service providers in most countries, governments have a critical role to play in making policies and master plans for tourism development as a part of national, state and local economic objectives.

Tourism policy, which is a tool for economic development and job creation, is becoming an instrument for territorial development and for enhancing and preserving an area's heritage. In many regions, the tourism industry is one of the greatest sources of economic growth and job creation. Tourism, through active promotion policies, can also become a tool for integrating less developed regions or giving them equal access to the fruits of growth.

Many public sector bodies, such as the Ministry of Tourism (MoT), Govt. of India and State Tourism Bodies, are involved in the planning, development, management and marketing of tourism at regional and local levels, but few of them have been specifically designed to work in this field. The central tourism administration contributes to the overall, forward-looking vision of tourism, using it to provide support and guidance for the initiatives launched at regional levels and to facilitate co-ordination between tourism policies and regional policies so as to ensure that they are consistent.

Sustainable tourism development at regional and local levels requires a consistent approach at national levels in order to implement the necessary partnerships between regions, the central government and private actors. Regional tourism development objectives and national strategic objectives must also complement each other.

For central government, the challenge consists of reducing the disparities in tourism development, in both quantitative and qualitative terms, in order to strengthen the competitiveness and overall economic performance of the tourism industry. National policy can do much, but it must be based on regional development strategies that focus on more targeted approaches. Governments are increasingly seeking to devise appropriate strategies that make it possible to

enhance the value of natural and cultural resources, while at the same time preserving them and ensuring sustainable economic development.

CHECK YOUR PROGRESS EXERCISE - I

ACTIVITY I

1. Public sector bodies are actively involved in the planning, development, management and marketing of tourism. Explain with suitable examples from government organizations?

   ---

2. Why regional tourism development objectives and national strategic objectives must complement each other?

ACTIVITY II

1. Tourism policy is a tool for ……and job creation.
2. Tourism is an economic activity largely carried out by the …….service providers in most countries

17.3 STATE'S TOURISM POLICIES

Public sector has a significant role to play in the provision of infrastructure. Here in this section, tourism policies of Himachal Pradesh, Rajasthan, Goa, Karnataka and Kerala have been presented.

17.3.1 HIMACHAL PRADESH SUSTAINABLE TOURISM DEVELOPMENT POLICY - 2013

Himachal Pradesh is a well recognized tourist destination in the Country. Nature has bestowed Himachal Pradesh with unique beauty and splendor with its lush green valleys, snow covered Himalayan ranges, a serene, peaceful, hospitable and comfortable environment, smiling people and a rich cultural heritage offering a variety of options to the tourists from leisure, adventure, religious and cultural

tourism. Being in the lap or Himalayas this fact becomes its natural and unique USP with global appeal.

Government of Himachal Pradesh came up with the TOURISM POLICY, 2005 for the growth and development of Tourism with the purpose of analyzing strengths, weakness, opportunities, and threats.

A short and medium term action plan had also been laid down in the policy. From a figure of 65.49 lakh tourists in 2004, the number of tourist visiting the State has now gone upto 161.46 lakh in 2012. In 2013, a total of 1,51,29,835 tourists had visited Himachal Pradesh of which 4,14,249 were foreigners. This year, till June, around 83 lakh tourists have already visited the state, of which 1.87 lakh were from abroad.

The Sustainable Tourism Development Policy, 2013 has been framed for achieving sustainable tourism development based on global and national good practices, situation analyses, stakeholder engagements, rapid destination diagnostics and participatory planning exercises with a vision "t*o make sustainable tourism one of the prime engines of socio-economic growth in the state by establishing it as a leading global sustainable destination by the year 2020".* It shall act as a guide for the State to ensure sustainable development and inclusive green growth in the tourism sector in Himachal Pradesh.

This Policy document aims to provide clear direction for the development of tourism in the State. It seeks to harness the fullest potential of the State for Development of tourism, which in turn can be a prime engine for economic growth and prosperity of the State, besides effectively addressing the problems of unemployment and poverty. This document is a result of wide range of consultations within and outside the Government, including the industry, tourism unit operators and other stakeholders. Besides outlining the policy, the document also lists out the strategy for implementation, as also specific action plans to implement the policy. Thrust areas for the policy were identified as rural Tourism, Pilgrim Tourism, Ecotourism, Adventure Tourism, Lesser known destinations and Health Tourism.

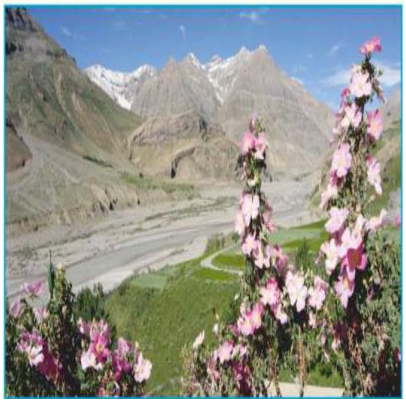

Fig. 17.1: Logo and attraction of Himachal Tourism

Policy Objectives	***Policy Goals***
1. To establish Himachal Pradesh as a leading global sustainable tourism destination; **2.** To make sustainable tourism one of the prime engines for socio-economic growth in the State; and **3.** To achieve proposed targets by 2029.	**Goal 1:** To establish Himachal Pradesh as a global brand and sub-brand in domestic and international markets. **Goal 2**: To ensure sustainable tourism that primarily benefits host communities and supports natural and cultural-heritage preservation. **Goal 3**: To ensure visitor's high quality experience and contribution to the safeguarding of the States destinations. **Goal 4**: To create an enabling environment for investment and private sector development. **Goal 5**: To build capacity and develop quality human resources in the sustainable tourism and state-of-the-art hospitality.

GUIDING PRINCIPLES

Given the relevance of tourism as an engine of economic growth for the State, the Government of Himachal Pradesh is committed to advance its contribution to sustainable development in the State by placing greater emphasis on tourism impacts on the environment and the quality of life of local communities. Based on the lessons learnt from sustainable tourism initiatives worldwide, the Himachal Pradesh Sustainable Tourism Development Policy will be guided by three main principles:

1. Ensure viable, long-term economic growth, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities and contributing to poverty alleviation and sustainable development of HP destinations;
2. Make optimal use of environmental assets that constitute a key element in sustainable tourism development maintaining essential ecological processes and help conserve natural heritage and biodiversity;
3. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

STRATEGY

To ensure a sustainable focus as well as positive impacts on the state destinations and their people, ecology and cultural assets, the Himachal Pradesh Sustainable Development Policy proposes four areas of strategic action in alignment with its goals.

1. **Destination Planning and Product Development** • Tourism Development Planning • Private Sector Engagement	
2. **Destination Marketing and Branding** • Branded Destinations • Internet and Social Marketing	

• Length of Stay • Seasonality • Travel Facilitation • Quality Ratings	**Goal 1:** To establish Himachal Pradesh as a global brand and sub-brand in domestic and international markets.
3. Target Markets • Existing Markets • Emerging Markets • Business-to-Business	
4. Market Research • Data Collection	
1. Community Benefits • Creation of locally owned Micro, Small & Medium Tourism Enterprises (MSMTEs) • Identification of secondary and tertiary destinations based on communities receptivity • Home Stays	**Goal 2**: To ensure sustainable tourism that primarily benefits host communities and supports natural and cultural-heritage preservation.
2. Inclusive Planning and Implementation • Identification of key stakeholders including local residents	
3. Natural Heritage Preservation • Inventorization of ecological system • Collaboration with State Pollution Control Board • Coordination with concerned department to improve existing infrastructure on public lands • Motivation of Panchayats and community-based organizations to protect environment	
4. Cultural-Heritage Preservation • Collaboration with Himachal Pradesh Department of Language, Art and Culture • Mapping of Material and intangible cultural-heritage and inventoried	

• Establishment of promotional mechanism to foster and revive the protection of heritage authenticity • Promotion of local products and Himachali cuisines • Motivation of Panchayats and community-based organizations to protect cultural assets	
1. Promotion of Local Products and Services to Decrease Footprint • Prioritize tours by involving host communities • Collaboration with HP Industries Department and Department of Language, Art and Culture to develop Centres of Excellence of Handlooms and Handicrafts	**Goal 3**: To ensure visitor's high quality experience and contribution to the safeguarding of the States destinations.
2. Tourist Information Centres • Design and promotion of quality information at all major tourism destination and tourist centers gateway, cities etc.	
3. Visitor Interpretation • Educating and informing tourists with improved visitor interpretation centres	
4. Provision of Quality Services • Improving tourism services in prioritized destination but not limited to way side facilities, potable drinking water, public toilets etc. • Improving services through partially financed through licensing of tourism businesses and fee collection in highly visited sites.	
5. Accessibility • Improve connectivity and facilitating	

growth in tourism by mapping tourist flows, transportation routes, supply/demand needs, and problem areas in large. • Improving transportation quality (transportation modes and hubs) of international standards • Establishing sustainable urban mobility "Traffic Free"/pedestrian zones • Re-evaluating the development of new ropeways in highly visited tourist sites	
6. Health, Safety and Security • Increasing number of trained police (including community policing) • Prohibiting solicitation of tourists within airports, railway station and bus stands	
1. Sustainable Financing • Evaluating establishment of Private Public Partnerships and commercially viable projects • Fee Collection mechanism to improve tourism related infrastructure. • Offering tax holiday for applicable taxes in sustainable tourism projects • Offering preferred tax holidays and possibility of deferring payment of luxury tax for sustainable tourism business protecting and promoting cultural heritage attractions	**Goal 4**: To create an enabling environment for investment and private sector development.
2. Green Tax Benefits • Providing tax benefits on energy conservation, renewable energy and water saving/recycling technologies • Strengthening incentive packages and fast track clearances for tourism projects • Providing marketing incentives for	

quality rating tourism business	
3. Promotion • Enforcing eligibility requirements for sustainable tourism businesses to receive tax benefits and financial incentives • Aggregating national and international benefits and incentives for promoting private investment in the sustainable tourism sector	
4. Financial Disincentives • Limiting provision of marketing incentives to registered sustainable tourism businesses. • Working with Transport Department towards easing congestion in highly trafficked tourist areas. • Enacting green fee levies of municipal taxes, high congestion taxes on private vehicles, licensing fees, parking fees etc.	
5. Finance • Collaboration with Department of Industries to facilitate access to micro-finance for locally owned micro-small and medium-sized tourism enterprise (MSME)	
1. Integrated Tourism Resource Management • Mechanism to foster cooperation to encourage the pooling of resources and coordinate tourism development	
2. HP Tourism Development Board • Serving as an advisory and coordinative body for public-sector actions related to tourism	
3. Implementation Cells • Establishing monitoring and evaluation	

cell at the state level to track and detect issues • Creating Marketing cell	**Goal 5**: To build capacity and develop quality human resources in the sustainable tourism and state-of-the-art hospitality.
4. Tourism Development Council • Formalizing district-level inter-departmental teams to implement priority tourism development initiatives and assisting Panchayats in tourism development	
5. Awareness Raising • Programme to raise awareness and educate key stakeholders at every level	
6. University Curriculum • Universities and institutions are encouraged to offer sustainable tourism curriculum	
7. Primary School Curriculum • Integrating sustainable tourism into primary school curriculum	
8. Guide Training • Integrating sustainable tourism into guide training curriculum in international target market languages	
9. Taxi Driver Training	
10. Youth Development • Generating fund to offer skill oriented courses in sustainable tourism to unemployed youth.	
11. Qualified Faculty • Promoting Train-the-trainer programme for expanding qualified faculty targeting experienced industry professionals	
12. Education and Training • Implementing capacity building programme	

17.3.2 RAJASTHAN TOURISM UNIT POLICY, 2007

A new Tourism Policy formulated in 2001 simplifies the rules for allotment and conversion of land for tourism units as well as provides incentives for private sector investment in tourism infrastructure in the state. In the year 2006, the Tourism Department had announced a New Hotel Policy of Rajasthan. This policy is replaced by Rajasthan Tourism Unit Policy– 2007. In view of the new definition of Tourism Unit, it has become essential for Tourism development not only to include classified hotels in the Hotel Policy but also to include all other category of hotels, heritage hotels, health spas, holiday resorts and other tourism units in the New Policy. With this objective Rajasthan New Tourism Unit Policy – 2007 is being announced. The following concessions and facilities have been made applicable for all types of Tourism Units:–

- In Rule 2(r)(d) of Rajasthan Land Revenue (Conversion of Agricultural Land for Non-Agricultural purposes in Rural areas), Rule, 2007, a restaurant having investment of Rs. 10.00 Lac or more, has been included. This investment will be increased to Rs. 1.00 Crore.
- Rule 8 of the Rajasthan Land Revenue Rules 2007 (conversion of agricultural land for non agricultural purpose in rural areas), a provison has been added exempting from conversion charges all those desirous of establishing hotels or any other tourism unit on the land held by them.
- The minimum and maximum area for land to be auctioned from the land bank has been prescribed. The minimum area in the 2007 policy is the maximum area in the policy of 2006.
- Considering the new developments taking place in the Tourism sector and the possible need for inclusion of new definitions in the policy to avail of the benefits, Principal Secretary, Tourism and Principal Secretary, Urban Governance would define and recommend to the concerned departments to include such activities as Tourism Units in applicable rules.
- Health Spa or other medical health related activities such as Yoga etc. attached with Tourism Units, Golf Academy, Golf Course, and other sports

related activity would be included in the definition of Tourism Units in applicable rules.

- Regarding conversion of residential land and heritage properties into hotels and other tourism units, a proviso has been added to the Rajasthan Municipal Corporation Rules 2000 (land utilization conversion), where heritage property owners would not have to pay 40% of residential reserve price for conversion of the property into a heritage hotel, with the rider that the property has been constructed prior to 1950 and should have a minimum of 10 rooms.

As per the above definition and interpretation with regard to the Tourism Unit, the concerned departments would amend their respective rules, sub-rules and notifications accordingly.

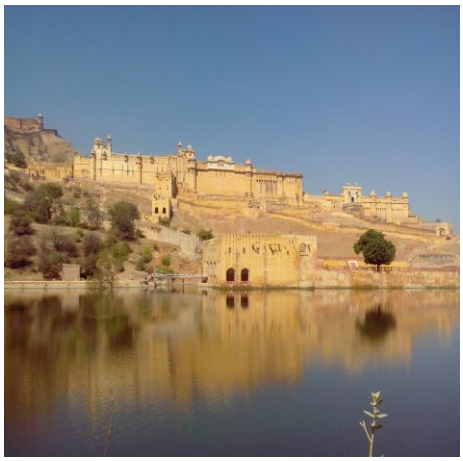

Fig. 17.2: Logo and attractions of Rajasthan Tourism

17.3.3 GOA

Goa is the gateway to the country and is arguably the best destination for tourism in India. Goa is one of the world's most attractive tourist destinations endowed with scenic beauty, lush green surroundings, beautiful mountains, valleys, rivers and the most fascinating and enchanting sea, sand and sun. Beach Tourism in Goa remains the most popular destination attractions for foreign tourists and represents a good example of how indigenous people have managed to develop a world-class tourism attraction and selling culturally-rich handicrafts, arts and artifacts to tourists as a souvenir.

Fig: Logo of Goa Tourism Anjuna Beach

In 2013, the Department of Tourism, Government of Goa registered a record arrival of 31.2 lakh tourist in the state of Goa of which 4.9 lakh were foreigners as against 27.8 lakh, which includes 4.50 lakhs foreigners, during 2012, showing an increase of 14.4% in the inflow. Tourist Arrivals (Year Wise) of Goa from 1985-2013 have been listed in Annexure I. Nationality wise foreign tourist arrivals in Goa during the year 2011-12 are given in Annexure II. Coastal plains and islands remains the most dominant image of the holiday brochures and travel programmes in Goa, epitomizes by the romantic images of the beaches and islands.

With the increasing trend in Watersports activities, the challenges to have safe and regulated watersports activities have increased manifold in the absence of a comprehensive legislation in the State. The number of Watersports operators have increased considerably, proportionately increasing the risk and endangering the security and safety of tourists, due to the possible entry of unregulated, untrained and unscrupulous fly by night operators. Besides, there is a lot of complexity in the entire process of operation of watersports activities. Watersports and Adventure Sports operators are now being registered under Section 19A to 19D of The Goa Registration of Tourist Trades (Amendment) Act, 2011. By the date, there were 602 water sports operators and 17 cruise boats/ vessels, which are registered with the Department of Tourism. The number of cruise ship arrivals in Goa has also seen an increase with 25 vessels carrying 22,233 passengers in 2012-13 as against 17 vessels carrying 11,946 passengers in 2011.

17.3.3.1 POLICY FOR REGULATION OF WATERSPORTS IN GOA, 2012

Watersports activities in the State of Goa were registered and operated as per the guidelines issued by the Government of Goa, in the year 2003, which aims at registering and regulating Boat Rides and Watersports Activities and running of such activities in accordance with the provisions of Law, as in force in the State of Goa until 2005 when "The Goa Tourist Places (Protection and Maintenance) (Boat rides/Parasailing and Watersports Activities) Rules" came into force.

In compliance with the directives and the approval of the State Cabinet, the Government of Goa has formulated the following Policy/Guidelines for regulation of water sports activities, for strict compliance.

1. The Government of Goa through its various Departments shall have absolute right and control over water sports activities carried out over various water bodies within the jurisdiction of the State including the inland water ways, dam reservoirs, lakes, rivers, ponds and the coastal waters.
2. The Government shall formulate policies or guidelines or issue advisories and make new rules or amend existing rules, as may be necessary from time to time for the systematic regulation, development and operation of Watersports in the entire State through the Department of Tourism and also formulate a policy for safe and systematic conduct of watersports and ensure that the water sport activities are conducted in a regulated and fair manner in order to promote safe tourism smoothly, in the interest of the tourists and other stakeholders.
3. The Government may appoint suitable and competent agencies for conducting the various studies, research, methodologies for determining the carrying capacity and for development and operation of watersports activities in the State.
4. The Government hereby designates the Department of Tourism to function as the Nodal Department for the safe and smooth operations and regulation of the watersports in the entire state and all the other related Departments

like Captain of Ports, Department of Fisheries, Department of River and Navigation, Department of Water Resources, Police Department etc. shall coordinate and assist the Department of Tourism in smooth discharge of its functions in the State, for regulation of water sports activities.

5. The Government may, by an order notified in the Official Gazette may appoint one or more agencies for smooth management, operation and conduct of Water sport Activities in various parts of the State.

6. All Watersports Operators or Water sports trades, which are currently unregistered as on date in the State should get themselves registered under the Provisions of The Goa Registration of Tourist Trade (Amendment) Act, 2011 with the Department of Tourism, Government of Goa. No unregistered Watersports related Trade or operator, who is unregistered, shall be allowed to operate in the State.

7. Every operator of boat rides or watersports activity in the rivers, inland waters and lakes shall obtain due permission from the Captain of Ports or a competent authority appointed for that purpose by the Central or State government.

8. In case of hotels or chartered operators who operate water sports activities for their in house guests exclusively, the same shall be done as per rates notified by the Department, follow same safety standards and shall not use the boats/ vessels for general public/ tourists. If the Hotel / their operator are found in violation of this norm then the Department will cancel the registration of such errant hotels/ operators. All such water sports activities shall commence only from zones exclusively designated for water sports activities and from no other place.

9. No foreigners shall be permitted to work as an operator or instructor or as a partner without valid Work Visa and the approval of the Government of Goa.

10. Safety Certificate: The Government of Goa may appoint Competent Agency or National Institute of Watersports, Ministry of Tourism, Government of

India to prescribe Safety Standards and Safety norms. The Agency so specified shall have the Powers to issue Safety Certificate to Watersports Operators. All Watersports operators should possess Safety Certificate and produce such certificate for inspection whenever called for. All safety standard and norms laid down by NIWS or any other agency designated for that purpose, shall be strictly followed by all operators.

11. Any operator who causes harm/injury/ death to a tourist/ general public / third party on account of his actions/ irresponsible behaviour/neglect of safety norms etc. shall be punishable as per relevant provisions of the Indian Penal Code (IPC), Criminal Procedure Code or Civil Procedure code as the case may be. Further the operator shall be debarred for a period of three years, in case he causes any death or grievous injury to any tourist/ general public, on account of his neglect.

12. Department of Tourism may register or refuse to register an operator or a trade after considering its feasibility, impact, safety aspects, carrying capacity, past safety history of the operator, reasonability of rates being charged, etc. in order to ensure safety of the visiting Tourists.

13. Those water sports equipment not requiring license or certification either from Mercantile Marine Department or the Captain of Ports, will require certification from National Institute of Water sports (NIWS) any other agency as may be approved by Government of Goa, Department of Tourism.

14. The Operator/applicant shall produce to the Department of Tourism, Government of Goa proof regarding insurance of the passengers as per the capacity of the boat/ equipment, to the extent as may be specified per passenger, by the Department of Tourism. The Department proposes to create a separate fund for servicing third party claims and the details of such scheme will be separately worked out subsequently and the same will be a contributory scheme.

15. All life saving equipment as specified by the department must be made available on board or at the bank/beach, as the case may be.

16. The applicant shall produce a certificate issued by NIWS or Captain of Ports or Mercantile Marine Department as the case may be, showing that the Crew has been trained for (a) manning and operating the boat/equipment and (b) life saving techniques.

17. Registration number plate for a specific boat/equipment shall be obtained through the Department of Tourism at the cost of the operator and prominently affixed at a place on the boat/ equipment to be specified by the Department or Captain of Ports.

18. Capacity of the boat as certified by the Mercantile Marine Department/Captain of Ports/National Institute of Water Sport shall be mentioned in the registration number plate and complied with strictly.

19. Area of operation shall be clearly specified by the operator as per permission obtained from Caption of Ports or Mercantile Marine Department and the same shall be strictly followed for the activity.

20. The registration certificate shall be made available on board at all times. The registration shall be valid for one year only.

21. Training of Personnel: All watersports operators shall employ and engage only well trained personnel certified by National Institute of Water sports or any other reputed institute as may be specified by Department of Tourism. All the personnel shall be trained to deal with emergencies and rescue procedures.

22. Watersports Infrastructure: In order to have safe and smooth conduct of watersports activities in the entire state, the Department of Tourism shall follow a systematic approach thereby putting a proper system in place. The Department of Tourism in Co-ordination with the Captain of Ports, Department of Water Resources, National Institute of Water Sports, or any other suitable agency will identify and demarcate specific areas on beaches, lakes etc. where watersports operators will operate their equipment as per the safety standards prescribed. The Watersports activities on the beaches/ inland waters will be carried out from 6.30 a.m. to 6.30 p.m. or before

sunset whichever is earlier. No watersports activities shall be carried on in unsafe weather conditions, monsoons, period of storm, or any such period banned or notified by the competent authority.

17.3.4 KARNATAKA TOURISM POLICY, 2014-2019

Government of Karnataka is determined to boost the tourism industry in the state. Karnataka has been ranked as the 4th preferred destination among domestic tourists and 3rd preferred destination for investments in the tourism sector. Over the years, Karnataka has also emerged as a strong contender in the global market for Business Tourism. The State has been ranked as the 4th preferred destination among domestic tourists and is the 3rd preferred destination for attracting investments in the tourism sector. The Policy aims to increase the tourism sector contribution to state GDP. It is estimated that approximately 62 billion and 7 million domestic & foreign tourists respectively will visit Karnataka in the year 2015.

The Karnataka Tourism Policy 2014-19 aims to position Karnataka as a visible global brand in tourism for visitors as well as investors by encouraging development of relevant infrastructure through partnerships between private sector, government and the community. Strategic intervention areas have been identified with a view to support local entrepreneurship and assist in creating livelihood options for all sections of the society in a non-discriminatory manner. It hereby, supports existing Government policies and adopts an integrated approach for developing a sustainable tourism industry in the state, backed by relevant infrastructure, effective institutional mechanisms and enhanced capacities to deliver on these targets.

The “Karnataka Tourism Policy 2014-2019” focuses on accelerating and facilitating private investments in the tourism sector, and strives to be an outcome based initiative. The policy follows a non discriminatory approach to incentivize and promote the local community as well as private sector for contributing towards the development of tourism sector. This policy strives towards creating an enabling environment for tourism in Karnataka by addressing and providing

guiding framework pertaining to governance structures, tourist infrastructure, manpower requirements, service standards and, safety and security of tourists. The Policy lays emphasis on creating a "quality experiences, appealing to different visitor segments", by promoting development of various tourism products which will encourage repeat visits and increased length of stay and spends by tourists. The Policy encourages shift in attitudes – from regulation and control to empowerment, from patronage to partnership, and from linear government-lead structures to alliances with diverse stakeholders in the sector.

The Policy provides detailed guidelines for development of tourism infrastructure, products and services, to ensure quality and minimum standards of development. Thrust is on growth of the sector in an inclusive manner, by encouraging women, backward sections of the society and local level institutions to actively participate in the development process. This will emphasize hospitality, service standards, innovative developments and rejuvenation of older tourist attractions, with the aim of offering visitors the experience that will commensurate with higher expectations.

Fig. 17.3: Tourist Map, Attractions and Logo of Karnataka Tourism

Vision and Objectives:

Tourism is one of the priority sectors identified in the Government's overall growth strategy for the state. Karnataka should aim to be in the top 2 tourism destinations in India and top 50 in the world. The vision articulated for the tourism sector is as follows:

"To develop Karnataka as a dynamic, sustainable and most-favoured tourism destination - by increasing domestic & international visitations, offering high quality experience to visitors, facilitating and accelerating investments and improving livelihood opportunities at the local level".

Objectives:

- Accelerate and facilitate private investments and promoting entrepreneurship in the tourism sector.
- Motivate and enthuse entities from different segments of the society with substantial incentives to contribute towards development of the sector.
- Higher growth in visitations and duration of stay of different visitor segments, through improved infrastructure, products and services.
- Improve 'total quality' experience to visitors, from before arrival till after departure, by providing better access to information, greater choice in destinations, compendium of services for eating, shopping, participative safe and hassle-free experience at various travel stages.
- Promote effective inter-departmental coordination to streamline processes and increase sector performance.
- Enhance tourism industry skills, knowledge and professionalism to provide visitors a pleasant experience and promote local employment opportunities.

17.3.5 KERALA TOURISM POLICY, 2012

Kerala Tourism Development Corporation Ltd (KTDC) is the major public sector agency in the State, operating in the tourism sector. It runs a large chain of tourist accommodation facilities in different parts of Kerala and also provides tour/transport services. Kerala initiated tourism development programmes by establishing an international beach resort at Kovalam in 1976

with the patronage of the central government. Realizing the economic potentials, Government of Kerala declared tourism as an industry in 1986. Within a short span of two and half decades, Kerala succeeded in establishing its tourism brand in the international market. The first tourism policy of the state was announced in 1995 underlining the importance of Public- Private Partnership. Tourism has come a long way since then, capturing new markets with its innovative products and marketing strategies. New Tourism Policy was started in the year 2012.

Beautiful landscapes of Munnar

Fig. 17.4: Logo and attraction of Kerala Tourism

Vision:

Tourism becomes a vibrant and significant contributor to the sustainable development of the state of Kerala.

Mission:

- The state delivers a world-class, yet local visitor experience.
- Tourism sector attracts investment, which will be sensitive to the natural environment.
- Communities benefit from tourism and value its contribution.
- Kerala is positioned as a visible global brand in tourism.
- Our market share is enhanced, within and outside India.

Kerala becomes a quality human resource provider in tourism for the state and the country.

Objectives: Following are the objectives of Tourism Policy of Kerala.

1. To ensure quality visitor experience;
2. To focus on benefits for the community from tourism;
3. To create enabling environment for investment;
4. To market Kerala as a visible global brand in domestic and international markets;
5. To develop quality human resources in tourism and hospitality

Dhara: A Flow of Ayurvedic Rejuvenation

A *refreshing Cruise over the Canals*

CHECK YOUR PROGRESS EXERCISE - II

Activity I

Fill in the blanks

1. Himachal Pradesh Sustainable Tourism Development Policy was enacted in the year…….
2. To ensure sustainable tourism that primarily benefits host communities and supports natural and cultural-heritage preservation is the policy goal of …… State.
3. …… in Goa remains the most popular destination attractions for foreign tourists.
4. It is estimated that approximately ……. domestic and ……foreign tourists visit Karnataka by the year 2015.
5. International beach resort at Kovalam was established in the year…….

Activity II

Answer the following questions briefly.

1. Discuss the salient features of Rajasthan Tourism Policy?

   ……

   ……

2. In alignment with goals, what are the four areas of strategic action of Himachal Pradesh Tourism Policy?

   ……

   ……

3. Elaborte in detail the tourist traffic in the State of Goa?

   ……

   ……

4. What are the main aims and objectives of Karnataka Tourism Policy 2014-19.

   ……

   ……

17.4 SUMMARY

In this unit we have learnt that understanding knowledge of tourism policies is a subject of great significance for the students of Bachelor Degree of Tourism Studies (BTS). It is of utmost importance to study the tourism policies of all State's of India by the learners to acquaint themselves with tourism growth and development.

17.5 GLOSSARY

- **Public enterprise:** a business that is owned by the government.
- **Tourism industries** Tourism industries *(also referred to as* tourism activities*) are the activities that typically produce* tourism characteristic products.
- **Tourism:** Travel undertaken for pleasure.
- **Tourism sector:** The tourism sector is the cluster of production units in different industries that provide consumption goods and services demanded by visitors. Such industries are called *tourism industries* because visitor

acquisition represents such a significant share of their supply that, in the absence of visitors, their production of these would cease to exist in meaningful quantity.

17.6 ANSWER TO CHECK YOUR PROGRESS

Check Your Progress - I

Activity I

Tourism administration contributes to the overall, forward-looking vision of tourism development. For more, see **Sec. 17.2**

Activity II

For answer, refer **Sec. 17.2.**

Check Your Progress - II

Activity I

For answer read carefully sub sec. 17.3.1, 17.3.3, 17.3.4, 17.3.5.

Activity II

Please refer sub-sec. 17.3.1, 17.3.2, 17.3.3, 17.3.4 for answers

17.7 REFERENCES / BIBLIOGRAPHY

- Tourism Policy (2005), Department of Tourism and Civil Aviation, Government of Himachal Pradesh, Shimla.
- Himachal Pradesh Sustainable Tourism Development Policy (2013) Department of Tourism and Civil Aviation Government of Himachal Pradesh, Shimla- 171009.
- Draft Karnataka Tourism Policy 2014-2019 by Department of Tourism, Government of Karnataka.

17.8 REVIEW QUESTIONS

1. Write a brief note on the tourism policies?
2. Discuss briefly the policy document of the Himachal Pradesh Tourism Development Corporation?
3. Describe Policy/Guidelines for regulation of water sports activities in Goa?
4. What are the vision and mission of Kerala Tourism Policy, 2012?

ANNEXURE - I

Tourist Arrivals (Year Wise) of Goa from 1985-2013

Tourist Arrivals (Year Wise)				
Year	**Domestic**	**Foreign**	**Total**	**% Change**
1985	682545	92667	775212	--
1986	736548	97533	834081	7.6
1987	766846	94602	861448	3.3
1988	761859	93076	854935	-0.7
1989	771013	91430	862443	0.9
1990	776993	104330	881323	2.2
1991	756786	78281	835067	-5.6
1992	774568	121442	896010	7.3
1993	798576	170658	969234	8.2
1994	849404	210191	1059595	9.3
1995	878487	229218	1107705	4.5
1996	888914	237216	1126130	1.7
1997	928925	261673	1190598	5.7
1998	953212	275047	1228259	3.2
1999	960114	284298	1244412	1.3
2000	976804	291709	1268513	1.9
2001	1120242	260071	1380313	8.8
2002	1325296	271645	1596941	15.7
2003	1725140	314357	2039497	27.71
2004	2085729	363230	2448959	20.1

2005	1965343	336803	2302146	-6.0
2006	2098654	380414	2479068	7.7
2007	2208986	388457	2597443	4.6
2008	2020416	351123	2371539	-9.5
2009	2127063	376640	2503703	5.5
2010	2201752	441053	2644805	5.6
2011	2225002	445935	2670937	0.98
2012	2337499	450530	2788029	4.38
2013	2629151	492322	3121473	14.4
2014 (Upto 31/01/2014)	241450 (P)	73359 (P)	314809 (P)	

Note: P-Provisional

Source: Department of Tourism, Govt. of Goa

ANNEXURE - II

NATIONALITY - WISE FOREIGN TOURIST ARRIVALS IN GOA DURING THE YEAR 2011- 2012

Sr. No.	Countries	No. of tourist Arrived	%	No. of Tourist Arrived	%
		2011		**2012**	
1.	**U.K.**	117683	26.39	119891	26.61
2.	**Russia**	133780	30.00	140100	31.09
3.	**Germany**	30234	6.78	31842	7.06
4.	**Finland**	24972	5.60	23787	5.27
5.	**France**	17258	3.87	19907	4.41
6.	**Switzerland**	13199	2.96	12951	2.87
7.	**Sweden**	15964	3.58	18222	4.04
8.	**U.S.A.**	8160	1.83	8970	1.99
9.	**Australia**	6778	1.52	6872	1.52
10.	**South Africa**	2944	0.66	1732	0.53
11.	**Brazil**	1294	0.29	1203	0.26
12.	**Italy**	3211	0.72	3952	0.87
13.	**Canada**	3656	0.82	4507	1.00
14.	**Japan**	1963	0.44	826	0.18
15.	**Denmark**	2541	0.57	1562	0.34
16.	**Austria**	2185	0.49	2201	0.48
17.	**Holland**	1383	0.31	1282	0.28
18.	**Portugal**	1115	0.25	1195	0.26
19.	**Ireland**	1204	0.27	1242	0.27
20.	**Belgium**	580	0.13	280	0.06
21.	**Norway**	446	0.10	182	0.04
22.	**Iran**	981	0.22	882	0.19

23.	**U.A.E.**	624	0.14	1262	0.28
24.	**New Zealand**	357	0.08	256	0.05
25.	**Greek**	89	0.02	72	0.01
26.	**Lithvania**	1026	0.23	1252	0.27
27.	**Czech**	535	0.12	852	0.18
28.	**Others**	51773	11.61	43248	9.59
	Total	**445935**	**100**	**450530**	**100**

Source: Department of Tourism, Govt. of Goa