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Chandigarh as a Heritage Destination: A Tourist's Perspective After UNESCO World Heritage Status to Capitol Complex

Dr. Jaswinder Kumar, Dr. Meenu

ABSTRACT

Chandigarh is emerging as a heritage destination after Capitol Complex was declared as a world heritage site by the UNESCO in the year 2016. Chandigarh designed by famous French Architect, Le Corbusier, is famous for city planning and modern urbanism which has placed India on the World Map. Chandigarh is the best-planned city in India, with architecture which is world-renowned, and a quality of life, which is unparalleled. As the capital of the states of Punjab and Haryana, and the Union Territory of Chandigarh it is a prestigious city. Chandigarh is various heritage buildings, monuments, parks which are the prime attractions of it. Various buildings, campuses, and natural features have been listed for heritage status have been categorized heritage zones, heritage precincts and heritage buildings. Heritage tourism in Chandigarh offering a wide range of activities to explore monuments, objects, and culture. Rock garden, Sukhna Lake, Capitol complex, rose garden, leisure valley are prominent visited places for tourists. This paper tries to study the tourists' opinion about Chandigarh as a heritage destination and tries to study various motivations associated with their visit to the city. Finally, the paper suggests certain measures to enhance heritage tourism activities in the city.

Key Words: Heritage Tourism, Tourist Motivations, World Heritage Site

Chandigarh, ‘The City Beautiful’

Chandigarh, also called as, ‘City Beautiful’ was planned by the famous French architect Le Corbusier. It is located at the foothills of Shivaliks, it is known as one of the best experiments in urban planning and modern architecture in India. Chandigarh derives its name from the temple of “ChandiMandir” located in the vicinity of the site selected for the city. The city has a pre-historic past. Since the medieval through modern era, the area was part of the large and prosperous Punjab Province which was divided into East & West Punjab during partition of the country in 1947. The city assumed the unique distinction of being the capital city of both, Punjab and Haryana while it itself was declared as a Union Territory and under the direct control of the Central Government. Chandigarh is is known all over the world as an outstanding example of architecture, planning and landscaping. The architect-planner Le Corbusier focused on large number of open spaces, green belts, city parks and neighborhood parks. The construction of capital city of joint Punjab was started in early fifties. The development of capital city was begun in mid fifties. The City Chandigarh was pronounced a Union Territory in the year 1966 with joint capital of both the conditions of Punjab and Haryana. The zone of Union Territory of Chandigarh is 114 sq. km. just with 13 villages falling in the ward of Union Territory.

Works of Le Corbusier in Chandigarh

Chandigarh is a grand success story in the annals of modern architecture. A revolutionary experiment, which came to fruition with the juxtaposition of a great vision that the India’s first Prime Minister Pandit Jawaharlal Nehru nurtured and a profound genius of a French architect Le Corbusier and his team. The capital complex, Sector 1, comprises three architectural masterpieces, Secretariat, High Court and Legislative Assembly separated by large piazzas. In the heart of the Capital Complex stands the giant metallic sculpture of The Open Hand, the official emblem of Chandigarh, signifying the city’s credo of “open to given, open to receive.”

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Chandigarh became symbolic of the newly independent Indian. The foundation stone of the city was laid in 1952. The city is well known for its architecture and design by architects such as Le Corbusier, Pierre Jeanneret, Jane Drew, and Maxwell Fry. Chandigarh offered Le Corbusier the chance to fulfill his lifelong dream of building an entire city which he fulfilled by creating and executing the most thoughtful design for the Capitol Complex. It stands as an embodiment of the spirit of exaltation, power and permanence experienced by Indians on acquiring the prerogative of self-governance after a long and bitter struggle for freedom.
Table 1: The Basic Geographical and Demographic Profile of Chandigarh

<table>
<thead>
<tr>
<th>Area</th>
<th>114 SqKms +25.42 SqKms additional hilly catchment area declared as Wildlife Sanctuary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Longitude</td>
<td>76° 47’ 14” E</td>
</tr>
<tr>
<td>Latitude</td>
<td>30° 44’ 14” N</td>
</tr>
<tr>
<td>Attitude</td>
<td>304 to 365 meters above MSL with 1% drainage gradient</td>
</tr>
<tr>
<td>Annual Rainfall</td>
<td>111.4 cm/year average</td>
</tr>
<tr>
<td>Monsoon</td>
<td>July- September</td>
</tr>
<tr>
<td>Temperature</td>
<td>Winter Min.(Nov-Jan) 4° C-14° C</td>
</tr>
<tr>
<td></td>
<td>Summer Max.(April-July) 37° C-44° C</td>
</tr>
<tr>
<td>Total Villages</td>
<td>22 (As per 2001 Census)</td>
</tr>
<tr>
<td>Panchayats</td>
<td>12 (of 13 Villages)</td>
</tr>
<tr>
<td>Population (2001 Census)</td>
<td>1054686</td>
</tr>
<tr>
<td>Population Density /sq.Km</td>
<td>9252 p</td>
</tr>
<tr>
<td>Literacy rate</td>
<td>86.05%</td>
</tr>
</tbody>
</table>

Source: http://mcchandigarh.gov.in

Tourism in Chandigarh

Chandigarh, is known worldwide for its elaborate buildings and arterial roadways. It has variety of incredibly landscaped gardens and parks. Chandigarh is gateway to Himachal Pradesh, Chandigarh is known for its proximity to major tourist hillstations like Shimla, Manali, Dharamsala. Chandigarh is also famous for culture, urban design, space, restaurants, shopping, natural beauty, pleasant weather, picturesque skylines and incredible sunsets. Activities like Boating, Theme Parks and Golfing, shopping, food are prime fascinations for tourists. Chandigarh is witnessing good amount of domestic and foreign tourists annually, in the year 2012, it witnessed 9,24,589 domestic tourists and 34,130 foreign tourists. In the year 2013 the domestics tourist increased to 9,36,922 and foreign tourists to 40,124 (Table 2). It is clear from table 2 that from year 2012 to 2014 it is witnessing continuous increase in domestic and foreign tourist monthly and annually.

Picture 4: Panoramic View of Sukhna Lake, Chandigarh

Table 2: Tourist Arrival in Chandigarh

<table>
<thead>
<tr>
<th>Month</th>
<th>Year 2012</th>
<th>Year 2013</th>
<th>Year 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Domestic</td>
<td>Foreign</td>
<td>Domestic</td>
</tr>
<tr>
<td>January</td>
<td>71,617</td>
<td>2,472</td>
<td>78,463</td>
</tr>
<tr>
<td>February</td>
<td>77,892</td>
<td>3,094</td>
<td>77,813</td>
</tr>
<tr>
<td>March</td>
<td>74,339</td>
<td>3,901</td>
<td>68,520</td>
</tr>
<tr>
<td>April</td>
<td>78,488</td>
<td>5,719</td>
<td>80,460</td>
</tr>
</tbody>
</table>
Literature review

Heritage is the full range of our inherited traditions, monuments, objects, and culture. Most important, it is the range of contemporary activities, meanings, and behaviors that we draw from them. Prentice (1993) defined the term “heritage” as not only landscapes, natural history, buildings, artifacts, cultural traditions and the like that are literally or metaphorically passed on from one generation to the other, but those among which can be promoted as tourism products.

Peterson (1994) uncovers three noteworthy purposes behind going to historic locales: to see an alternate place, to figure out how to appreciate a cerebral affair, and to impart to others or show kids the historical backdrop of the site. Kozak and Rimington (2000) detailed the discoveries of an examination to decide destination credits basic to the general fulfillment levels of voyagers. Pizam, Neumann, and Reichel (1978) stated that it is important to measure consumer satisfaction with each attribute of the destination, because consumer dis/satisfaction with one of the attributes leads to dis/satisfaction with the overall destination. Heritage includes, but is much more than preserving, excavating, displaying, or restoring a collection of old things. Heritage incorporates, however is substantially more than safeguarding, unearthing, showing, or reestablishing a gathering of old things. Many tourists who visit heritage sites seek a value-added and authentic experience, when compared with the traditional products (sea, sun, sand) or mass destinations (Yankholmes and Akyeampong, 2010). According to Richards (1997), cultural tourism includes all movements of persons to specific cultural attractions such as heritage sites, artistically and cultural manifestations, and arts and drama outside their normal place of residence. Silberberg (1995) provided a common pattern of cultural/heritage tourists by analyzing age, gender, income, and educational level. Active public discussion about material and intangible heritage—of individuals, groups, communities, and nations, is a valuable facet of public life in our multicultural world. Heritage is a contemporary activity with far-reaching effects. It can be an element of far-sighted urban and regional planning.

Heritage Tourism and Sustainability

Recently, attention has been paid to the importance of the tourist in achieving the goal of sustainability in heritage tourism (Willson & McIntosh, 2007). When tourists have a satisfying experience, they support the philosophy of the site’s management (C. M. Hall & McArthur, 1993, 1996), so the site becomes easier to manage. The issue of manageability has possessed a huge part in heritage tourism examine, yet the lion’s share of research has had a tendency
to comprehend the social and instructive issues of heritage tourism as opposed to concentrating on the utilization of supportability in a reasonable setting (Fyall and Garrod, 1998; Millar, 1989). It is eminent that issues identified with the supply side (i.e., preservation, translation, assets administration) are the primary concentration of the writing. It is notable that issues related to the supply side (i.e., conservation, interpretation, resources management) are the main focus of the literature (Fyall, Garrod, & Leask, 2003; Leask & Fyall, 2006; Shackley, 2001). To achieve the goal of sustainable heritage tourism, both supply and demand sides should be considered.

Tourist Motivation

Prentice (1993b), explained about heritage tourists with regard to six motivations: pleasure of viewing, education, information, relaxation, entertainment, and exercise. Moscardo (1996), in the context heritage sites, emphasized two main motivations: educational and entertainment/social. Heritage tourism is commonly regarded as activity by tourists in a place where historic monuments are presented (Garrod and Fyall, 2001). Heritage tourism is considered on the relationship between the individual and the heritage monument seen and the tourists’ perception of the site as part of their own heritage (Poria 2001a, 2001b; Poria, Butler, and Airey 2000, 2001, 2003a, 2003b, 2003c).

According to Goulding (1999) and Ng (1991), historical representation is a source of cultural pride and identity; and historical monuments are the physical reminders of history and cultural heritage. According to Whidden (1991) and Hall and Page (1999) the promotion of heritage sites as tourist spots can guide the public to recognise the value of collective memory, that can be established when people feel a particular attachment to an area.

McCain and Ray (2003) highlighted the need for the study of tourist motivations as an integral part of the study of heritage tourism. Moscardo (1996) also noted the administration of the motives of visitors to heritage settings through the interpretation provided on site. In addition, Silberberg (1995) emphasized the importance of tourist motivations to the management of heritage sites by stressing their role in marketing efforts.

Heritage Tourism and Sustainability

According to Australian Heritage Commission there should be sustainable practice in both tourism and heritage. There are certain principles that are important for tourism operators, heritage managers and others who are committed to responsible practice and a quality product. Recognising, describing, understanding and communicating significance is an essential part of heritage conservation and responsible tourism at heritage places. Heritage conservation is a concern of responsible tourism. It ensures the long-term protection of heritage assets. Heritage management should contribute to enhance tourists’ experience and enjoyment of heritage places, and reduce their impacts (Glasson, 1995; McArthur & Hall, 1993, 1996).

Research Gap

From the literature review it is identified that very less research on diversity of experience for heritage tourist and image building of heritage destination through various attributes has been conducted. Based upon this the researcher tries to identify the relationship between heritage destination attributes and satisfaction for image building for Chandigarh as a heritage destination.

Theoretical Background

The study focuses on identifying the cultural/heritage destination attributes which influence tourists’ satisfaction. The research is based on a consumer behaviour model, which depicts that consumer satisfaction related to certain attributes, and judgements of performance regarding these attributes. (Clemons and Woodruff, 1992). Architectural Work of Le Corbusier in Chandigarh, Capitol Complex, was added to this list in the year 2016.

Picture 4 : Vidhan Sabha
Chandigarh as a Heritage Destination: A Tourist's Perspective

After UNESCO World Heritage Status to Capitol Complex

Picture 5: Eco friendly Vehicles in Capitol complex

Picture 6: Rock Garden, Chandigarh

Picture 7: Tourists enjoying shopping in Chandigarh
Different attractions of Capitol Complex, UNESCO World Heritage Site

Le Corbusier planned the city as a living organism, with the Capitol Complex in the north representing the head comprising of, The Parliament or Legislative Assembly (1955) was designed as a large box with the entrance portico on one side, concrete piers on the other, and a repetitive pattern on the façade. The High Court (1952) has been in use since March 1956. The Secretariat (1953) is a very large building and a 254 meters long and 42 meters high houses the ministerial chambers and all ministerial agencies. The Capitol Parcis articulated with six monuments, The Open Hand, The Martyrs’ Memorial, The Geometric Hill, The Tower Of Shadowsand The Modular.

Objectives of study
1. To study the current scenario of tourism in Chandigarh.
2. To study tourist opinion about heritage tourism in Chandigarh.
3. To suggest measures for enhancing heritage tourism in Chandigarh.

The study sought to identify the relationships between attributes of heritage destination for sustainability at Capitol complex and tourists’ expectation and satisfaction.

Hypothesis

H0: There is no relationship between the attributes of heritage tourism in Chandigarh and the image building of tourists.

Tourists’ Survey

The survey was conducted for three days from 14-15 April 2017 in various tourist sites of Chandigarh and approached to the tourists for the interview and the questionnaire form to be filled. Distribution of questionnaires was carried out only during the daytime from 11 A.M. to 4 P.M. Respondents were approached and informed about the purpose of the survey in advance before they were given the questionnaire and were asked if they would participate in the survey. The data was collected at Capitol complex, rock garden, Sukhna lake and Le Corbusier museum.

Method

The methodology was quantitative in nature and employed a survey research design as a common method to investigate motivations to travel and perceptions of tourist about Chandigarh as a heritage destination. After the design of the questionnaire, a pre-test was performed to ensure the internal and external consistency of the questions. Questionnaire for tourists’ perceptions about Chandigarh related to various attributes such as monuments, food, heritage buildings and accessibility, measured by a five-point Likert scale. The demographic characteristics of the respondents were also collected (such as gender, age, and education).

A total of 150 questionnaires were filled in, of which 135 were properly completed and provided usable data. The factor analysis with varimax rotation and principal components as the extraction method was used to reduce data, transforming the original set of 23 variables into a smaller set of representative factors. Cronbach’s alpha coefficients evaluate the reliability of the obtained factors. An on-site survey of the tourists in Capitol Complex, Sukhna lake, Le Corbusier museum and Rock garden, Chandigarh was undertaken for this study. The data collected from Likert scale items were designed to quantify tourists perceptions of these changed views. Visitors were asked to indicate, on a 5-point scale from 1 (Very Poor) through 5 (Very Good), their perceptions.

Table 3 : Description of survey Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>77</td>
<td>57.037</td>
</tr>
<tr>
<td>Female</td>
<td>58</td>
<td>42.963</td>
</tr>
<tr>
<td>Nationality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indian</td>
<td>103</td>
<td>76.296</td>
</tr>
<tr>
<td>Foreigners</td>
<td>32</td>
<td>23.704</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20–29</td>
<td>22</td>
<td>16.296</td>
</tr>
<tr>
<td>30–39</td>
<td>37</td>
<td>27.407</td>
</tr>
<tr>
<td>40–49</td>
<td>47</td>
<td>34.815</td>
</tr>
<tr>
<td>50 and above</td>
<td>29</td>
<td>21.481</td>
</tr>
<tr>
<td>Occupation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tourism Spectrum
### Table 4: Tourists’ motivations to visit Chandigarh

<table>
<thead>
<tr>
<th>Tourists’ motivations</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage of Chandigarh</td>
<td>43</td>
<td>31.852</td>
</tr>
<tr>
<td>City Planning</td>
<td>31</td>
<td>22.963</td>
</tr>
<tr>
<td>Events</td>
<td>26</td>
<td>19.259</td>
</tr>
<tr>
<td>Shopping</td>
<td>21</td>
<td>15.556</td>
</tr>
<tr>
<td>Visiting Friends and Relatives</td>
<td>14</td>
<td>10.370</td>
</tr>
</tbody>
</table>

### Results

Tourists were asked about their motivation to visit Chandigarh. 43 (31.852%) visited to see the heritage of Chandigarh, 31 (22.963%) for City planning, 26 (19.259%) for events, 21 (15.556%) for shopping and 14 (10.370%) for visiting friends and relatives in Chandigarh. The demographic profile and their mean responses for the five response choices given by visitors for each of the seven rating scale items are reported in the table 5 and 6.

### Table 5: Attribute Perceptions of Chandigarh as a heritage destination

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Mean</th>
<th>S.D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heritage of Chandigarh</td>
<td>3.935</td>
<td>0.983</td>
</tr>
<tr>
<td>Food</td>
<td>3.623</td>
<td>0.734</td>
</tr>
<tr>
<td>Welcoming city</td>
<td>3.821</td>
<td>0.648</td>
</tr>
<tr>
<td>Historic City</td>
<td>3.729</td>
<td>0.539</td>
</tr>
<tr>
<td>Accessibility</td>
<td>4.128</td>
<td>0.398</td>
</tr>
<tr>
<td>Shopping Facility</td>
<td>4.017</td>
<td>0.853</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>4.125</td>
<td>1.048</td>
</tr>
<tr>
<td>City Planning</td>
<td>4.115</td>
<td>0.648</td>
</tr>
<tr>
<td>Weather</td>
<td>3.927</td>
<td>0.638</td>
</tr>
<tr>
<td>Safety and Security</td>
<td>3.673</td>
<td>0.832</td>
</tr>
<tr>
<td>Entertainment quantity</td>
<td>3.874</td>
<td>0.635</td>
</tr>
<tr>
<td>Entertainment quality</td>
<td>3.772</td>
<td>0.847</td>
</tr>
<tr>
<td>Quality of hotels</td>
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<tr>
<td>Signage and information</td>
<td>4.132</td>
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</tr>
<tr>
<td>Dissemination of cultural events</td>
<td>3.872</td>
<td>0.543</td>
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<tr>
<td>Components</td>
<td>Communalities</td>
<td>Factor loadings</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>---------------</td>
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<tr>
<td><strong>Heritage and attractions of City (Factor-1)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accessibility</td>
<td>0.643</td>
<td></td>
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<td>Heritage of City</td>
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<tr>
<td>Signage and information</td>
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<tr>
<td>Entertainment quantity</td>
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<td>Shopping opportunities</td>
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<td>Population diversity</td>
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<td>Regional centrality</td>
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<td><strong>Food and Accommodation (Factor 3)</strong></td>
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<tr>
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<td>Welcoming city</td>
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<td>Quality hotels and restaurants</td>
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Cronbach’s alpha 0.663

**F4—Effectiveness**

<table>
<thead>
<tr>
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<tr>
<td>Dissemination of cultural events</td>
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</tr>
<tr>
<td>Services professionalism</td>
<td>0.653</td>
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<td>Effective promotion</td>
<td>0.658</td>
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<td>Explained variance by factors</td>
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<tr>
<td>Cronbach’s alpha</td>
<td>0.616</td>
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</table>

1. Items measured on a five-point Likert-type scale.
2. Factor with Cronbach’s alpha less than 0.6 omitted.
3. Kaiser–Meyer–Olkin measure of sampling adequacy—0.932; Bartlett’s test of significance—0.0.

Table 5 presents the perceptions of all respondents regarding the different attributes of Chandigarh. These findings show that Chandigarh is perceived by tourists as a heritage destination consisting of heritage buildings, monuments and other attractions. Table 6 presents the results of the factor analysis. The KMO test and Bartlett’s test of sphericity were computed to assess the appropriateness of factor analysis to the data. The KMO value was 0.859, and Bartlett’s test was significant at the 0.00 level. Both results directed the factor analysis may be considered (Hair et al., 1995).

The principal component factor analysis with varimax rotation was used to identify the underlying dimensions. Two attributes were removed corresponding to a fifth factor with a Cronbach’s alpha of less than 0.6. A final four-factor model was estimated with 21 items. The factor solution accounted for approximately 64.9% of the total variance explained, with all communalities ranging from 0.412 to 0.698. Factor 1 is related with basic heritage attractions of the city, and it is responsible for explaining 38.54% of the total variance found, with a Cronbach reliability alpha of 0.783. Factor 2 is related to the entertainment related facilities in the city and it explained 11.646% of the total variance with Cronbach’s alpha level of 0.742. Factor 3, related to food and accommodation and explained 7.843% of the total variance explained with the alpha level of 0.663. The fourth factor, effectiveness represents 6.863% of the variance and had a reliability alpha of 0.616.

**Significance of Tourist Opinion for Chandigarh**

The tourist opinion is important in developing successful marketing strategies to promote and position Chandigarh as a welcoming city offering wonderful heritage and history. Tourists are very happy with regard to city planning and safe environment for tourists. The signage and information are giving tourists very diverse experience of knowledge and entertainment. Chandigarh is located in a central location and a gateway to Himachal Pradesh, Jammu and Kashmir and Uttarakhand. Its location gives tourists to chance to visit it as well as it offers very diverse experience for entertainment quantity and quality, which is reflected from tourist responses. Chandigarh offers very good shopping malls and markets, restaurants, food corners which makes it as a paradise for shopping and food lovers. Tourists seems also satisfied with regard to various events and programmes in the city, cleanliness, service professionalism and value for money in the city.

After getting UNESCO World heritage status to Capitol Complex, Chandigarh is witnessing increase in tourism. There is need to study the impact of this increase in conservation and sustainability of various heritage monuments and buildings in Chandigarh. There is need for protection and management of historic heritage. There is also need to investigate the model for sustainable development of this heritage.

**Conclusion**

Chandigarh is emerging as a perfect heritage destination offering very diverse experience to tourists. There is need to develop marketing Chandigarh tourism as a heritage destination. Visitor are having very good experience with regard to heritage tourism and related activities in Chandigarh. After UNESCO World heritage status to Capitol Complex, there has been increase in tourist for heritage travel and diverse experience. The marketing and promotion of heritage places of Chandigarh needs to recognise and respect their identified significance and the
visitor expectations. Providing an enjoyable and enriching experience for visitors is the goal of everyone involved in heritage tourism. There is need to understand the tourists’ motivations by tourism operators and heritage managers and planners for providing high quality visitor experiences.

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Incentive Travel: A Study of Customer Satisfaction of Leading Travel Companies in India

Dr. Vikramjit Singh & Dr. Amit Kumar

ABSTRACT

The meetings, incentive, conventions, and exhibitions (MICE) is one of the most important segments in the travel and tourism industry. In the United States alone, the economic impact of this industry is estimated at over $110 billion annually, with incentive travel responsible for approximately 5% of this total (CEIR, 2008). MICE tourism is a perfect way of combining business with pleasure. MICE tourism presents unique opportunities for business development, be it an informal conversation with old partners and meetings with prospective investors, customers and suppliers, information exchange or introduction to new technologies. The Meetings, Incentives, Conferences and Exhibitions (MICE) industry is extensively and rapidly growing and is largely associated with travel for business purpose. The MICE industry - a service industry combining trade, transportation, finance, and travel—has been active in Europe and America for over a century. Hotels, event venues, attractions, restaurants, and other service providers are dependent upon incentive travel for a significant portion of their revenues. Although incentive travel has been used as a management tool for decades, it is often not fully understood. Pizam and Holcomb (2008) define incentive travel as “travel provided to employees by companies in an effort to motivate them to increase/improve their performance”. In this era of cutthroat competition it is very important for incentive travel companies to understand the satisfaction level of their customers. The aim of present research paper is to study the customer satisfaction towards incentive travel of leading travel companies in India.

Keywords: Travel, Tourism, MICE, Incentive travel, hospitality industry etc.

Introduction

The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. Tourism in India has significant potential considering the rich cultural and historical heritage, variety in ecology, terrains and places of natural beauty spread across the country. Tourism is also a potentially large employment generator besides being a significant source of foreign exchange for the country. India is the cradle of the human race, the birthplace of human speech, the mother of history, the grandmother of legend and the great grandmother of tradition. Our most valuable and most instructive materials in the history of man are treasured up in India. For travelers, India offers a rich cornucopia of choice – snowy mountain peaks, sunny beaches, rainforests, tiger and lion sanctuaries, deserts dotted with exotic palaces, historical destinations, pilgrim destinations, from bustling cosmopolitan cities to tiny hamlets that seem frozen in time, India offers a heady blend of culture, history, tradition, hospitality, beauty coupled with modern amenities like deluxe and super deluxe hotels and resorts that would appeal to the business traveler. The Incredible India website says, “What makes India different from any other destination is the myriad of experiences that it offers. This is one land where the ancient and the modern co-exist. India has everything that a visitor wants to experience and offers people a complete holiday both physical and mental. This is perhaps the reason why we have so many repeat visitors”. It adds, “Amidst the countless ways that India can capture world attention as a tourist paradise, there also exists a dynamic business opportunity as a splendid venue for international conferences and conventions of no less than global standards. Sites, the exotic and mystical, excellent facilities of Biz and Bytes (Vol. 6. Issue: 2, 2015) E-ISSN:“
Tourism Spectrum

0976 0458, Print ISSN: 2320 897X 159 beach and adventure holidays which can be combined as pre and post conference tours. Enchanting India’s image as a conference destination is also projected through the chains of hotels, providing international standards in facilities and services, exclusive business hotels and exotic resorts, with meeting rooms of distinction, spacious convention facilities, modern business centres and a wide range of conference facilities.” Travelling to attend meetings is the primary reason for business travel. About twenty percent of all business trips are for the purpose of attending corporate meetings or conventions. The incentive travel market is one that can have a profound economic impact. The convention industry tends to attract high-spending visitors and those who make repeat visits to a destination. Researchers have suggested that MICE travellers tend to stay longer at a destination and spend more than the average traveller (Hunt, 1989). A trend that began to develop several years ago is that business travellers are mixing business with pleasure. Spouses and children are accompanying the business traveller domestically and internationally, and with the availability of resort activities this usually means the visitor will stay for one or two days longer, in the hope of developing a “mini-vacation.”

Incentive travel programs can be used in different ways. Some companies may use an incentive travel program to stimulate sales of their products or services through distributors; thus, the distributors are the recipients of the travel incentive, not direct employees. The other scenario is when a company uses an incentive travel program to reward, recognize, and motivate employees for meeting or exceeding specific goals set forth by the company. Incentive travel, very broadly defined, is the lure of a travel trip to motivate employees at work. Incentive travel has become increasingly popular with a lot of corporations in the last few years. So much so that it has become a huge market for the industry. In this Unit, we are going to discuss the evolution of Incentive travel and its various phases. The role of professional motivational houses in this regard has also been discussed. The Unit also takes into account the future of incentive travel and the form it might take after a few years. Incentive Magazine (October 1996) defined incentive travel as a global management tool that uses an exceptional travel experience to motivate and/or recognize participants for increased levels of performance in support of organizational goals. Society for Incentive Travel Executives (SITE) defines incentive travel as a modern management tool used to achieve extraordinary goals by participants or a travel prize upon attainment of their share of the uncommon goal. Meaning whereby that incentive travel is a reward programme which employees get after attaining certain targets. The corporations of North America started the phenomenon of incentive travel some years back. Trips to popular destinations such as Bermuda, the Caribbean, Mexico and even Europe were showcased for the employees as incentives for giving extra ordinary performance. Destinations within the United States such as Las Vegas and Hawaii were also utilized as attractions for incentive travel.

Review of Literature

This section on literature review is focused on various theories that are relevant to our study.

Jeffrey, Dickinson and Einarsson (2013) analyze actual practice in industry with respect to the use, choice, and effectiveness of four types of incentives, cash, prepaid cards, travel, and merchandise. They found that usage of cash and cards continue to increase but travel and merchandise are still frequently used.

Deborah Alcock and Igor Filatotchev (2010) examined the Executive Incentive Schemes in Initial Public Offerings: The Effects of Multiple-Agency Conflicts and Corporate Governance. They examine the factors affecting the implementation of equity-based incentive schemes in initial public offerings (IPOs). With a unique sample of U.K. IPO companies between the years 1998 and 2002, it shows that conditional (performance-related) incentive schemes are negatively associated with share ownership and board power of the IPO’s founding directors. However, the retained ownership of venture capital firms is positively associated with the probability of conditional incentive schemes. Board independence weakly effects on the toughness of executive compensation. They suggested a number of avenues for a future analysis of the governance development process in threshold firms.

Yancey (2010) investigate the Aligning the CEO’s Incentive Plan With Criteria That Drive Organizational Performance. They examined the top human resources executives at credit unions described their CEO compensation practices. The credit unions with CEO incentive plans enjoyed better financial health than did those without CEO incentive plans. The longer the CEO incentive plans had been in place, the better the credit unions’ financial health. The best credit unions were those that incorporated people metrics into their CEO incentive plans, but these made up a small minority.

Pauline J. Sheldon (2008) examines the phenomenon of incentive travel and gives insight into its use by major U.S. corporations. They study fortune 1000 companies and their use of incentives-especially incentive travel-is the basis of the paper and they found that travel is a common incentive tool used by 40% of the sample companies. They identified the Characteristics of incentive travel are discussed and differences between users and non-users of incentive travel. A large corporate which have strong presence in nationally and internationally have their own in house travel department are more likely to use incentive travel.
Jeffrey and Shaffer (2007) investigate the Motivational Properties of Tangible Incentives which are offered to Employers who spend considerable sums on noncash tangible incentives need to document their effectiveness and investigate the best means of delivery.

Zheng Xiang and Sandro Formica (2007) analyse the incentive travel industry with environment changes in tourism. It is important to understand how managers perceive environmental forces that are driving their decision making and strategy formulation. They use cognitive mapping techniques to represent and interpret incentive travel managers’ perceptions of their business environments and they suggest that managers are frustrated by the challenges and threats posed by the fast-changing environment in which they operate and find it increasingly difficult to identify business opportunities. They offer important implications for knowledge management and strategic management for incentive travel businesses.

Donoher, Reed and Susan (2007) examined the Incentive Alignment, Control, and the Issue of Misleading Financial Disclosures they raised concerns about the efficacy of incentive alignment and control systems. Among the firms that either did or did not restate misleading financial disclosures, both managerial equity ownership and contingent compensation were positively related to restatements when considered independently of other factors such as firm performance and board characteristics. When these variables were introduced, performance positively moderated the relationship between ownership and restatements, although contingent compensation was no longer significant. Finally, misleading disclosures were less prevalent in firms whose boards had high levels of business experience and long tenure.

Severt, Wang, Chen & Breiter (2007) examine the overall conference motivators and their importance in influencing the conference attendees’ decision-making. They say convenience of conference, education benefits, products and deals, networking & activities and opportunities.

Food management (2007) in one of their article investigates that to vow MICE customers there is a rising trend of convention center catering and points out five phenomena: sustainable cuisine, formal menu tastings, display cooking, smaller and more complete portions and full-service package solutions. Sustainable cuisine represents an eco-friendly cuisine made from organic produce. Formal menu tasting implies efforts to standardize the food making process and its tasting. Display cooking allows for interaction between food preparers and customers at their cooking stations. Furthermore, as a multiple course sit-down menu is replaced by three course meals, the food portions are getting smaller and yet are nutritionally complete. The last factor, the full service package solutions, demonstrates catering sales and operations directors are starting to serve as a single provider to help convention organizers understand their catering program.

Breiter & Milman (2006) identifies tangible & intangible elements of service that attendees encounter at tradeshows & rank their relative importance and to measure to what extent these service elements were delivered by the convention center. In research they find cleanliness of convention center, well maintained facility, helpfulness of guest services/ personnel, directional signage and availability of high quality lodging near the convention center are very important.

Tammie, Kristin and others (2006) examined the cost-effectiveness of a hospital incentive system for heart-related care, using a principal-agent model, where the insurer is the principal and hospitals are the agents.

Stephen and Jannifer (2006) explored the multiple employee incentive plans. Many employees are covered by merit pay plans as well as individual or group incentive programs such as gain sharing, profit sharing or other bonus plans. These plans are intended to facilitate organizational goal attainment and simultaneously to help employees reap the benefits of their efforts. While targeting specific organizational objectives and reinforcing employee behaviors, the combination of multiple incentive systems may have some unanticipated negative consequences. Careful design and implementation can increase the success of such programs.

Lee & Back (2005) in their studies found that satisfied delegates play an important role in the MICE industry in terms of bringing repeated business & promoting the meeting venue, as well as the whole destination, to others through positive word-of-mouth (WOM). Doing that could potentially increase attendance numbers. Attendance numbers are important for both meeting venues & host destinations as attendees bring operating income to host facilities, as well as direct & indirect economic impacts to host communities. Furthermore, as indicated by Lee & Back, increasing attendance is critical to associations because they depend

Robinson & Callan (2005) establish whether gaps exist between conference organizers & conference delegates’ needs when selecting & assessing the quality of a conference venue. They highlight competence, service providers, price/value, bedrooms, access, additional services, leisure facilities, location & image are important attributes which an attendees look for.

Jung (2005) identifies comprehensive determinants of exhibition service quality as perceived by attendees. The research further suggests contents, booth layout & function, exhibition & booth attractiveness are few things that a exhibition attendee look for.

Storms and Lossve (2004) address to who responds to incentives. that this is mainly the result of survey-specific characteristics such as length of the survey, invasion of privacy issues, and cognitive efforts needed to fill in the
questionnaire. Person-specific characteristics such as the level of individualistic attitudes and the age of the respondent also have an effect but less so than the survey-related issues.

Amer (2004) in their research found that creating and maintaining excitement throughout an entire conference is critical to satisfying conference attendees. Quality food functions are one method to create exciting and memorable events.

Hinkin & Tracey (2003) identify the physical & service-related characteristics of properties that may have an important impact on program & meeting effectiveness. They identified following attributes like security, staff, guest rooms, meeting rooms, food & beverage, convenience, public areas & recreational amenities

Wirtz and Chew (2002) examined the impact of incentives, tie-strength, and satisfaction on word of mouth behavior. Consumer deal proneness was investigated using a quasi-experimental design. They suggested that satisfied customers are a necessary but not sufficient condition for getting positive WOM, and that incentive may be an effective way to get satisfied customers to recommend a firm. Furthermore, incentive programs targeted at strong ties are likely to be more effective than those targeted at weak ties, provided customers are genuinely happy with the service provided.

Iommazzo (2002) in their study also verified the sensory environment provoked by food and drinks reinforces the uniqueness and memory of a guest's experience.

Hutson (2002) examines the shopping for incentives are taken as compensation and benefits professionals consider incentive packages, they should note an emerging market trend among employees as desire to be able to redeem rewards both online and off. That has demonstrated that employees want the ability to select personally relevant rewards. It also examined the “choice” preference on next level. When asked where they would be most likely to redeem a reward gift card, more than one third of incentive users said they would want to use the card in stores and online. Stored-value reward cards not only let recipients reward themselves how and when they want but also can play an essential role in creating good employee relations in a sluggish economy. The personally meaningful incentives can help downsizing companies stem the resignation temptation that often follows layoffs.

Miller and Whitford (2002) identified the trust and incentives in principle agent negotiations with special focus on insurance / incentives trade off. Experimental subjects were routinely able to achieve efficiency in agent effort levels without inefficient risk-sharing. These experimental outcomes, while anomalous from the standpoint of principal-agency theory, are quite consistent with other experimental data testing notions of trust-based implicit contracting. Such contracting within a hierarchy may allow an outcome preferred, by both principal and agent, to that deemed possible by principal-agency theory. If this is true, then the lessons to be learned from principal-agency theory are all the wrong ones. Concentrating on incentives can crowd out the very qualities in a relationship that make social efficiency possible.

Shinew and Backman (1995) explored the attractive options for travel incentives have trophy value which implies that they provide long-lasting positive reinforcement, an element that adds to their motivational value. They examine the comparable attractiveness of the most popular incentives and to determine the influence of social pressure and motivational effect of contests. They find the two ‘travel-type’ rewards received the highest attractiveness ratings and that the influence of social pressure on reward attractiveness was significant.

Riccia and Stephen (1992) examine the incentive travel industry which had unique fantasy travel and recreation experiences as rewards for employees who excel in productivity and sales. Incentive travel planners are involved in the complete process of employee motivation, advertising the incentive opportunity, planning and managing the the search result showed that there were154 theses with incentive travel as key word, 53 were entitled incentive travel but only 40 were concerning the study on domestic incentive travel. Through her lamination, she excluded introductory these is and propaganda of incentive travel and chose 29 theses to give an outline of. The current situation of incentive travel. All the heated discussion and hot issues mainly fell into two categories: First: the definition and features of incentive travel; for example: Wang (2007) held that incentive travel was not only an award to employees but more importantly an award to the company. It functioned as a modern management tool and special travel program. Gao & Liu (2006) assumed that incentive travel bore deeper and internal characteristic so fit own more than general features of regular travel. Second: the present situation and problem so incentive travel and the corresponding suggestions & solutions; Wang (2007) expounded incentive travel as the new mode to motive staff in modern enterprises In his view, incentive travel started late in China and companies didn’t truly understand the meaning of it. Zhang (2007) held forth his idea that the government should dismantle barriers and restrictions imposed on accounting system, tax revenue, and other public policies and regulations to elevate the development of incentive travel trip. They discussed the rapid rate of growth of the industry, definitions, characteristics and examples of incentive travel trips are discussed, primarily from a North American perspective. Potential problems with using recreation and travel as a reward are reviewed.
Hypothesis

1. Customers are not satisfied with the services offered to them during the Incentive tour.
2. Customers are not satisfied with the tour packages offered by the travel company.

Date Analysis

Analyzing meaningful results from the data collected is required to compile, analyze & interpret the raw data & formulate reasonable conclusions out of it. Analysis can be viewed as ordering, the breaking down into constituent parts & manipulating of data to obtain answers to research questions underlying the research projects. The outcomes of analysis are the findings that are closely related with its interpretation. In order to reach meaningful finding, percentage analysis is used for analyzing the data.

Interpretation

The demographic characteristics of the respondents are shown in Table 1. The dominant age group of the respondents (46%) was 25 to 35 years followed by 32% in the age group less than 25 years and 20% lies in the age group of 36 to 45 years, 2% was above 46% which made up the smallest group of the respondents. In the category of income level, 60% of the respondents were earn less the 25000 a month, 20% of the respondents were earn between 25000 – 35000 and more the 35000 per month. In terms of level of education, almost of the respondents (56%) had a graduates education; 40% of the respondents had a post graduate education, and 4% of the respondents had a secondary school education. The result shows the relatively high educational attainment of the respondents. As per the family size, 61% of the respondents were had family of four persons, followed by 22% family of six or more persons. Only 17% of the respondents had family of two persons. As per the gender distribution, 85% of the respondents were male and 15% of the respondents were female. On the basis of marital status, majority of the respondent (50%) were married as compared to unmarried who are 44%. Only 6% were other category. On the basis of Designation or Position in management, 56% of the respondents were from lower management, 22% of the respondents are from middle and higher management.

Table 1 : Demographic Characteristics of the Respondents (N=78)

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<td>Graduate</td>
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<td>85</td>
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<tr>
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</table>
Incentive Travel: A Study of Customer Satisfaction of Leading Travel Companies in India

Hypothesis 1: Customers are not satisfied with the services offered to them during the Incentive tour.

1.1 Customer Satisfaction with Incentive travel on Courteous welcome (in percentage)

60% of the respondents agreed that they had received the courteous welcome at the sales counter followed by the 24% of strongly agreed respondents. 12% were medium in their opinion about courteous welcome. None of the respondent was Disagreed and Strongly Disagreed. 4% were not responded.

1.2 Customer Satisfaction with Incentive travel on Tour information (in percentage)

It had been observed that 49% of the respondents were agreed that sales counter provide tour information to customers followed by 26% of the respondents were strongly agreed. 15% of the respondents were medium in their views and 4% of the respondents were disagreed. None of the respondent was Strongly Disagreed. 6% were not responded.

1.3 Customer Satisfaction with Incentive travel on Documentation services (in percentage)

The study indicates that 62% of the respondents were agreed that sales counter provide documentation services to travellers. 13% of the respondents were strongly agreed and medium with their opinion about documentation services. None of the respondent was Disagreed and Strongly Disagreed. 12.0% were not responded.

Table : 2

<table>
<thead>
<tr>
<th>Variables</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N %</td>
<td>N %</td>
<td>N %</td>
<td>N %</td>
<td>N %</td>
<td>N %</td>
<td></td>
</tr>
<tr>
<td>Courteous welcome</td>
<td>19 24</td>
<td>47 60</td>
<td>9 12</td>
<td>0 0</td>
<td>0 0</td>
<td>3 4</td>
<td>1.87 0.6</td>
</tr>
<tr>
<td>Tour information</td>
<td>20 26</td>
<td>38 49</td>
<td>12 15</td>
<td>3 4</td>
<td>0 0</td>
<td>5 6</td>
<td>1.97 0.78</td>
</tr>
<tr>
<td>Documentation services</td>
<td>10 13</td>
<td>49 62</td>
<td>10 13</td>
<td>0 0</td>
<td>0 0</td>
<td>9 12</td>
<td>2 0.54</td>
</tr>
</tbody>
</table>

Hypothesis 2: Customers are not satisfied with the tour packages offered by the travel company.

2.1 Customer Satisfaction with Incentive travel on Types of incentive travel packages (in percentage): It had been observed that 58% of the respondents were agreed on types of incentive travel packages they received and 11% of the respondents were strongly Agree. 11% of the respondents were medium in their opinion on types incentive travel packages. 4% of the respondents were disagreed on it. None of the respondent was Strongly Disagreed. 16% of the respondents were not responded.

2.2 Customer Satisfaction with Incentive travel on Group corporate tour (in percentage): It has been observed that 66% of the respondents were agreed on group corporate tour in which they received by company as incentive package and 18% of the respondents were strongly Agree. 6% of the respondents were medium in their opinion on group corporate tour. 4% of the respondents were disagreed on it. None of the respondent was Strongly Disagreed. 6% of the respondents were not responded.

2.3 Customer Satisfaction with Incentive travel on Hotel vouchers (in percentage): It has been observed that 69% of the respondents were agreed on hotel vouchers which they received by company as incentive package and 2% of the respondents were strongly Agree. 12% of the respondents were medium in their opinion on hotel vouchers. 4% of the respondents were disagreed on it. None of the respondent was Strongly Disagreed. 13% of the respondents were not responded.
2.4 Customer Satisfaction with Incentive travel on Airlines tickets (in percentage): It has been observed that 62% of the respondents were agreed on airlines tickets which they received by company as incentive package and 13% of the respondents were strongly Agree. 5% of the respondents were medium in their opinion on airlines tickets. 5% of the respondents were disagreed on it. None of the respondent was Strongly Disagreed. 15% of the respondents were not responded.

2.5 Customer Satisfaction with Incentive travel on Travel voucher (in percentage): It has been observed that 61% of the respondents were agreed on travel voucher which they received by company as incentive package and 4% of the respondents were strongly Agree. 13% of the respondents were medium in their opinion on travel voucher. 4% of the respondents were disagreed on it. None of the respondent was Strongly Disagreed. 18% of the respondents were not responded.

2.6 Customer Satisfaction with Incentive travel on Adventure trips (in percentage): It has been observed that 50% of the respondents were agreed on adventure trips which they received by company as incentive package and 22% of the respondents were strongly Agree. 11% of the respondents were medium in their opinion on adventure trips. 4% of the respondents were disagreed on it. None of the respondent was Strongly Disagreed. 13% of the respondents were not responded.

2.7 Customer Satisfaction with Incentive travel on Training and development programs (in percentage): It has been observed that 54% of the respondents were agreed on training and development programs which they received by company as incentive package and 13% of the respondents were strongly Agree. 18% of the respondents were medium in their opinion on training and development programs. 2% of the respondents were strongly disagreed on it. None of the respondent was disagreed. 13% of the respondents were not responded.

2.8 Customer Satisfaction with Incentive travel on Free Meal vouchers (in percentage): It has been observed that 47% of the respondents were agreed on free meal vouchers which they received by company as incentive package and 13% of the respondents were strongly Agree. 15% of the respondents were medium in their opinion on free meal vouchers. 3% of the respondents were disagreed and strongly disagreed. 19% of the respondents were not responded.

2.9 Customer Satisfaction with Incentive travel on Free pass for different events (in percentage): It has been observed that 54% of the respondents were agreed on free pass for different events which they received by company as incentive package and 12% of the respondents were strongly Agree. 18% of the respondents were medium in their opinion on free pass for different events. 4% and 2% of the respondents were disagreed and strongly disagreed respectively. 10% of the respondents were not responded.

Table : 3

<table>
<thead>
<tr>
<th>Types of incentive travel packages</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual family tour</td>
<td>9</td>
<td>11</td>
<td>45</td>
<td>58</td>
<td>9</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Group corporate tour</td>
<td>14</td>
<td>18</td>
<td>51</td>
<td>66</td>
<td>5</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Hotel vouchers</td>
<td>2</td>
<td>2</td>
<td>54</td>
<td>69</td>
<td>9</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Airlines tickets</td>
<td>10</td>
<td>13</td>
<td>48</td>
<td>62</td>
<td>4</td>
<td>5</td>
<td>12</td>
</tr>
<tr>
<td>Travel voucher</td>
<td>3</td>
<td>4</td>
<td>48</td>
<td>61</td>
<td>10</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>Adventure trips</td>
<td>17</td>
<td>22</td>
<td>39</td>
<td>50</td>
<td>9</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Training and development programs</td>
<td>10</td>
<td>13</td>
<td>42</td>
<td>54</td>
<td>14</td>
<td>18</td>
<td>10</td>
</tr>
<tr>
<td>Free Meal vouchers</td>
<td>10</td>
<td>13</td>
<td>37</td>
<td>47</td>
<td>12</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Free pass for different events</td>
<td>9</td>
<td>11</td>
<td>42</td>
<td>54</td>
<td>14</td>
<td>18</td>
<td>8</td>
</tr>
</tbody>
</table>

Conclusion and Suggestions

From the analysis it can be inferred about “The satisfaction level of various services offered to customer on Incentive tour, that majority of customer were highly satisfied with documentation services at the sales counter. When it comes to services on the tour, the customer highly satisfied with the services of local guide, special arrangements for senior/ VIP and needy. New innovation idea, itinerary planning,
coach service and flight services. When it comes to the post tour services, the customers were satisfied with feedback services and complaint handling. Hence, it can be inferred that the customer are partially satisfied with the services offered to them during the incentive travel. Further it can also be stated that “the satisfaction level with various incentive packages offered to customer of incentive tour by a travel company. The majority of customer were highly satisfied with free passes of different events, Travel voucher, Free meal vouchers and hotel voucher.

Following suggestions can be drawn from the study:

- It is suggested that The Incentive Travel Companies should improve the services at the sales counter and during tours.
- The Incentive Travel Companies should improve the Incentive Tours Packages.
- More Products/Services related to Incentive Travel should be developed
- Incentive Travel Companies should offer all inclusive packages to the customers.
- Incentive Travel Companies should plan a balanced Itinerary (They should get more relaxed time also)

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Corporate Governance and Destination Management

Deepa Shrivastava & Dr. Satish Kumar

ABSTRACT

Destination management organizations (DMOs) play a major role in managing destinations and in developing cooperation between destination players. The paper explains the concept of corporate governance. Paper highlights the need of corporate governance for the destination management. The elements of corporate governance have been discussed. The two prominent theories of corporate governance - agency theory and stakeholder theory have been explained. The applicability of the theory for destination management has been discussed. The theories can be applied for improving the effectiveness and productivity of the destination. The complexity of the destination and the involvement of diversified stakeholders make it a need to apply the mechanism of corporate governance.

Keywords: Agency Theory, Corporate Governance, Destination Management, Stakeholders Theory.

Introduction

The economic downturn and corporate scandals throughout the world has highlighted the importance of corporate governance. Hospitality companies are not untouched to the current crisis and governance meltdown. HVS Global Hospitality Services report it says that shareholders are demanding more accountability and transparency in the affair of the company and calling for the application of the corporate governance mechanism in the companies. The nature of tourism products ask for a broad involvement of destination stakeholders in the destination management organization’s (DMO) activities and makes destination governance, defined as the setting up and developing of rules and mechanisms for a business strategies by involving destination stakeholders.

Tourism organizations are the most important players in destination management. These are instrumental in destination management. They design and market packages according to the demands of tourist. Tourism has changed from the demand side and also from the supply side. The expectation of both customers i.e. the demand and of the local stakeholders i.e. the supply side has changed. Such changed requirements demand much greater variety of Offers, common responses and strategies from all players in the tourism sector. Standardization, changes in administration, better entrepreneurial competency of tourism firms have become a crucial and decisive factor. The packages booked by the tourist can be a combination of services which places more demand for professionalism from tourism organizations. Continuous innovation and development have become are part of a tourism manager’s repertoire, and represent major challenges:

• Professionalism in the fields related to technical skills, communication skills, and entrepreneurial skills.
• Strategic thinking
• Human resource development
• Collaboration or cross linking with other sectors. The complex set of organizations and their interdependency has to be taken into account.
• Innovation and implementation of new ideas.
• Interdependency between the players of the industry provides dynamism which needs to be addressed.
• Public Private Partnership is an important part of tourism industry and needs to be taken care.

Tourism industry in India is facing competition from multinational tourism companies who are more professionally managed and accepted by the customers as the major players. The quality of the product and the services is the outcome of the professionalism and better management of the companies. Tourist trust the companies which are better governed and managed. To build the trust, reputation of a company and to show how professionally the firm is managed a mechanism is required. Corporate
governance provides tools for the efficient and effective control and management of the organization, including the ability to measure its efficiency and implement certain structures and standards.

The elements of corporate governance can be analyzed and applied from the tourism point of view. The application of the concept of corporate governance in tourism can be identified due to the complexity and heterogeneous nature of the tourism products, diversified institutional structures, sharing of common goods and services by the locals and the tourists, environmental protection and community ownership. Hall in 2008 identified eight areas of public sector involvement in tourism, several of which also apply to tourist organizations: coordination, planning, legislation and regulation, entrepreneurship, stimulation, promotion, social tourism, and a broader role of public interests protection.

Corporate Governance

Good governance is the process, procedure and the code of conduct which helps to meet the needs of society along with the better utilization of available resources. Corporate governance is perhaps one of the most important differentiators of a business that has impact on the profitability, growth and even sustainability of business. Corporate governance is the process which is has to be inbuilt in organization’s culture. It is distilled from the values, policies and the ethics of the people running the business. Profitability of the corporation is the only objective but sustainability of the business in long run keeping intact the interest of all the stakeholders is corporate governance.

Finally, good corporate governance can remove mistrust between different stakeholders, reduce 1 costs and improve labor and social relationships and ensures environmental protection.

Governance addresses such questions as:

- Who is and what is related to a task
- Who is responsible for the direction and the boundary within which the direction is to be pursued
- Who makes decision
- Who is responsible for setting performance indicators
- Who is responsible to monitors process and evaluates results
- Who is accountable and to whom and for what.

Elements of Corporate Governance

Independence of directors

Independent directors are the directors who are not the owners or their family members or being appointed by their friends or relatives. Having non-executive independent directors reduces the chances of biased behavior or decisions by the directors. This reduces the conflict between the board and the management. It ensures that the decisions are taken in the interest of the company which can lead to the improvement in the performance of the company.

Separation of roles of CEO and Managing Director

Large companies can have CEO and Managing Director responsible for two different functions. The CEO can concentrate on strategic planning whereas Managing Director can look after the day to day operations. In case of small businesses other than company form of organizations the strategic planner of the business can be different from the owner-operator. It enables him or her to focus on the long-term, strategic business planning.

Succession Planning

Corporate governance provides the systematic planning for succession or for selling or buying of business. The consensus of all the stakeholders can be obtained when the business is managed and controlled ethically and transparency & accountability is ensured.

Standardized procedures and controls

Corporate governance ensures the use of standardized and reliable code of conduct for the managers. This gives confidence to the stakeholders. They show confidence in the company. This increases the market and brand value of the company. Such confidence allows the small business to survive in the market even if the owner is not present due to certain unavoidable reasons.

Performance Evaluation

Corporate governance ensures the evaluation of the performance of the company. The use of financial, marketing and operational indicators for controlling the affairs of the company provides the mechanisms for measuring the performance of the company. Comparisons can be done which provides valuable information for the planning and strategy formulation of the company.

Better HR policies

Transparency and accountability of the management ensures better renumeration, incentives and appraisal policies. When the management is in the hands of independent directors employees feel more confident on the HR related polices of the company.

Effective Leadership

As said by Carcello in 2009 the management is responsible for the designing and defining the corporate strategy of the corporation. It is required as the actions for the future has to been formulated. The management is also responsible for its actions to all the stakeholders of the company. Along with the administrative duties they also own responsibility to the third parties related to the company.
Effective Management

The day to day activities of the company are the tools to achieve long term goals of the company. Beiger (2002) emphasized the role of decisions taken in short term and medium term for the fulfillment of long term goals. The routine decisions decide the long term fate of the company.

Risk Management

Strategic Planning is not enough for the achievement of organizational goals. These decisions require controlling and monitoring also. The performance has to be measured and the decisions have to be controlled. The accountability and transparency in the operations ensure effective control mechanism in the company.

Corporate Governance for Destination Management and the theories of Corporate Governance

Stakeholders Theory

Destinations are the entities which have many connection and linkages with other business and the stakeholders are also diverse. Due to these linkages and interdependencies there is always the problem of coordination and control over the destinations. (Buhalis, 2000; Fesenmaier, 2001; Sainaghi, 2006).

Tourism is a complex system and it involves different stakeholders. Each of them has its own specific interests and not easily agrees to common decisions. They can be seen as the puzzle divided into pieces but every piece cannot fit all which can destroy tourist experience. Stakeholder theory begin with management and ethics. Freeman (1984) proposed the theory and suggested that the organization is recognized by its relationship with other groups and individuals.

Stakeholders approach requires identification of the interest and stakes of the stakeholders. This is done to understand and manage the process. As suggested by Freeman (2010) and Tkaczynski (2009) stakeholders should be divided into primary stakeholders and secondary stakeholders. Primary stakeholders are those who keep the organization going. The organization participation is must for the survival. Secondary stakeholders are the group who are directly influenced and affected or they influence or affect directly. But they are not necessary for the survival of the organization.

If the concept of Freeman is applied for tourism destination, an organization can be seen as a merger of relationship of different individuals and groups. The various players in tourism destination are the administrators, planners, construction companies, accommodation, shops, restaurants, travel agents and tour operators. Basically these players help the department and government in their efficient functioning (Geiæ, 2007).

These actors are “pieces of a puzzle” i.e. stakeholders of tourism destination, but same kind of importance must be appointed to each stakeholder so that key stakeholders can be identified. It is important to stress that they differ from stakeholder of a firm e.g. shareholders and employees are one of the stakeholders of a firm because tourism destination is on a higher level than a single firm. Stakeholder approach has been studied in various contexts related to destination management and marketing e.g. to explore the attitudes and perception of individual stakeholder groups, in building interorganisational linkages through marketing alliances or networks, in strengthening and formalising linkages (Tkaczynski, 2009).

Tourism destinations understand the increasing competition and the need to apply stakeholders approach in destination management. Various case studies have related stakeholder approach in tourism destination management (Byrd and Gustake, 2006; Wisansing, 2008; Munro, King and Polonsky, 2006; Marzano and Scott, 2005; Lewis, 2004; Timothy, 1999; Tkaczynski, Rundle-Thiele and Beaumont, 2008; Li, 2006).

D’Angella and Go (2009) gave a list of benefits by applying stakeholder approach: promotion activities organized by people with specific skills, economies of scale, synergies, high occupancy rate, lower seasonality, planning and organization of events in city, coherence among destination’s firms in terms of activities and involvement in the decision making process. Stakeholders approach can be beneficial for local residents also in the form of quality improvement, better job and ease in establishing business, increase in safety measures etc.

The application of stakeholders approach gives great possibilities if implemented but the approach has not been applied significantly. There can be qualitative and quantitative benefits of stakeholders approach which can contribute in increasing tourism supply and sustainable development.

Agency Theory

The conflict of interest between the stakeholders has gained the attention of many researchers. Jensen and Meckling in 1976 proposed a theory explaining the nature of conflict and how it can be resolved. The theory proposes that agency relationship arises due to the contract between principals (owners) and the agents (management). Separation between ownership and control is the foundation of the corporations.

To make managers act in the best interest of shareholders has been a major concern in the area of corporate governance (Allen and Gale, 2001). Agents may not always act in the best interest of shareholders when the control of a company is separate from its ownership. Simon Herbert in 1959 said that managers might tend to play it safe and will try to get acceptable level of growth as they are more
Tourism Spectrum

Concerned with their own existence than with maximising the value of the firm to its shareholders. But the expectation of the shareholders is that the agent will act in their best interest.

Characteristics of tourism organizations and destinations make the theory of agency suitable. Multiplicity of stakeholders, varied interests creates multiplicity of challenges. Conflict of interest between the shareholders is agency conflict. Protecting the public interests may not be necessarily equivalent to tourism interests. The development an area as a tourist destination is not necessarily equivalent to developing a local society. This contradiction between types of utility may cause agency conflicts. Agency theory states that in order to minimize agency costs and thereby protect shareholder interests the board should play a controlling role (Stiles & Tylor, 2001). The interrelated board roles should be identified along with the control role.

Conclusion

The management in hospitality sectors owns more responsibility towards the stakeholders. The complexity of the industry has increased the possibility of neglecting the interest of the shareholders. Changes in social and economic conditions, increasing regulations, collaborations and partnership, and involvement of multiple brands make it difficult for the management to fulfill their duties. The principle of the theory of corporate governance can be applied for the destination management which increases the productivity and profitability of the destinations.

References


Corporate Governance and Destination Management

Strategies for Sustainable Tourism Development in U.P.

Dr. Amit Kumar Singh & Dr. Mahendra Pal Singh

ABSTRACT

U.P. being the cradle of the great and oldest civilization of the country is always considered as heart & soul of the nation. It offers a palette of diverse experiences for the tourists. U.P. is one of the most favoured state for the tourist in India with a consistent ranking amongst the top states in terms of tourist arrivals. The tourism industry in U.P. has a significant contribution to the states economic growth. The contributions of tourism in employment generation both direct and indirect is of immense importance to the state. U.P. is endowed with a varied spectrum of tourism offerings. These ranges from wonders of the world (Taj Mahal) to unique cultural & religious hotspots like Varanasi, Braj and Awadh. The cuisine of U.P. is just as diverse as its geography. U.P. is also home to rich textiles, crafts, dance/drama & legacy of musicians adding to the exquisiteness of tourism offering in the state. Hence it is now pertinent to effectively market the existing tourism products/destinations of the state to create a unique identity on world tourism map. Tourists today are increasingly in search of unique tourism products & destinations.

In order to successful achievement of tourism development need a long term policy for tourism. Needs to focus on key issues of infrastructure gaps, planned development of tourism products, inclusions of dynamic ICT tools, encouraging entrepreneurship, skill development, marketing & Branding. The strategies envisaged to overcome the challenges in tourism sector in the state.

Key Words:- Entrepreneurship, Employment, Marketing & Branding.

Introduction

Tourism around the globle has taken a paradigm shift and the tourism industry now demands a refined frame work. Tourism in U.P. is closely associated with the local and rural communities. U.P. is the fourth largest state in India with an approximatre area of 2,40,928 sq km. U.P. is one of the most favoured state for tourists in India with a consistent ranking amongst the top states in terms of tourist arrivals. The tourism industry in U.P. has a significant contribution to the state’s economic growth. The contribution of tourism to employment generation both direct and indirect is immense importance to the state.

Tourism is a major social phenomenon of the modern society with numerous economic consequences. Its importance as an instrument for economic development and employment generation, tourism is one of the major vehicle for generating sustainable livelihood in identified as an important avenue for employment & income generation, foreign exchange earnings and at the same time having a multiplier effect on the economy.

Research Methodology:- The study is conducted through various primary & secondary data sources. The study area was visited and the information about the place was gathered by field survey.

Secondary data and information were gathered from U.P. tourism, Lucknow. Some of the information includes books, journals and other published reports.

Present Situations of Tourism in U.P.

Residents of U.P. may be cribbing about the state as to how corrupt or unsafe cities are. But opinions of foreign tourist differ as they will praise Taj for beauty, Varanasi for its peace, Lucknow for its multi cuisine culture. Foreigners love the cities of U.P. and that is why there has been an increase in the footfalls in 2106 replacing Delhi in third position. U.P. has the advantage of being in close proximity to Delhi and hence visitors who come to Delhi either leave for Rajasthan or U.P., Varanasi has always been a favorite destinations as the look for peace and tranquility. There are repeated visitors to the state due to the cultural diversity and rich heritage.
U.P. can boast itself to be a state with many tourists worthy spots in India. The state is not only important for the domestic tourist, it is also famed for being established on the world tourist map owing to the presence of the Taj Mahal in addition to heritage. U.P. attracts a lot of tourists for other purpose like religious purpose, historical purpose and its proximity to states like Rajasthan & Uttrakhand.

**Uniqueness of Uttar Pradesh:** U.P. is endowed with a varied spectrum of tourism offering:-

- U.P. is home to some very important Hindu Pilgrim Centres of India like Ram Janmbhoomi (Ayodhya), Krishna Janmbhoomi (Mathura), Baba Vishwanath (Varanasi) and Sangam (Allahabad) etc.
- U.P. is the only state which is abode of one of the wonders of the world, Taj Mahal.
- U.P. has a plethora of unique Wild Life especially in the Tarai region of Dudhwa National park, Suhailwa National Park which is endowed with unique Flora and Fauna.
- Some important destinations related to the life of Lord Buddha like Kapilvastu, Sarnath, Shravasti, Kausambi, Sankisa and Kushinagar.
- U.P. is also home to rich textiles crafts, dance/drama and legacy of musicians adding to the exquisiteness of tourism offering in the state.
- The cuisine of U.P. is just as diverse as its geography.

**Interrelationship between Tourism Stakeholders and Sustainable Tourism Development:**

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Expected Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tourist</strong></td>
<td>i) Aware of fragile environment &amp; impact of their actions.</td>
</tr>
<tr>
<td></td>
<td>ii) Responsive to needs of local people.</td>
</tr>
<tr>
<td><strong>Tourism Entrepreneurs</strong></td>
<td>i) Density of tourism balanced with environmental capacity.</td>
</tr>
<tr>
<td></td>
<td>ii) Minimum import of goods &amp; services into the tourism area.</td>
</tr>
<tr>
<td><strong>Local People</strong></td>
<td>i) Participation in decision making.</td>
</tr>
<tr>
<td></td>
<td>ii) Responsible attitude over protection of the resource base.</td>
</tr>
<tr>
<td></td>
<td>iii) Local Ownership.</td>
</tr>
<tr>
<td></td>
<td>iv) Economic benefits stays locally.</td>
</tr>
<tr>
<td><strong>Government</strong></td>
<td>i) Incorporate “Responsible Tourism” into tourism policy &amp; planning.</td>
</tr>
</tbody>
</table>

**Challenges faced by U.P. Tourism**

- Inadequate road, rail & air connectivity.
- Inadequate support infrastructure at the tourist destinations.
- Inadequate cleanliness at tourist destinations & surrounding including lack of clean public toilet.
- Inadequate availability of hotel rooms.
- Inadequate availability of skilled labour.
- Limited availability of hygienic & quality food outlets.
- Poor visitors management at sites especially religious destinations.
- Safety of Tourist.

**Development of New Tourist Destinations in U.P.:** New tourist destinations & new circuits shall be identified & presented to the tourist:

1. Braj Circuit (Mathura, Vrindavan & Agra)
2. Budelkhand Circuit (Jhansi, Lalitpur, Deogarh & Chitrakoot)
3. Vindhya Circuit (Areas near to Vindhyaachal & Sonbhadra)
4. Buddha Circuit (Sites connected with Lord Buddha)
5. Awadh Circuit (Lucknow, Ayodhya and Allahabad)
7. Mahabharata Circuit (Areas connected to the Mahabharata Era).
8. Ramayana Circuit (Areas connected to the Ramayana era).
9. Jain Circuit (Areas connected to the Jain faith).
10. Sufi Circuit (Prominent areas connected to the Safism).
vii) Craft, Cuisine and Cultural trails.  
Other than of this development of some Niche tourism products of U.P. for the tourist:- 
a) Eco tourism & Wildlife Tourism.  
b) Adventure Tourism. 
c) Sports Tourism.  
d) Cultural Tourism.  
e) Rural Tourism.  
f) MICE Tourism.  
g) Medical Tourism.  
h) Wellness Tourism

Strategies for Tourism Development in U.P.:-
For the promotion of tourism in U.P. needs some to follow some strategies that are:-
1. Tourism destination will be connected through advanced telecommunication facilities.  
2. Facilitate & Encourage local employment opportunities through development of alternate tourism segment.  
3. The water supply, sewage system, approach roads, parking facilities, sitting areas will be developed & strengthened.  
4. Uninterrupted electricity supply will be ensured at tourist destinations.  
5. Special attention will be given to development of alternate tourism, yoga, adventure tourism, rural tourism, tangible & intangible heritage & handicraft etc.  
6. Tourism will be focused in potential under developed areas, so that employment opportunities are created.  
7. Establishment of tourism research & exhibition council.  
8. To modernize the working system of tourism department preference will be given to e-communication and computerization.  
9. Facilitation for destination branding & market linkage support including to lucrative international markets.  
10. Digital marketing techniques shall be utilized to inform & educate tourists on the uniqueness of the tourist destinations & products thereby enhancing the state’s image & perception.

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A Comparison of Researchers Research on the Residents’ Perceptions Towards Social Impacts of Tourism

Anil Kumar & Surender Thakur

ABSTRACT

The purpose of this paper is to compare the different researchers’ study on resident’s perceptions about impacts of tourism. The main aim of this paper is to provide insight into the different methodology used by the researchers to identify the impact of tourism. This study identifies the positive and negative aspect of tourism perceived by local residents.

Design/Methodology: In this study the information is collected from the research of Pizam(1978), Belisle & Hoy (1980), Liu and Var(1986), Milman(1988), Leonard (2008) and Joe & Yu(2008). The data were collected for this study was secondary. The study was exploratory and followed by a comparison of studies done by different researchers.

Introduction

Pizam (1978) noted that most of the early studies related to impact of tourism focused upon the economic aspects of tourism and with the passage of time increasing attention has been given by maximum researchers to the social effects of tourism. The social impact of tourism changes in value systems, family interaction, moral/ethical conduct, individual behavior, collective lifestyles, shelter levels, artistic expressions, customary ceremonies, and community organizations (Fox 1977). Understanding the social impact of tourism on residents is an important aspect of tourism which helps to develop a good tourism planning to minimize social impacts. Instead of reviewing all the journal literature on host community perceptions of the social impacts of tourism, this review examines two of the earlier and more often quoted studies (Belisle and Hoy 1980; Pizam 1978) and four more recent studies (Liu and Var 1986; Milman and Pizam 1988; Joe and Yu 2008). The purpose of the review is to determine if there has been any development and progress in the quest to develop operational measures and a theory of the social attributes of tourism and to suggest areas requiring attention for future research. Reviewing the work of six published studies has obvious limitations for the current study in terms of comparison and observations drawn, but, most importantly the present study is an attempt to give a valuable insight regarding the research methodology to the scholars.

Objective

To compare the research work done by six famous authors to understand the Social Impacts of Tourism.

Fulfillment of objective: To fulfillment of above objective the researchers mainly focus on the six studies, focusing this review on a limited number of studies enables a more thorough comparison and review of social tourism impact on the residents. Moreover an analysis of the other studies (Allen, Long, Perdue and Kieselbach 1988; Boissevain 1979; Brougham and Butler 1981; Liu, Sheldon and Var 1987; Pearce 1980; Perdue, Long and Allen 1989; Rothman 1978; Sheldon and Var 1984; Thomason, Var, Kendall and Tarakcioglu 1985) reveal that the six studies which were selected for this review are generally indicative of the approach and methodology used in this area of research. In reviewing the findings of these six studies, it is evident that the social impacts, in particular, are not universal.

The summary of the research findings, above, provides a sound description and knowledge-base of host resident’s perceptions of tourism impacts. For any field of research to develop, it is important for future research to extend beyond the findings of existing research and contribute to a better conceptual and theoretical understanding of the problem. In order to examine whether the more recent research of Liu and Var (1986) and Milman and Pizam (1988) have been able to contribute to a better conceptual and theoretical understanding of the problem, a

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comparison of the six studies was undertaken. This comparison may also help identify any common problems associated with the approach and methodology used in these studies.

For the fulfillment of objective: The criteria used to compare the studies are categorized under the 21 categories. To understand the research process adopted all six authors, the above table has been divided into four sub parts:

Part1. Problem Formulation
Part2. Data Characteristics
Part3. Data Analysis
Part4. Conclusion

**Item Comparison**

Table 1.1: Problem Formulation: This table explains about the different criteria used by the author for problem formulation as given below:

<table>
<thead>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Problem Identification</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>2. Objective</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>3. Hypothesis</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>4. Theory</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes (social exchange theory)</td>
</tr>
<tr>
<td>5. Concept defined</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

After detail review of literature Joe and Yu (2008) support Social Exchange theory. This theory is about behavior which seeks to understand and predict the behavior of individuals in an interaction situation. Social exchange theory suggests that individuals will engage in exchanges if:

(1) The resulting rewards are valued,
(2) The exchange is likely to produce valued rewards
(3) Perceived costs do not exceed perceived rewards (A., 1992).

Table 1.2: Data Characteristics: This table explains about the different criteria used by the author for data characteristics as given below:

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>6. Location</td>
<td>Cape Town USA</td>
<td>Columbia, Santa Maria</td>
<td>USA, Hawai</td>
<td>USA, Florida</td>
<td>USA, Florida (Beach)</td>
<td>Taiwan, I-Lan</td>
</tr>
<tr>
<td>7. Study Area</td>
<td>Resort, Town area</td>
<td>Developing destination</td>
<td>Estab island destination</td>
<td>Estab tourist destination</td>
<td>Estab island destination</td>
<td>Developing cultural destination</td>
</tr>
<tr>
<td>8. Study design</td>
<td>Interview</td>
<td>Interview</td>
<td>Mail questionnaire</td>
<td>Telephone interview</td>
<td>Telephone survey</td>
<td>Questionnaire</td>
</tr>
<tr>
<td>9. Instrument used for the study</td>
<td>11-point likert scale questionnaire</td>
<td>7-point likert scale questionnaire</td>
<td>6-point likert scale questionnaire</td>
<td>5-point likert scale questionnaire</td>
<td>5-point likert scale questionnaire</td>
<td>5-point likert scale questionnaire</td>
</tr>
<tr>
<td>10. Sampling frame</td>
<td>Not defined</td>
<td>Not defined</td>
<td>Not defined</td>
<td>Defined</td>
<td>Defined</td>
<td>defined</td>
</tr>
<tr>
<td>11. Sampling Technique used</td>
<td>Not given</td>
<td>Stratified sampling used</td>
<td>Random sampling</td>
<td>Proportional stratified sampling</td>
<td>Systematic sampling</td>
<td>Not given</td>
</tr>
<tr>
<td>12. Sample size</td>
<td>Residents 1636</td>
<td>108</td>
<td>636</td>
<td>203</td>
<td>162</td>
<td>286</td>
</tr>
</tbody>
</table>
The sampling methodology used in the studies varied from author to author. The descriptions provided about the sampling plans were generally limited and the information provided would not allow the reader to make judgments about the appropriateness and adequacy of the sampling plan. The weakest aspect of the data characteristics would be that none of the studies reported any tests of the reliability and validity of the measures used in the survey instrument.

**Table 1.3: Data Analysis**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>17. Technique Used</td>
<td>Univariate analysis (Mean) std. deviation</td>
<td>Univariate analysis (Mean) (Chi-Square)</td>
<td>Univariate analysis (Mean) ANOVA</td>
<td>Univariate analysis (Mean) ANOVA, T-Test, factor analysis (varimax rotation)</td>
<td>Descriptive, Univariate analysis (Mean) Percentile</td>
<td>Descriptive, Univariate analysis (Mean), T-Test, Regression</td>
</tr>
<tr>
<td>18. Test of Hypothesis</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The use of statistical techniques to analyze the data varies from study to study and this makes comparisons between them very difficult. The techniques used in each study provide useful information about the techniques which have been used by the different researchers in future studies.

**Table 1.4: Conclusion**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>19. Conclusion with problem</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>20. Limitation of study</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>21. Implication for practitioners</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
Due to difference in location, sampling and analysis of different researchers, there is lack of comparability among the six studies, it is not possible for researchers to arrive at a common conclusion concerning about the social impacts of tourism and their measurement. However, some observations are drawn after comparative analysis of these all studies are as follow:

1: The all researchers were clearly the problem and also briefly explain state the objectives for their studies. Only Joe &Yu (2008) support the social exchange theory. Social exchange theory is atheoretical direction of the studies poses problems in developing a conceptual framework. So because of theoretical support, it becomes difficult for researchers to clarify the concepts. To measure the social attributes of tourism provides a difficult challenge for researchers. To solve this challenge, first, any research will have to have a conceptual and theoretical framework. In this regard, the relevance of social exchange theory seems to be applicable and valuable of further investigation.

2: More emphasis should be placed on longitudinal research of resident perceptions, especially over the various development phases of a destination area.

3: More attention should be given to the significant findings of research carried out to date (e.g., the intensity of tourism development and growth, the cultural and economic distance between host and tourist and the influence of economic dependency on tourism and attitudes toward tourism).

4: Reliability and validity measures used should be identified. Finally, the sampling methodology and sample size should be accurately identified and described. Researchers need to develop asome theoretical framework for the study which helps to develop a framework for the study.

**Practical Implications/ Value:** The different findings support the usefulness to understand the impacts of tourism. The comparison of the methodology of the various studies regarding the perception of residents towards social impacts gives valuable insights to the scholars, academicians regarding the perceived impacts of tourism on residents.

**References**


Conceptualization of Rural Tourism and Its Status in Himachal Pradesh

Dr. Amit Katoch, Dr. Prashant Gautam & Dr. Suman Sharma

ABSTRACT

The research paper gives an explanation of the rural tourism. It gives various definitions related to rural tourism as given in the literature. And also narrates the problems associated with defining rural tourism in global context. Based on the content analysis, a definition of rural tourism has also been given by the researcher. Apart from it, the paper also gives explanation of rural tourism in Himachal Pradesh.

Keywords: rural tourism, concept of rural tourism, rural tourism in Himachal Pradesh

Introduction

When, the tourism started it was seen as an eternal developmental means for the regions bestowed with natural and cultural possessions, but in the present days it is seen as a alternative option for the rural regions, which lacks significant wealth-producing resources (Chow, 1980; Fotiadis, 2009; Katoch, 2014). The present traveler of tourism wants to experience good quality of life and escape the busy routine resulted due to modernization, globalization and industrialization (Page & Connell, 2006). Over the years, the man has become very conscious w.r.t environment and seeks peace of soul, mind and body. And, this pursuit of man has resulted in development of alternative forms of tourism such as rural tourism, ecotourism, geotourism and myriad other forms of tourism (Katoch, 2014).

Rural tourism is a type of tourism which occurs in the countryside (Lane, 1994). It provides serene surroundings, typical village or rural appeal and opportunity to participate in outdoor activities in open spaces. According to lane (1994), the attributes of rural tourism are- that they are located in rural areas; based on small scale and traditional activities; rural in scale relating to small building & settlements; relies on traditional attibutes of countryside and has complex rural environments & several forms. Rural tourism constructs unusual appeal and tourists enjoy the remoteness & solitude; nature; environment; biodiversity; experience of local communities, culture and their way of life and freeness from urban life (Commission, 1995; Page & Getz, 1997).

But, apart, for being a rewarding experience for the tourist, it is equally a pleasing experience for the local community. It is related to native development through job creation; infrastructure development; culture restoration; environment protection and universal fraternity through promotion of understandings (Katoch, 2014). According to Hall and Jenkins (1998), the tourism flows in rural areas help in achieving diverse goals such as to maintain & create local incomes, help in building economic and social infrastructure, improve local amenities and further helps in protection of ecological and cultural resources. The review of literature of rural tourism clearly states that the aim of tourism in the rural areas is to provide opportunities for local community development. Local community development refers to benefits w.r.t economic, socio-cultural and ecological aspects. Though the development can have both negative & positive sides (Chow, 1980; Cooper et al., 2008).

There has been large number of studies on rural tourism which have focused on diverse aspects of rural tourism such as concept of rural tourism (Lane, 1994); marketing of rural tourism (Page & Getz, 1997; Sharpley & Sharpley, 1997; Roberts & Hall, 2004); management of rural tourism (Roberts & Hall, 2004); rural product (Luloff et al.,1994; Fleischer & Pizam, 1997; Edmonds, 1999; Sharpley, 2002; McDonald & Jolliffe, 2003; Iorio & Corsale, 2010); rural tourists (Kastenholz, 2005; Kastenholz, Cameiro, & Eusebio, 2006; Molera & Albadejo, 2007; Loureiro & Gonzalez, 2008; Rigg, 2014); Impacts of rural tourism (Chow, 1980; Cooper,
3. Distinction between rural & urban is blurring due to suburbanization, long commuting and second home development.

4. Altogether rural tourism is a multi-faceted activity based on diversity of attractions, tourism activity and agricultural base.

5. There exist great diversity in rural areas and further Tourism development and management may vary from one rural location to the other;

6. Not all forms of tourism occurring in rural level are strictly rural;

7. Historically tourism is a urban concept;

8. Though rural areas experience depopulation others are experiencing an inflow of people to retire or develop “non-traditional” businesses;

9. The concept of rural tourism is a new field, very complex and involves a lot of perspectives of the various stakeholders, agents etc (Frias and Polo, 2008; Hall, 2004; Lituchy and Rail, 2000; Roberts and Hall, 2001 & 2004; Simpson, 2008).

10. Rural Tourism needs extensive research and development as it is a new niche of tourism, which has arisen.

11. Need to understand the rural tourism market and the extent of commercial aspect involved with this concept.

12. The role and type of infrastructure, superstructures, accommodation and accessibility in rural tourism is a confusing aspect.

13. The rural tourism concept differs in developed, developing and poor countries.

14. The concept of rural tourism has to be sustainable, environmentally friendly and community oriented which makes its operation difficult (Cánoves et al., 2004; Goodwin, 1996; Hall and Brown, 2006; Mowforth and Munt, 1998; Reid, 2003; Swarbrooke, 1999; Simpson, 2008 & 2009).

The definition of rural tourism has been subject to many arguments in the various research articles & not reached a common agreement (Pearce 1989; Bramwell 1994; Komilis 1994). The rural tourism is a complex and multifaceted activity. It has its origins in farm & several other niches’ within a larger niche activity (Clemenson and Lane, 1997) (see Table 1.1).

Rural Tourism extends beyond Farm Tourism to include- "Special-interest nature holidays and ecotourism, walking, climbing and riding holidays, adventure, sport and health tourism, hunting and angling, educational travel, arts and heritage tourism, and in some areas, ethnic tourism (Lane, 1994). It has defined by various researchers in a number of ways. From the literature review it is clear that rural tourism is a tourism activity which occurs in rural areas, involve local community & sustainable in nature.
Table 1.1: Range of Tourism and Recreation Activities in the Countryside

(Adapted from Thibal, 1988; Hall, 1992; Lane, 1994b; Ceballos-Lascurian, 1996; Weaver & Fennell, 1997; Clifford, 2002; Du Rand & Health, 2006; Ritchie & Adair, 2004; Buckley, 2007; Jennings et al., 2007)

<table>
<thead>
<tr>
<th>Tourism</th>
<th>Cultural Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hiking (footpaths, fitness trails, nature parks); Horse riding; Touring in Gypsy Caravans, Wagons; Motorized touring (trail riding, all terrain, vehicles, motoring); Small Town/ Village Touring; ‘adventure’ holidays/ wilderness holidays; Cycling; Donkey riding; Cross country skiing.</td>
<td>Archaeology; Restoration sites; Rural heritage studies; Local industrial; Agricultural or craft enterprises. Museums; Courses in crafts; Artistic expression workshops; Folk groups; Cultural; gastronomic and other routes.</td>
</tr>
<tr>
<td><strong>Water Related Activities</strong></td>
<td><strong>Health related Activities</strong></td>
</tr>
<tr>
<td>Fishing; Swimming; River/ Canal Tourism (house boats, narrow boats, barges); Canoeing, Kayaking and (White water) rafting; Windsurfing; Speed boat racing; Sailing; Facilities of the ‘aqualand’ Type</td>
<td>Fitness training; Assault courses; Spas and health resorts.</td>
</tr>
<tr>
<td><strong>Aerial Activities</strong></td>
<td><strong>Passive Activities</strong></td>
</tr>
<tr>
<td>Light aircraft; Hang- gliding and micro-light Aircraft; Hot air balloons; Sporting activities</td>
<td>Relaxation holidays in a rural milieu; nature study in outdoor settings, including bird watching, Photography, Landscape appreciation.</td>
</tr>
<tr>
<td><strong>Sporting Activities/ Sport Tourism</strong></td>
<td><strong>‘Hallmark’ Events</strong></td>
</tr>
<tr>
<td>Requiring natural setting: Potholing, rock climbing, orienteering Requiring modified/ constructed settings: Tennis; Golf; Low –intensity downhill skiing, Hunting. (Clifford, 2002; Ritchie &amp; Adair, 2004; Buckley, 2007)</td>
<td>Rural sporting festivals, Agricultural shows</td>
</tr>
<tr>
<td>Ecotourism</td>
<td><strong>Business Related</strong></td>
</tr>
<tr>
<td>Ecotourism is a rural subset of the wider concept of sustainable tourism. e.g. enjoy nature and appreciate nature. (Ceballos-Lascurian, 1996)</td>
<td>Small – scale conventions/ conferences; Incentive tourism short- breaks</td>
</tr>
<tr>
<td><strong>Food and gastronomy</strong></td>
<td><strong>Nature Tourism</strong></td>
</tr>
<tr>
<td>Local cuisines and Dishes, wine etc. (Du Rand &amp; Health, 2006)</td>
<td>Related to environmental conservation and to local communities.</td>
</tr>
<tr>
<td><strong>Farm Holidays/ Agritourism</strong></td>
<td><strong>Focused approaches</strong></td>
</tr>
</tbody>
</table>

But none of the approaches gives a reasonable answer to rural tourism as given by Integrated Rural Tourism which takes into account integrated & interdisiplinary approach, role of stakeholders (actors); potential benefits and binary understandings of network characteristics which determine the success of tourism in rural areas.

In the literature following eleven elements were marked or highlighted as shown in Table 1.2.

Table 1.2: Eleven elements of rural tourism, highlighted in various definitions.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Elements in Definitions</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Type of Tourism</td>
<td>Tourism lies in between countryside tourism and agritourism; Culture is a key component, but agritourism, green, gastronomic, equestrian, hunting can be sub-sectors in the countryside (Participation in activities, traditions, lifestyles of their rural hosts.)</td>
</tr>
</tbody>
</table>

According to Saxena et al., (2007), a large number of approaches & models have been used to understand rural tourism such as *core peripheral approaches* (Selwyn 1996; Weaver 1998; Russo 2005 as quoted in Saxena et al 2007); *consumerist approaches* (Urry 1995; Hirsch 1978; Cloke & little 1997; Lash & Urry as quoted in Saxena et al 2007); *commercialization approach* (Cohen 1993); *existential approaches* (Tuner & Ash 1975; MacCannell 1989; Selwyn 1996; Robinson & Boniface 1999 as quoted in Saxena et al 2007); *dramaturgical or performative approaches* (Boorstin 1964; Goffman 1975; Feifer 1985; Crang 1998; Tulloch 1999; Ryan & Aicken 2005 as quoted in Saxena et al 2007); *economic approaches* (Ashworth & Goodall 1990; Tisdell 2000 as quoted in Saxena et al 2007); community focused approaches (MacCannell 1989; Lanquar 1990; Scheyvens 2002 as quoted in Saxena et al 2007) and *sustainability approaches* (Cater 1994; Wahab and Pigram 1997; Miller and Twining-Ward 2005 as quoted in Saxena et al 2007).

But none of the approaches gives a reasonable answer to rural tourism as given by Integrated Rural Tourism which takes into account integrated & interdisiplinary approach, role of stakeholders (actors); potential benefits and binary understandings of network characteristics which determine the success of tourism in rural areas.

In the literature following eleven elements were marked or highlighted as shown in Table 1.2.
| 2. | Dimensions | Economic, social & ecological development of local’s i.e. sustainable development. |
| 3. | Management | Planning & management of the various resources. |
| 4. | Involvement | Involvement of the local community. |
| 5. | Niche and marketing | Marketing initiatives should deepen people’s understanding & concern for countryside apart from attracting tourists. |
| 6. | Nature | Complex multi-faceted activity; Core (farm-stay; farm holiday; rural landscapes, rural cultures); Auxiliary (additional elements which are non-farm such as hospitality, foodservice, arts, crafts, tourist trail & outdoor activities); Augmented (government or regional programs to foster & support rural tourism). |
| 7. | Size | Rurality & all its components must be conserved; Small sized. |
| 8. | Non-Urban | Non-urban, Non-Industrial, Forest based; Peace & quiet; slower pace of life; fresh air; Non –urbanised; lots of space. |
| 9. | Integration (Network involvement) | IRT is constructed through social networks of exchange that are embedded, empowering & endogenous. |
| 10. | Small scale | Small scale of firms; Small establishments. |
| 11. | Enriching experience | Rural tourism is REAL (Rewarding, Enriches the spirit, Provides Adventure & learning). |

Based on content analysis of the various definitions given in literature, the generalized definition of rural tourism can be given as:

**Definition of Rural Tourism**

“Rural Tourism may be defined as tourism phenomenon which occurs in rural areas, involves complex multifaceted experience (farm & non-farm), multi-actor approach primarily to benefit local community and provide variable, individualized & enriching experience to the tourists through planning, management & sustainable development done at local level.”

**1.3 Rural tourism in Himachal Pradesh**

Rural tourism has got great prospects in Himachal Pradesh. Though the state is renowned throughout the globe for its natural beauty and is an established tourist destination for all reasons & all seasons. The state is too known for its culture, customs, traditions, festivities, folklowers, art & craft, ancient history and exhibits the unique rural blend of culture. The real culture of Himachal Pradesh dwells in the villages, whether it is Naggar famous for art &craft, Garli-Paragpur for heritage or Baroh for Gurukul culture. But, still there are many rural sites in Himachal which have great latent tourism potential. In order to augment tourism in these rural areas, Home stay scheme was launched in Himachal Pradesh in 2008, so that tourists were able to experience tourism in the rural areas. But in true spirit the scheme of rural tourism i.e. “HarGaon Ki Kahani” was launched in 2010 by Government of Himachal Pradesh. As such one village in every district was selected & fascinating tales, folklowers and anecdotes related to these countryside’s were used to entice tourists. This scheme endeavoured to develop villages of historical significance by providing basic amenities & a glimpse of the rural life in the mountain state (KMPG, 2012). The total outlay of Rs 20243.92 crore was declared for this purpose. As per the scheme Shamsher in Kullu, Salasi in Bilaspur, Bela in Hamirpur, Sangrah in Sirmour, Baggi in Mandi, Saho in Chamba, Nerti in Kangra, Udaipur in Lahaul&Spiti, Brua in Kinnaur, Baniya Devi in Solan, Hewan in Shimla and Nari in Una have been selected.

The 89.97 percent of the total population of the state lives in the villages (Census of India, 2011). Also, the economy of the state is largely dependent on farming, horticulture, forests, and hydropower. The state has got huge market for its art & handicraft. A large number of rural locations in the state still remain untapped & have huge potential. This clearly underlines the fact that the state has great prospects for rural tourism and certainly more benefits could be passed on to the rural populace. The rank of the state is 13, in terms of visiting tourists and rural tourism further offers great scope to improve this figure through sustainable development.

In Himachal Pradesh, tourism sector contributes about 7.2% to the state GDP, which is fairly noteworthy. Owing to the rich natural and cultural resources, the state has tremendous potential and scope for further growth in Tourism. In the year 2016-17, 5,273.01 lakh under state budget has been allocated to tourism in Himachal Pradesh. The government is also giving high priority to tourism industry and backing up infrastructure development in the state to facilitate tourism development. This comprises improvement in public utility services, transportation, communication, airports and other public amenities.
According to the economic survey of Himachal Pradesh (2015-16), there are 2,416 registered hotels with bed capacity of 67,097. Also, there are 662 Home stays in the state having 1,838 rooms (Economic Survey of Himachal Pradesh, 2015-16). The ADB has also funded 20 projects to the tune of US$ 95.16 million. Under it, tourism projects have also been sanctioned in the rural areas i.e. four clusters namely Dhameta, Kangra-Pragpur, Naina-Devi and Shimla to develop tourism related skills in the local community (Economic Survey of Himachal Pradesh, 2015-16). Due to all these positive developments, there has been great increase in the flow of tourists in Himachal Pradesh (See Table 1.3 & Table 1.4).

<table>
<thead>
<tr>
<th>S. No</th>
<th>Year</th>
<th>Indian</th>
<th>Foreigners</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2005</td>
<td>69.28</td>
<td>2.08</td>
<td>71.36</td>
</tr>
<tr>
<td>2.</td>
<td>2006</td>
<td>76.72</td>
<td>2.81</td>
<td>79.53</td>
</tr>
<tr>
<td>3.</td>
<td>2007</td>
<td>84.82</td>
<td>3.39</td>
<td>88.21</td>
</tr>
<tr>
<td>4.</td>
<td>2008</td>
<td>93.73</td>
<td>3.77</td>
<td>97.50</td>
</tr>
<tr>
<td>5.</td>
<td>2009</td>
<td>110.37</td>
<td>4.01</td>
<td>114.38</td>
</tr>
<tr>
<td>6.</td>
<td>2010</td>
<td>128.12</td>
<td>4.54</td>
<td>132.66</td>
</tr>
<tr>
<td>7.</td>
<td>2011</td>
<td>146.05</td>
<td>4.84</td>
<td>150.89</td>
</tr>
<tr>
<td>8.</td>
<td>2012</td>
<td>156.46</td>
<td>5.00</td>
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Source: Economic Survey of Himachal Pradesh 2015-16
(Economics & Statistics Department)

The proposed study was being done to do “conceptualization of rural tourism and its status in Himachal Pradesh.” Rural tourism is doing fairly well in the state. And it has got great potential owing to the rich
cultural (traditions, cuisines, festivities, folklories, art & craft, heritage) and the natural beauty which still remains untapped. It is also, one of the few activities, which can serve as a lifeline to the economic, social and ecological concerns of the rural areas. In the present time of globalization, capitalization, urbanization and economic restructuring the nations and various regions are struggling to redefine and erect their economies. Tourism is a good opportunity to provide socio-economic benefits to the rural areas; apart from maintaining the sustainability of the place. But at the same time the negative impacts of tourism (in terms of economic, social and ecological aspects) can also not be ignored. And this demands research, which helps us to understand tourism phenomenon holistically to prevent unwarranted optimism and excessive negativism among people.

**Conclusion**

The rural tourism focuses on sustainability and to develop and conserve the rural areas by developing tourism which has regard for local community. It focuses on its culture; minimizing negative impacts (economic, socio-cultural and ecological); enhancing local participation in plan making & decision making process; keeping check on visitor carrying capacities; employing selective marketing strategy; encouraging local businesses; maintaining quality of tourism product & enhancing customer satisfaction; supporting agriculture & rural economy and focuses on long term goals (Lane, 2005). The power of tourism can be used to pull rural regions in decline. And to provide employment, income and capital flows to material assist rural development. But rural tourism also has many challenges associated with it. The quality of tourism product, infrastructure, accessibility, skilled manpower, the involvement & support of local people, interest of investors too affect the rural destination. The challenges may further become complex owing to political and institutional hurdles especially in developing and less developed nations (Holland, Dixey, & Burian, 2003). All these aspects are also related with rural tourism in Himachal Pradesh. And, many of the rural locations such as Naggar, Pragpur doing fairly well. Still the scope is huge, just the need is to tap the potential and plug in the weaknesses through proper tourism management and involvement of the key stakeholders including the local community.

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Rama Trail on Its way to Development: Progress and Prospects

Dr. Anil Kumar Singh & Shruti Singh

ABSTRACT

The research article discusses some significant destinations associated with the Hindu epic Ramayana. The destinations discussed in the article are located within the geographical boundaries of district Dangs of South Gujarat, India. Modern district Dang in South Gujarat is the same place which was known as 'Dandkaranya' in the epic Ramayana; this was the place where Lord Rama with his brother came during his fourteen years exile in the forest. The places discussed are associated with the episodes of the epic Ramayana. The research aim was to find out the Government of Gujarat development progress for these destinations as these are among the most revered religious places by the local habitants of the Dang District. The objective of discussing this place is its strategic location from the tourism development viewpoint. The Dangs is the abode of natural beauty and diverse flora and fauna, which adds prominence to the present places. The scope of the research lies in the tourism development and value addition to the available tourism products, which would further enhance the overall tourism industry development in the State of Gujarat.

Keywords: Rama Trail, Shabari Dham, The Dangs, Gujarat Tourism, Religious Tourism, Recreational Tourism

Introduction

The vision of Gujarat Government as per its tourism policy 2015-2020; is to position Gujarat as a vibrant tourist destination with an emphasis on improving visitor experience, livelihood linkages, environmental concerns and enhancing investment opportunities, thus catapulting tourism as one of the most important economic drivers, leading to sustainable development and inclusive growth in the State. Over the last five year tourism plan, the growth in tourism inflow in the state has increased to a great extent as an after effect of the Branding of the Gujarat’s Tourism with its launch of Marketing Campaign “kushboo Gujarat ki”. The marketing effect was such that the major tourist inflow remain concentrated to few tourism hubs of the State, which were well showcased in the publicity brochures of Gujarat Tourism. Destinations like Somnath, Dwarka, Junagadh, Jamnagar, Rajkot, Kutch, Ahmedabad and Vadodara are the main tourist attractions in the State. All these were the result of the event based tourism organised at various places to showcase rich and vibrant culture of Gujarat. The new tourism policy now focusses to expand the tourist experience by introducing new tourism destinations as well as by adding more exciting and multi-faceted tourist recreation activities within the State. The mission is to unlock the immense untapped/under-tapped potential of tourism in the state so as to reap the benefits of infrastructural development and economic opportunities to the whole of Gujarat. Moreover, to preserve and upgrade environment; to develop tourism products and strengthen tourism infrastructure of such places which have tourism potential are still need to be either tapped or promoted. The Gujarat Government also aim to promote tourism for all segments of the society especially facilitating senior citizens, the differently-abled, homemakers, farmers and students by ensuring affordable accommodation and travel circuits. Thus, it becomes imperative to identify such tourism elements which would cater the demands and expectations of the prevailing market conditions. Identifying potential tourist destination and there comprehensive development becomes essential for promoting and branding of Gujarat as a leading tourist destination the world over. The Ministry of Tourism,

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Government of India has identified several tourist circuits and destinations to be developed on PPP model at various regions. Rama Trail, is one such project that is to be developed in the Dangs district of South Gujarat. Rama Trail and its associated attractions were the part of the Vibrant Gujarat 2015 upcoming projects which was sanctioned huge amount to upgrade and enhance its value on tourist map. The Rama Trail is the chain of four sites of religious significance associated with the episodes from the epic Ramayana and are revered by the residents by the nearby places in the region.

About Rama Trail

During 7th Vibrant Gujarat Summit 2015, Tourism Corporation of Gujarat limitedhad marked some sites for the purpose of development and expansion of tourism in the State. Rama Trail is one such projects of Religious tourism significance in the State, which attracts huge number of visitors within the region and outside the State boundaries of Gujarat. The trail comprises of four main sites of mythological importance and receives visitors and tourists from the neighbouring State of Maharashtra. These sites comprises of Shabari Dham, Pampa Sarovar, Anjani Gufa (Cave) and Anjani/Anjan Kund. Almost USD 2.03 million has been allocated for the upgradation of Shabari Dham; where USD 2.167 millions will be sanctioned for the upliftment of Anjan Kund and Pampa Sarovar on PPP model(Vibrant Gujarat Summit 2015). These four sites are located in the North East Dang district of Gujarat. Dang District is predominantly habited by the tribal community. The modern day Dangs is the ‘Dandkaranya’ in the Ramayana period. Shabari Dham proves this claim. The Dang District has plethora of natural beauty, dense forest, diverse flora and fauna; it is bounded in the North by Surat and Dhule district of Maharashtra State, in the east by Nasik district of Maharastra State and west by Valsad district. The Dangs lies on the Sahyadri hills, is entirely a thick forest area. The forest, indeed, is an emporium of innumerable varieties of vegetation, timber, wood and other medicinal herbs. Dangs forest belongs to the type: “South Indian tropical moist deciduous forests” (Gujarat Gazetteeer). Thus, the main occupation of the residents is associated with Agriculture and Bamboo industry. The Dangs folk songs are filled with the stories of Ram and Sita.

Profile of The Circuit

Shabari Dham It is a mythological place located in Subir Village of Subir block of Dang District. Subir village is situated on Chamak-Dungar hill on Ahwa-Navapur road. It is surrounded by Purna Wildlife Sanctuary in the North of the District. The Legend says that this was the place where Lord Ram alongwith his brother Lakshman during their search for Sita, met Mata Shabari, who was a devotee of him. Shabari was said to be waiting for Lord Rama to arrive on this hill top. Here, after sitting down to take rest, Rama and Lakshman were served with a fruit known as ‘ber’ by her. She was a woman from the Bhil Community which resided in the region. She offered the berries to Rama only after tasting each of them to ensure that they tasted sweet. At the site, there are three stones on which Lord Ram, his brother Lakshman and Shabari are said to have sat are still worshipped. A temple is constructed here in 2004. The temple is small, built simplistically, but the remarkable feature is the drawings depicted on the walls related to this particular episode. Main chamber of the temple has idols of Lord Rama, Lakshman and Shabari offering berries in a bowl. At the same place, in front of the three statues, are three stones laid down which are supposedly the seats where the three of them sat down to taste the berries. Shabari Kumbh Mela was organised here in January 2006 for the first time, though it was laid ban on it on account of resistance from the local tribal community.

Best Time to Visit

Monsoon and Post Monsoon season (June – November)

Accessibility

Road – No State Transport, Jeeps can be hired. Connecting road is Ahwa(HQ) – Navapur road. From Surat, public transport can be hired to reach Ahwa. Shabari Dham is 4kms from Subir.

Ahwa – Subir – Shabaridham 30kms/45mins
Saputara - Subir - Shabaridham 70km/90mins
Surat – Subir - Shabaridham 130kms/3hrs
Nearest Bus Station - Songadh
Nearest Rail - Songadh
Nearest Airport – Surat

Accommodation

Two Kathiawadi Restaurants
Forest Rest House (on Subir – Nawapur Road)
Maa Shabari Farm House and Resorts (behind the temple)

Nearby Attractions

Pampa Sarovar
Purna Wildlife Sanctuary
Mahal Campsite Ahwa
Girmal Falls
ShabariDham – 6km Ahwa - 30km (GJ SH 80)
Surat – 165km
Don – 43km (via GJ SH 14 or GJ SH 80)

Accommodation
Hotels are available at ShabariDham.

Nearby Attractions
- Purna Wildlife Sanctuary
- Mahal Campsite
- Ahwa
- Don hill station

Pampa Sarovar About 6 kms from ShabariDham Temple is the Pampa Lake near the village of Jarsol. It is a water source associated with a story of Lord Ram’s bathing. It is a fresh water lake on the banks of River Purna. Matang Rishi, the Guru of Shabari Mata, is said to have built his ashram near this lake. Ramayan mentions that Pampa Lake is situated on River Pushtharini. The followers strongly believe that Purna is the same river that was known as Pushtharini in the ancient times. This is the place which hosted 2006 ShabariKumbhMela.

Best Time to Visit Monsoon and Post-Monsoon Season (June – November)

Accessibility Public Transportation is not available. Distances from the major towns

ShabariDham – 6km Ahwa - 30km (GJ SH 80)
Surat – 165km
Don – 43km (via GJ SH 14 or GJ SH 80)
Anjani Gufa (Cave) The circuit goes like this Anjani Kund-Anjani Parvat-Anjani Cave. The Anjani Gufa (Cave) lies in the Anjani Parvat (mountain). Anjani Parvat is situated in a village near Ahwa which is associated with many mythological stories of Ramayana. The villagers of Dang district believe that Lord Hanuman was born in a cave of the Anjani mountain. The stories tells that Anjani Mata, mother of Lord Hanuman, did a penance on the Anjani Parvat. And as a result of the penance, she gave birth to Lord Hanuman in the cave located in the center of the Anjani Parvat. Hence, it is the birthplace of Lord Hanuman. The Don hill station lies behind the Anjani mountain.

**Best Time to Visit**
Monsoon and Post Monsoon Season (June – November)
During Hanuman Jayanti

**Accommodation** None of its own.
Nearest Stay at Ahwa and Saputara

**Accessibility**
No State transport buses are available. Private jeeps can be hired.
Nearest Bus Stand is Ahwa
Nearest Railway Station is Navsari
Nearest Airport is Surat

**Nearby Places**
Don Hill Station
Saputara Hill Station (45km from Anjani village)
Pandav Gufa

Anjani/Anjan Kund It is a small body of water near the AnjaniGufa. Legend has that in his childhood, Lord Hanuman took bath in this Kund and climbed the mountain and put upon a solar eclipse. During festivals like Diwali and Hanuman Jayanti, many devotees from Surat come over here. They stay and cook here, and enjoy ‘Dairo’ - a musical celebration during their stay. The site has a panoramic view being surrounded by Sahyadri hills from east, north and south. There is a temple of Anjani Mata and BalHanuman which is the holy place for the peoples of the Dang District. The Kund is one hour from the AnjaniGufa.

**Best Time to Visit**
Monsoon and Post Monsoon Season (June – November)
During Hanuman Jayanti

**Accommodation**
None of its own.
Nearest Stay at Ahwa and Saputara

**Accessibility**
No State transport buses are available. Private jeeps can be hired.

Nearest Bus Stand is Ahwa
Nearest Railway Station is Navsari
Nearest Airport is Surat

**Nearby Places**
Don Hill Station
Saputara Hill Station (45km from Anjani village)
Pandav Gufa
Tourism Spectrum

Progress - Development Assessment

Since the last ten years of tourism policy, the Government of Gujarat with its nodal agency Tourism Corporation of Gujarat Limited had understood the significance of both the tourism industry as well as the tourism potentials of the State. The role played by tourism in the development of the region, state or a country is widely known and well accepted. In this scenario, Gujarat had still to sprung up as a major tourism destination of the country despite its diverse natural, historical, architectural and cultural affluence. The Gujarat Tourism board through its policies has come up with a comprehensive plan, to project Gujarat as multi-interest tourism destination. Though the work for development is still in the pipeline. A lot effort still remains to be done for the coming years, to leverage Gujarat as a prime destination for all types of tourist, be it domestic or international. The ongoing project of Anjani Kund and upcoming projects of Shabari Dham has received huge amount of financial assistance from the Government of India. Thus, keeping in mind the period between the amount allocated for the development purpose of these sites and the policy period, the current development and upgradation has no doubt made the destination popular among the people of Gujarat; but they still need to catch the attention of the tourists and tour operators outside the boundaries of the State. hence, it is essential to understand the requirements of the prospective tourists in the future. A careful assessment of the above sites revails the following:

Shabari dham–The site of Shabari Dham is a forested area with teak and bamboo vegetation surrounding it. The Temple is the core site of the Dham, where all the development had taken place in past years. In the last few years, a commendable work of upgradation has been done at the temple premises to give it a face lift and to make it a prime location. The temple surroundings have been adroitly developed. Surroundings like, Parking space, Concrete road to the top, Neat pavements, Fountains, Lavish gardens.

Tourism Infrastructure

Connectivity: Connecting road from main towns to the Dham are quite good in condition. The issue lies with the
appropriate transport services. Local private jeeps need to be hired to travel to the site, with no public transport or specialised tourist buses along the route.

*Accommodation:* Since the region is under administration of the Forest Department, the permanent commercial structures are prohibited within the forest area. Apart from few Kathiawadi restaurants and Shabaridham Trust Resort and a Forest Rest House, there is no accommodation option to stay overnight. This restricts to only excursion trips to the region. This arise as one of the reason why tourists from far away places do not get attracted to the place.

*Safety and Security:* In the absense of any organised travel and travel facilities, safety and security comes in question. The Dangs is the tribal dominated region of the State and most of the places are under dense forest cover. Undefined routes, scarcity of proper direction boards and sign boards along the route, inefficient lighting, makes the travel difficult and the time spend over the site is of short duration.

**Pampa Sarovar**

The place seems worn out. Except for making some concrete steps and lookout points and rare signboards, no significant upgradation is done. Though, many tourists visit Pampa Lake, the location is overlooked by the tourism department. For food, as now, except from small shops, no restaurants or hotels are available in the area. No accommodation options too. Whatever accommodation is available is at Shabari Dham. Sign boards are well placed on the state highway for direction. Still basic infrastructure needs to be added to make the place more accessible by tourists.

To host huge influx of tourists especially at the time of celebrations such as Shabari Kumbh Mela, installation of basic amenities like Garbage Cans at appropriate places for waste management, Changing areas for the devotees. Arrangement of proper lighting near the Kund. Provision for snacks and meals with the use of modern green oriented technology without damaging the natural environment.
Anjani Gufa and Anjani Kund

The area surrounding the Anjani Gufa and Anjani Kund is surrounded by hills and is completely remote. Except for concrete connecting roads and few markings for the direction to the Kund, no other signage or direction boards could be seen. An entrance Gate has been built on the entrance of the Anjani village, pavement block and small rest dome, these three structures have been completed in the last two-three years with the help of crores of fund released for the development of the region. The temple at the Kund is even Surat funding.

Accommodation: Is the great issue, with no accommodation nearby except for Ahwa and Saputara hill station.

Prospects (Scope for Development)

There is a huge potential for this chain of mythological sites to be developed as one of the popular destination of Gujarat. It has a lot of unique attractions attached to it that may be listed down to make it apparent:

Strategic Location: The Dangs – Amidst dense forest cover, hilly terrain, best monsoon destination in the State. Rich tribal culture. Vicinity to other popular destination like Saputara hill Station, Don hill, Historical forts, waterfalls and other important touristic attractions.

Unique Selling Proposition: Its association with the epic Ramayana, tribal dance and music involves stories of Ram and Sita, Folktales associated with Ramayana episodes. Destination offers combination Culture, Religion and Natural Attraction.

The unique attractions attached to the prospective sites would not alone be sufficient to develop and project the tourist spots as the prime tourist destination of Gujarat. A comprehensive plan for development is needed. The areas of concern for its development and upgradation lies under following heads:

Beautification and Facelift: Pampa Sarovar and area around Anjani Kund needs a facelift, given due attention to least environmental damage and changes. Local residents agreement in any acquisition of Land is the foremost thing. Proper Signages and Boards are a must do. Proper arrangement for waste management is needed. For this, instead of using fibre garbage cans, local handmade bamboo baskets must be put to use. This would increase the sale of the bamboo articles and income level for the local tribes. This would also ensure their interest in the development work undertaken in their region. Similarly, Bamboos boundaries could be used to demarcate the pathways leading to the main site. For lighting, use of bamboo lamp sheds may be used, it will add both to the beautification as well as economic gain to the residents.

Accessibility: to make the place accessible hassle-free, mode of transport need to be introduced specialised to serve the tourists. Car and Bus service should be encouraged to provide commutation between the district headquarter, Ahwa to various sites. Driving training and language training could be arranged to the local residents who are aware of the routes and interiors of the region.

Accommodation: For strengthening longer stays in Dang and to attract tourists beyond the state boundaries, accommodation facility is needed both at the budget level and world class standards. High-end Hotels should be encouraged to set up their properties at Saputara, Don and Ahwa under PPP model.

Marketing and Publicity

To project and promote the destination, the tour operators must be encouraged Rama Trail in their itinerary and tour packages. They must encourage to showcase the Rama circuit – Shabari Dham-Pampa Sarovar-Anjan Gufa-Anjani Kund in their publicity brochures.

Since the best time to visit these places is during Monsoon season, several festivals such as Saputara Monsoon Festival
are celebrated. These site visit could be added as an additional attraction to the tourists visiting at that time. Moreover, small plays and folktales of tribals must be showcased during this period to diversify the tourist influx at various places of Dang. This would provide longer stays and more activities to do. Tribal songs and Dance performances at Shabari Dham and near Anjani Kund would provide additional entertainment to the tourists. Provided this, tourist visiting could be offered for shopping at small stalls of bamboo craft and other local handicraft items.

**Conclusion**

It could be derived that given the proper planning and effective blue print of the work to be done would lead in effective development of the places of tourist importance. The four sites under Rama trail has immense potential to be developed as a major attraction of South Gujarat. The important facets of development lies in creating basic civic infrastructure and giving thrust on developing tourism elements to promote sites in the tourist itinerary. Rama Trail, The Dangs is expected to become a landmark tourist circuit on account of its Unique Selling Proposition.

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Tourism Spectrum

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TOURISM SPECTRUM is a refereed social sciences international journal focusing on the academic and research perspectives of tourism and hospitality. While striving for a balance of theory and application, Tourism Spectrum seeks to develop theoretical constructs. To enrich the discipline of tourism, it encourages offerings from various disciplines; to serve as a forum through which the disciplines may interact; and thus to expand spectrum of knowledge and contribute to the literature on tourism social science. In this role, TOURISM SPECTRUM structures and is structured by the research efforts of a multidisciplinary community of scholars.

The Journal is published twice a year (September & March) and features manuscripts dealing with various aspects of contemporary tourism and hospitality issues. Emphasizing an integrated approach to tourism in terms of tourism being an inter-disciplinary field, the journal focuses on various aspects of tourism and hospitality on the local, regional and global levels.

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Important Timelines

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- The articles should be typed in double space, with margins on both sides with an approximate word length of 5000-7000 words including abstract and references.
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