The most recently established State in India, Uttarakhand has a total area of 53,483 sq.km. with an exceptional landscape of the highest scenic quality. Some 65 percent of the land area of the State is forest or forest reserve, coming under the control of the Forestry Department.

The State has a population of around 8.4 million with many small communities in scattered hilltop and valley settlements; infrastructure provisions such as water, power and telecommunication is generally adequate. However services such as sewage and solid waste are grossly inadequate.

Located approximately 250 km from New Delhi, Uttarakhand is easily reachable by road and rail service. However the travel time is very long for the distance. Transportation within the State is similarly impeded by long traveling hours by road and rail. Especially during the 3 month monsoon season from mid-June to approximately early September and during winter.

There are two airports and a number of airstrips located near the larger urban areas but none of these are presently serviced with scheduled flights.

Following the above, accessibility, connectivity, predictability and infrastructure services and utilities development combined, has constituted some of the most important sector are exist there:—

1. Tourism infrastructure and facilities; Natural and cultural environment conservation; Domestic and International Marketing; new resource based tourism products; unique selling points; diversification; Branding and image creation; human resource
development; initiatives to foster village and local community participation in tourism; public-private sector partnership; organization and management institutional improvement.

2. Tourism is one of the fastest growing industries of Uttarakhand. According to statistics the estimated volume of the tourist visits to Uttarakhand during 2006 were about 23.37 million visits by domestic tourist and 0.11 million visits by foreign tourist.

In the case of foreign tourist visits, the share of Uttarakhand has been declining consistently since 2002 except for marginal increase in 2005. The annual rate of growth of domestic tourist visits in Uttarakhand during the period 2001 to 2008 was 13.9 % as against 15% growth at the national level. The foreign tourist growth rate achieved Uttarakhand was 13.5% as against 18% growth at the national level. These estimates have the inherent problems of non-uniform coverage and aggregation of non-comparable sources. The State in fact, does not have a proper statistical system on tourism.

Tourism is already a major driver of economic growth and livelihood promotion in Uttarakhand. Its contribution to State Gross Domestic Product (SGDP) is about 4.4 and its share in employment is 2% according to estimated worked out by the consultants.

In recognition of the unlimited tourism potential of the state and its significance in the economic development process, the State Government has adopted a pragmatic policy frame work. The tourism policy of the state has
set a vision of placing Uttarakhand on the tourism map of the world as one of the leading tourist destination by developing its manifold tourist related resources. The policy is supported by a package of incentives and mechanisms for attracting private investment in the sector. There is, however, a significant gap between the perceptions of the industry and the Government. At least, a section of the industry holds the view that the Government procedures are not very transparent and lacks strategic planning and focus in tourism development. There is also no clearly defined responsibilities and partnership between the industry and the Government in achieving the common goal of tourism development. At the same time the industry is required to pay a number of taxes like entertainment tax, luxury tax, license fee river rafting and trekking, etc. These are acting as barriers to tourism development in the State through private sector participation.

Thus in order to develop tourism as a viable engine to promote sustainable livelihoods, a number of issues and problems will require to be addressed, namely:

1. Existing hill resort areas have developed in an unplanned fashion with the poor design, congested inadequate infrastructure and limited attractions.

2. Local road infrastructure, linking areas to National Highway from Delhi, is generally badly maintained. The upgrading of rail and air transport capacities will also need to be fulfilled.
3. The spiritual, cultural and natural heritage of Uttarakhand is exceptionally rich and varied. These assets should be incorporated into tourism zones and circuits incorporating and broadening the attraction of the area to visitors.

4. While the natural environment is protected by both Forestry and National Park Regulation and covers almost 70 percent of the area of the State, urban areas, villages and their fringes are poorly planned and protected.

5. Whereas there exist a plethora of different public and private Tourism, Hotel and Catering Training Institutes offering all sorts of diplomas and degrees. Tourism Training or rather the sort of Tourism training that is needed to foster next generation of the tourism as well as community based tourism in the state is still limited in Uttarakhand at least away from the large cities and towns.

6. The Institutional framework for tourism in the State should be reviewed in terms of linkages, procedures and operations between the National, State and Local level. Next generation tourism will operate in an extremely competitive market environment. It is therefore of paramount importance that the institutional framework, its operational and management methodologies and procedures
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are dynamic and foster partnership creation across all sorts of barriers between District, State, National, Public and Private Sector entities.

**Overall SWOT Analysis of Uttarakhand**

An overall SWOT analysis has been carried out to synthesis the key issue associated with tourism planning in Uttarakhand. In this order first the strengths of the tourism marketing of Uttarakhand are as follows:

**Strengths**

1. Unique mountain environment of Himalayan Ranges.
2. Exceptionally Invigorating geographical features (e.g. glaciers, mountain peaks, waterfalls, rapids).
3. Mountain villages and towns set amidst outstanding scenic beauty (e.g. Dharchula, Munsiyari, Bageshwa).
4. Good range of viewpoints mighty Himalayas comparing favourable with other Himalayan destinations (e.g. Binsar, Gwaldam, Chaukori).
5. A network of magnificent rivers (Ganges, Tamuna and its tributaries).
6. Beautiful lakes and streams
7. Winter Sports facilities at Auli
8. Fising and water sports facilities (Lohaghat, Kodyala)
9. Existing range of trekking paths and circuits (e.g. Bageshwar, Sankri, Gangotri, Govin Ghat, Dodital and Yamunotri, and Valley of Flowers).

10. Wide range of wildlife, including species of world-wide significance (tiger, leopard, bear etc.).

11. Selection of wildlife sanctuaries of world significance (e.g. Corbett Rajaji and Binsar National Parks).

12. Variety of landscapes (e.g. trans-Himalayan range, greater and lesser Himalayas and Bhabar belt).

13. Successful conservation regulations curbing encroachment of development into natural areas;

14. World class tourism assets and in some cases unique to attract a varied clientele;

15. Substantial funds allocated to annual marketing campaigns by the public sector;

16. Sites of significant cultural, historic and archaeological value;

17. Places of religious and spiritual significance, aligned with the geographical features (Char Dham Circuit, source of the Ganges, numerous ashrams and temples);

18. Well established spiritual products (Ashrams, Yoga centers, meditation retreats) for both domestic and the International market.
Weaknesses

The weaknesses of tourism marketing of Uttarakhand can be summarised in the following manner:

1. Many natural areas reflect man-made influences;
2. Lack of proper accessibility;
3. Almost all urban environments are very poor quality in terms of overall appearance, pollution/waste management, health/safety, urban design/congestion and do little justice to natural environment;
4. Little to no interpretation of the natural environment (major scenic landmarks, flora, fauna etc) in many natural areas and (e.g. at information centers and lodgings);
5. Little to awareness of potential and need of eco and nature tourism among many operators and Government agencies;
6. Strict conservation management laws hinders ecotourism and other developments notably also the establishment of facilities that would help to protect the environment such as refuse collection and disposal.
7. Little design quality in development of tourism facilities as exemplified at many Government Guest Houses;
8. Lack of coordination among Government agencies;
9. Lack of efficient public transportation;
10. Lack of traffic management towns and villages;
11. Lack of community understanding and participation in tourism in many areas;

12. Low environmental awareness among overall population, domestic tourists, resort owners and developers;

13. Little awareness of Uttarakhand as a tourism destination in the international market, or indeed as a major Himalayan destination;

14. With the exception of religious tourism, weak awareness of tourism opportunities that can be enjoyed by the domestic market;

15. The name change from Uttarakhal to Uttarakhand has resulted in a loss of previously built up awareness about the State, especially diluting the impact of national and international media campaigns carried out in 2006—this will be expensive to address;

16. Branding adopted by the State is inadequate the logo is not recognizable as representing Uttarakhand; the tag line with its religious connotation is geared towards the domestic market and is too close to that of Himachal Pradesh.

17. Competition from other States, in particular Himachal Pradesh and to lesser extent Kashmir and the North eastern State;

18. Other Himalayan countries on areas are better known in the international market such as Nepal, Bhutan and Tibet in China;

19. Lack of a marketing strategy for the State;
20. Scattergun approach to media advertising in expensive publications;
21. Mismatch between the perception of quality and comfort implied in the advertising and the reality of the facilities and services generally available, with the exception of a few locations;
22. Lack of coordination and dialogue between the different branches of the public sector involved in tourism promotion (the Tourism Department and its associated operational arms, the GMVN and the KMOV as well as the Forest Department and the International Food and Agriculture Development Organisation both as the Forest Department and the International both promoting ecotourism and the Ministry of Culture) and the private sector in terms of collaboration in marketing effort;
23. The public sector competes with the private sector in accommodation provision, tour operation and other tourism services through the GMVN and KMOV corporation;
24. Inconsistent and generally poor quality offered in accommodation run by the public sector bringing down the overall quality perception of tourism in the State;
25. Unfair competitive practice through the use public money to maintain and build public sector accommodation and other tourist facilities;
26. Monopoly enjoyed by the public sector in the advertising of its accommodation and other services in brochures and leaflets created by the Tourism Department;

27. No presence of the private sector in the collateral material distributed by the Tourism Department either through advertising or sponsorship;

28. Absence of an efficient statistical system for measurement of tourism demand and supply as well as economic and social impact.

29. Lack of market research to understand the profile of visitors, their perceptions, demands and satisfaction levels;

30. Weak Marketing Section in the Tourism department comprising just 3 part-time staff including one of the Joint-Directors;

31. The district tourist offices lack manpower;

32. The newly built Tourist Convenience Centres have attracted only very few young people to run them-most are unused;

33. Excessive travel time despite close proximity of towns and attractions due to sub-standard road infrastructure;

34. Poor rail services to Delhi (schedule, rolling stock, travel speed);

35. Poor electricity supply due to brown-outs and black-outs;

36. Poor telecommunications, notable Internet connections restricts hotels and guest houses from accepting credit cards and from establishing a state of the art reservation system.
Opportunities

The opportunities of tourism marketing of Uttarakhand are as follows:

1. Very large, overall carrying capacity given in the immensity of the natural environment;

2. Huge potential for nature tourism (notably ecotourism and adventure tourism) with opportunities for bird watching, nature tours, rafting, trekking, mountaineering, mountain biking;

3. Potential to tap the vast emerging market in ecotourism, responsible tourism and specialist niche markets such as trekking and bird watching worldwide;

4. Vast opportunities for nature and adventure tourism such as rafting;

5. Potentially large domestic market offers specific niche opportunities for ecotourism;

6. Pharmacopoeia of forests and traditional skills in well-being (e.g. yoga) provide opportunity for health and wellness;

7. Increasing international market, based on expatriate workers in Delhi and other major cities;

8. Some private sector experience in running quality tourism accommodation;

9. Relatively large rural population offers opportunities for local training and participation in tourism, with embryonic initiatives
having already taken place in ecotourism (e.g. Corbett and Binsar guides) as well as home stay villages (e.g. Kyari Village).

10. Potential future market for luxury second homes/holiday homes in many areas of the lesser Himalayas (e.g. Almora, Bageshwar Ridge and Garur);

11. International renewal of Ganges as a holy river and Himalayas as a natural attraction;

12. Increasing spending power and leisure aspirations of domestic market favours accessible tourist hotspots such as Nainital;

13. Hill stations at Almora, Nainital are Bageshwar, Mussoorie and Kausani offer a solid basis for developing quality resorts;

14. Planned development of domestic airports will boost week-end market from Delhi and other cities as well facilitate longer-haul high spending markets. Towns such as Bageshwar and Nainital should hence benefit;

15. Cluster of higher education facilities in Dehradun offers opportunities for advanced environmental center combining research, education and general conservation/ecotourism awareness among students and visitors;

16. Self-contained nature of valleys and limited accessibility should be conducive to create environmental management plans that encompass conservation, agriculture, tourism and village social development;
17. Cultural distinctiveness in dress, folklore and local products can promote village development if well presented, interpreted and subject to sensitive commercialization (e.g. Dharchula);

18. A lean and efficient market research unit can be established by engaging persons with high professional knowledge.

19. A marketing strategy can be formulated which will allocate resources and responsibilities in a well designed and precisely scheduled plan to ensure that appropriate tourists are targeted and encouraged to visit the State;

20. As the location of the source of Ganges, Uttarakhand can build a unique identity which will differentiate it from competing destinations; appropriate brands can be adopted and widely disseminated;

21. The international market can be made aware through well through out campaigns that a uniquely beautiful section of the Himalayas is located in Uttarakhand;

22. Domestic tourists can be made aware of the range of opportunities that can be enjoyed in the State;

23. Facilities and services can be upgraded to an appropriate level for the targeted markets.

24. Public institutions and the private sector can co-ordinate their marketing efforts and work in partnership;
25. GMVN and KMVN corporations can reassess their role in developing and supporting the tourism sector in the State and can provide services to the sector at their premises (i.e. tourist centers, interpretation centers for the area, training centers, reservation centers etc...) rather than compete by offering accommodation in areas where the private sector is well established.

26. Great potential for mountaineering and high-attitude trekking out of towns that can be reached by road (Gangotri, Munsiyari).

**Threats**

The threats of tourism marketing of Uttarakhand are as follows:—

1. Continued neglect or urban environments, basic amenities and overall cleanliness (e.g. food preparation) will alienate key markets of potential high spending international tourists;

2. Continued lack of understanding and application of ecotourism principles will fail to capture important nature based tourism;

3. Over-development at certain scenic or religious spots (e.g. Nainital and Gangotri) will breach local carrying capacities;

4. Over zealous conservation regulations in forest areas will hold back ecotourism development

5. Lack of effective management plants will alienate local population from conservation initiatives and continue to hamper co-ordination between key Government agencies;
6. Success of wildlife reserved will increase conflicts between certain species (elephants, leopards) and local villagers as pressures on habitats increase;

7. Additional traffic and pollution from cars and visitors will detract from amenity and lead to serious congestion in towns and villages, as well as increase safety hazards for villagers living alongside mountain roads;

8. Continued poor environmental awareness of general population and tourists on aspects such as littering will continue to damage environmental and tarnish its image;

9. Ill-conceived accommodation or other tourism development at sensitive sites will threaten attractiveness of existing small scale tourist attraction (e.g., planned dormitories at the entrance to Jageshwar);

10. Poorly conceived development and low awareness of landscape design will blight scenic areas;

11. Continued poor maintenance of roads will make accessibility a key constraint for improving quality and number of tourists;

12. Little to no participation of local people in tourism will lead to alienation, exploitation and/or social inequalities and continued neglect of the environment among villagers;
13. Gateway towns will continue to be uninspiring as promoters to the wider natural areas and will be bypassed by tourists;

14. High spending tourists will continue to opt for other destinations if improvements in quality of tourism products, sanitation and accessibility fail to materialize;

15. Global warming will continue to sharing glaciers and impair the natural wonderment of the high Himalayas, whilst causing increase flooding and imbalances in ecosystems further downstream;

16. Availability of drugs and lack of policing about this issue in certain areas of the State may attract undesirable visitors;

17. Continued competition and provision of poor quality facilities by the public sector as well as lack of quality control in the facilities offered by the private sector ill associate Uttarakhand with down market tourism;

18. Unfocused marketing campaigns will result in high expenditure with little return on investment;

19. Lack of coordination between different public sector bodies as well as the private sector will result in wasted effort, duplication of activities, mixed, inconsistent and possibly contradictory messages thus confusing and deterring potential visitors;
20. Implying high quality facilities in the advertising message without delivering the amenities and services will have a negative effect on the image of the State;

21. Establishment and/or upgrading of airports and helipads without improving access roads to these facilities will reduce their desired effects or enhancing access.

**Suggestions**

This chapter presents a number of suggestions. The suggestions are basically formulated sector by sector and follows the succession of sector strategies. For details on each of the suggestions and interventions of the action plans the following steps are to be taken into consideration.

**Environmental Planning and Ecotourism**

- Document policy support at all levels, record best practice and key issues and identify perceived weakness at all levels should be to assimilate and review all relevant national, state-wide, regional and local ecotourism initiatives:

- A state of the art interpretation centre as part of an overall regeneration of the Ramnagar as a gateway should be establish.

- To Identify priority areas for new tourism accommodation to the north and west of Corbett National Park and encourage private sector investment and Ecotourism home-stay boutique hotels around Corbett should be establish.
○ To Co-ordinate of activities with major stakeholders and establishment of mechanisms to increase funding of conservation stakeholder arrangements at Corbett National Park should be create.

○ Transport management plan for Askot sanctuary and feasibility study and promotion to attract sustainatile transport operators Green Shuttle Bus services and traffic-controlled access and park and ride facility in/around As kot sanctuary should be establish.

○ A state of the art facility and gauge private sector interest to participate in such as facility a state of The Art 'Edutainment' Environmental Interpretation Centre at Binsar should be create.

○ Expand youth camp development in the sanctuary as part of management plan youth Camps and more simple eco-lodge at Binsar should be develop.

○ A state of the art facility and gauge private sector interest to develop such as facility Ganga River Natural Museum In Gangotri should be establish.

○ Programme of environmental improvements in gateway towns of Dehradun and Nainilal and smaller towns and villages earmarked as having gateway functions. To cover solid waste, sewerage and sewage treatment, traffic management and control on dust emissions, environmental upgrading in key urban areas should be carry out.
Co-ordination with relevant environmental protection, social development and tourism agencies at international, national, state and local level to synergise planning and implementation programmes to associate with International and National Organizations should be develop.

To co-ordinate of key departments and set up of working office for the Heritage Trust a Permanent Uttarakhand Henlage Trust should be establish.

**Infrastructure Development**

- Infrastructure is essential for tourism but it also can stifle tourism. If the natural or urban environment is damaged by Insensitively built Infrastructure. These channels will allow the UTDB to be informed of and have a say in infrastructure projects to be built in the state. It also allows the UTDB to suggest where improvements of new infrastructure should be provided for this purpose channels between UTDB and Departments responsible of Infrastructure Development should be establish.

**Road Access to Uttarakhand**: A dedicated motorway, connecting Delhi, Haridwar and Dehradun is needed to speed up connections not only between Dehradun Hgridwar and Delhi but also the many Industrial areas that are being developed along this route.
Rail Access to Uttarakhand: A railway development strategy should be developed. Emphasis is to be placed on the connections to Haridwar, Rishikesh, Dehradun and Kathgodam.

Integrated Urban Traffic Management Plans: This plan is to organise the connections between public transport termini, tourism attractions and the city centres. Emphasis should be on pedestrian flow traffic safety and environmental upgrading. At least the following cities need to be covered. Dehradun, Rishikesh, Haridwar, Mussoorie, Gangotri, Nainital, Pantnagar and Kathgodam.

Air Traffic Management: No-fly zones and fixed-wing zones should be established and regulations put in place since the proliferation of air traffic (especially helicopter services) could have a detrimental effect on tourism if aircrafts are allowed to access sensitive sites such as the valley of flowers, Gaumukh or holy sites on the Char Dham route.

Waste Management Plans: Waste management plans must be established for major tourist destinations, notably those along the Char Dham route. Gangotri could be used as a case study.

Tourism Infrastructure and Asset Management System: Create a database to map all natural man-made tourism assets in the state including sightseeing spots, parks, trails, religious facilities, sports/outdoor areas, hotels, guesthouses, restaurants, etc.
Road maintenance assessment system: A geographic Information System (GIS) based facility should be created to monitor the state of the roads, to map the location of landslides and to record maintenance that was carried out. This system must feed into a road condition warning system that broadcasts traffic jams and road closures to the general public. Road safety must be improved and the system can be used to map dangerous sections and point of frequent accidents to allow for a more structured road improvement strategy.

East-West Connection: East-West connections must be established and a detailed traffic plan should be carried out to plan their alignment. These connections must be in line with planned tourist circuits, the development of domestic airports and the traffic management plans outlined earlier.

Marketing and Institutional

Restructuring UTDB: Creation of new divisions at UTDB to perform well-defined functions.

Establishing Tourism Zone Administration and Marketing Offices: Establishment in each zone of main offices at main urban centres and tourist hotspots; sub-offices as well as strategically placed kiosks and counters at areas of tourism importance to provide visitors with information and services.

Establishing a Public Sector Indepartmental Tourism Council: Designed to resolve policy concerns that need coordination and collaboration
of different agencies or departments, the council will meet on a quarterly basis and Management Unit will be empowered to implement its decision.

**Developing Public Sector/Private Sector Partnerships** : Creation of a forum which will meet on a regular basis and join the proposed Tourism Council and will debate issues of particular importance for both the private and the public sector requiring solutions as a matter of urgency.

**Developing a grading system by UTDB** : Creating of a quality assurances system to grade tourist facilities in the State following local criteria.

**Redefining the Role of GMVN and KMVN in the Tourism Sector** : An audit of all tourist facilities owned by the corporations; an analysis of the best use of the facilities; a feasibility study of different alternative uses; and the drawing up of a time scale to carry out the conversions.

**Facilitating Investment and Operation in the Tourism sector** : Establishment of a one-stop-shop system to facilitate investors; proactive investment promotion initiatives; resolution of the liquor licensing situation; review of the ‘Entertainment Tax.

**Creating an Independent Tourism Promotion Board** : The creation or separation from the UTDB of the marketing unit, which would report to a Board comprising a mix of public and private sector stakeholders and headed by a Chairman from the private sector; the commissioning of an agency or agencies to advise on tourism strategy as well as on marketing and promotional activities.
Collecting tourism data, 'market research and forecasting': The Market Research manager will work with the statistics department of the UTDB and ensure the data needs of the marketing unit. Much of the work can be outsourced to a specialist research agency.

**Branding Destination Uttarakhand**: A professional firm will be engaged to develop Uttarakhand's new tourism destination brand by carrying out branding research, developing a logo and tag line that will clearly differentiate Uttarakhand, and validating the selected brand in the market place.

**Target marketing and advertising strategy**: Consolidation of traditional products; strengthening of special interest products; building up of facilities and services, creating new products.

**Target marketing and advertising strategy**: Consolidating traditional and special interest product commercializing new products; opening new markets in the domestic mainstream.

**Target marketing and advertising strategy**: Offering a full range of products to a variety of markets; targeting mainstream international markets with well designed packages.

**Establishing the Uttarakhand tourism websites and e-marketing strategy by UTDB-Marketing Devison & Government IT Department**: Creating and maintaining a separate website to showcase tourism In Uttarakhand; building an online brand; pursuing an e-marketing strategy.
Developing a Sales Strategy: Creating a fully fund and scheduled strategic sales plan including compiling a database of potential partners and preparing a sales manual to inform prospective trade customers.

Establishing Tourist Information Centres: Establishing three level of TICs from information counters to main offices.

Formulating Promotion Strategy

The following actions are recommended:

- Advertising (media and e-marketing)
- Trade and consumer promotion activities
- Public relations
- Sales
- Trades fairs
- Production and distribution of collaterals

Human Resources Development

With the other factor there should be development of Human Resource Management. The following steps should be taken to improve HR Development.

- High Training of New guides
- High Refresher courses for guides
- High Refresher courses for porters
- High Training of porters
- High Training of hotel and restaurant staff
- High Refresher courses for existing staff
High Orientation for transporters
High F & B services
High Miscellaneous craft courses
High Training the trainer
High Two fellowships for policy makers
High Two fellowship for programme implementers
High Study tour for officers of governent and UTB
High to moderate other fellowships within India
High to moderate creation of awareness
High to moderate language skills
High to moderate counter staff for travel/tour agencies
Moderate tourism education in school syllabus
High highers allocation of funds under CBSP
High standardisation of Diploma/Degree course in tourism
High to moderate training of staff of KMVN and GMVN
Moderate training of staff of curios/emporia
Moderate training of wardens etc. of wildlife parks
Moderate training of providers of cultural entertainment
Moderate conference and convention management

Market Research and Economic Analysis
A small statistical cell consisting of professional statisticians in
the UTDB should be create.
There is a need to arrange orientation training by the Department of Tourism of the Central Government to the offices and staff involved in the collection, tabulation and maintenance of tourism statistics in Uttarakhand.

UTDB should create and maintain a data base of accommodation, travel agencies, tour operators, guides, etc. operating in the respective districts and update the same regularly by using the computer facilities by the Tourist Information Centres of UTDB. Also compile statistics of tourist visits.

UTDB should undertake periodical surveys of both domestic and foreign tourists for assessing the profiles, motivational factors, expenditure patterns and satisfaction levels.

State Government should organise cultural performance of artists in association with the tourism industry in major tourist centres to increase duration of stay of tourists.

State Government should examine the feasibility of producing small items like key chains, wooden carvings, metal works, etc. inscribing the pictures of holy places and temples and marketing them through tourism industry outlets.

State Government should establish souvenir shops and shopping arcades in major tourist centres and give adequate publicity through tourism industry.
State Government & UTDB should organize women in the form of Self-Help Groups to provide various tourist facilities and services to improve their livelihood through tourism.

State Government & Industry should strengthen the dialogue between the Government and the industry both though formal and informal mechanisms to iron out the differences in perceptions and develop mutual trust and confidence.

State Government should define the responsibilities of both the industry and the Government and build partnership in achieving the common goal of tourism development.

State Government should constitute a High Level Committee under the chairmanship of the Chief Secretary and members from the Central Government, State Government and industry for a comprehensive review of tourism taxation.

Other Suggestions

Above are the suggestions to improve the tourism marketing of Uttarakhand and the other suggestions are as follows:

Uttarakhand is indeed a unique destination of India with almost unlimited resources for all sorts of tourism. There are however a number of pre-conditions to be met before the full potential of the many unique resources can be utilized for both Domestic and International Tourism. The most important of these are:
- Improvement in accessibility by air, road and rail to Uttarakhand from other parts of India and abroad
- Improvement in connectivity within the state by air, road and rail where applicable
- Improvement in predictability in terms of both transportation time and what can be expected from the different tourism destinations and products
- Improvement in the selection and quality of accommodation facilities, food and beverage, entertainment and general service level for all standards and types of outlets
- Improvement in the education and training of public and private tourism industry workers and entrepreneurs of all sectors and rank at central, state and local community level
- General improvement of marketing and information material and interpretation at tourism locations
- Improvement in local community understanding of and participation in tourism and awareness of what it entails in terms of opportunities and threats.
- Improvement in urban and rural infrastructure, environmental services and utilities operation and management
- Improvement in basic sanitation, urban management and design quality in major towns, some of which could perform useful gateway functions
Improvement and simplification of the institutional framework for tourism administration and operation among others to foster greater cooperation between all stakeholders in the tourism industry.

Improvement in public-private cooperation and partnership in the state within all sectors of the tourism system.