CHAPTER -II
REVIEW OF LITERATURE

2.1 INTRODUCTION
The primary objective of reviewing previous and current literature is to understand the background of the study by undertaking intensive study. Review of literature is done for the basic purpose of cataloguing information and explaining as per the objectives of the study. This is an attempt to browse the published literature to create foundation of study for understanding and elucidating the works that have preceded the current study. It divulges hidden facts and figures which contribute greatly to prepare a base and theory of the present study. The review of literature reveals the root of the knowledge of the study for being undertaken in the present study. While looking into the related studies, researcher can be enlightened to set the objectives of the study and shall be able to find the issues, challenges, problems, prospects, remedial measures, etc. It is necessarily important in the social science research because previous studies are sources for enriching the research work. The existing bodies of knowledge help to throw light on the problem at hand and giving valuable insight on how best the study can be conducted with some of the limitations. The body of published literature serves as the theoretical and practical foundation for learning, understanding and developing a strong and deeper knowledge base. In nutshell, the literature review helps in the research design and the implications of findings.

For a detail analysis and elaborate discussions of the research study, a comprehensive and clear understanding of the phenomena of tourism industry and its issues related to the development of tourism resources is extremely essential and important. In this chapter, an attempt has been made through a literature review to understand the dynamic tourism systems and frameworks of tourism industry. The developmental issues, destination attractiveness, image, comparativeness and competitiveness as seen by experts have also been discussed in details.
Tourism is one of the biggest industries in the world, generating and supporting 195 million jobs globally. This is equivalent to 7.8 percent of world's total work force and it is forecasted to reach 250 million jobs in 2010 (Cooper, et al., 2005). Tourism has been quickly evolving from its first organized charter trips in the 1950's to today mass tourism. Traveling for pleasure (leisure, recreation holidays and visiting friends and relatives) is the most common form of traveling. Some people travel for sun, sand and sea while others are more interested in culture and sporting activities associated with the travel. When it was surveyed, people tend to list the following reasons for travel (Walker, 2004).

- To experience new and different surroundings
- To experience different cultures
- To rest and relax
- To visit friends and family
- To view, or participate in sporting /recreational activities

Traveling is likely to increase in the coming years. There are a number of factors that are suggesting an increase, such as (Walker, 2004).

- Long life spans- people live long and hand better health
- Flexible working hours- More flexibility working hours obviously gives more flexibility in traveling as well.
- Early retirement – If retiring with good pension at an early age one would have time and resources to travel
- Greater ease of travel- The increase in availability of different modes of travel also has a positive effect
- Tendency to take shorter and more frequent trips- People no longer want to spend all of their vacation at once or one place. Instead they take shorter vacations spread out over the year.
- Increase in standard of living – More and more people in developing like India and China can afford vacation.

However, there are so many different types of tourism as people tend to look for different experiences while traveling. Cooper, et al., (2005) define seven different types of tourists depending on what experience they look for and how common are they. The different types of tourists are explorer, elite, off beat, unusual, mass and charter. Today service and
quality of service is considered as the forefront of company's function to survive. Tourism companies have to give the customer as experience and just provide transport and a hotel in order to be competitive (Mossberg, 2003). The World Tourism and Travel Council (WTTC) in 2003 laid out a plan for how "New Tourism" is going look. This new tourism has three dimensions. The first dimension is the role of the governments which must recognize tourism as top priority. The next dimension is tourism business that must balance economics with environment, people and cultures. The third or final dimension is that tourism must develop partnerships to share in the pursuits of a long term growth and prosperity (Cooper et al., 2005). The growth of international tourism is forecasted to touch one billion by 2010 and 1.5 billion by 2020 (Walker, 2004). This is despite the fact that only 7 percent of world population is considered to have the possibility of international travel (Cooper et al., 2005). The major current trend of tourism is the so called experience based activities. The consumer wants to be more in focus and be able to affect what is happening. Examples are "enter-tainment that can create gastronomic experience for the customer, "Shopper- tainment" and "enter-tailing" that can create an extra experience on top of the regular experience (Mossberg, 2004). They are called as "info-tainment" and "edu-tainment" in the tourism business. The travel product is merged with education and entertainment to create a great experience for the customers. For the new tourists travel is not just about being at the destination, but about being at the destination for experiencing as traveling becomes the medium for personal fulfillment and identity (Cooper et al., 2005). The consumer decision process can be divided into four basic elements.

**Energizers of demand** – They are the forces of motivation that lead to a decision to visit to an attraction or to go on a holiday.

**Effectors of demand** – when consumer develops of an idea of a destination, product of organization by learning (internet), attitudes and associations from other sources of information such as promotion and information messages. The consumer's image and knowledge are affected by this and energizers are either heightened or dampened towards the decision making.
Roles and the decision making process- The important role is that of one family member who is normally involved in the final decisions about when, where and how the group will consume the tourist product.

Determinants of demand – They are in turn deciding the consumer decision making process. Even of motivation exists, the demand is filtered, restrained and channeled due to economic (disposable income), sociological group (reference groups, cultural values or psychological factors (perceptions, personality, attitudes).

2.2. TOURISM AS A DYNAMIC SYSTEM
Tourism is a dynamic and complex product that is processed and delivered by the intervention of related and interrelated providers of services. There are a large variety of heterogeneous products and services which are interlinked and complementary to each other. Tourism is an amalgam of products and services. Tourism products are intangible, perishable and heterogeneous in nature. A single agency cannot at all meet the needs and wants of tourists. It is a vibrant sector with the capacity of ample revenue generation for the benefits of the whole host community. In nutshell, business activities of tourism are unlimited. Both the macro and micro business environment of tourism are influenced by the systematic functioning of tourism system.

2.2.1. THE MEANING OF TOURISM
The World Tourism Organization’s definition of tourism in 1995 state that the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. The Tourism Society has also defined tourism in 1976 as tourism is the temporary short-term movement of people to destinations outside the places where they normally live and work, and activities during their stay at these destinations; it includes movement for all purposes, as well as day visits or excursions. The most intuitively logical definition is the one cited by Mathieson and Wall (1982) that tourism activity relates to: the temporary movement to destinations outside the normal home and workplace, the activities undertaken during the stay and the facilities created to cater for the needs of the tourist. Tourism has become an extremely dynamic system due to the globalization of trade and commerce, fast changing customer behaviour, development of transportation and
accommodation, basic sanitation and hygienic at the destinations and information
technologies that all strongly influence the industry in a big way.

2.2.2. THE COMPOSITION OF TOURISM INDUSTRY
Tourism is often interpreted in terms of being an invisible and service oriented industry. Tourism, however, is not a single industry in the conventional viewpoint. Tourism comprises a wide range of products and services whose limits for inclusion are very vast and extensive. From an economic and business perspective, an industry is defined as being a group of independent firms, all turning out the same product. It is clear that the focus of industry includes individual business establishments which are grouped together in a network for generation of revenue received by all the economic units through the production and sale of a common product.

2.2.3. THE MEANING OF SYSTEM
Systems perspective focuses on as to how coordination can be established among primary, secondary and tertiary actors in complex innovation situations without one group or individual imposing their views. The system's approach aims for a way of assessing and dealing with complex real world situations. It aims at achieving the performance of tasks of each actor or stakeholder as part of a whole and to help in achieving a common goal. This approach is a practical means of studying the interconnectivity and existing linkages of providers of services and looking at composite inter-related issues and events from a holistic perspective. This holistic approach provides opportunity for a synergetic interaction of individual competence of inter-related actors in an area of common interest.

What is really essential to study tourism a system's approach? A system is a set of interconnected groups harmonized to form a combined objective and strive towards the accomplishment. It integrates another approach into comprehensive method dealing with both micro and macro issues in the tourism industry system. It can examine the tourist firm's competitive environment, its market and pricing structure, its outcome and its linkages with other institutions. It also emphasizes on the tourists and the interaction of the tourism intermediaries with the tourists. Furthermore, tourism system takes a macro
point of view and closely examines the entire tourism system of a country, state, or area. This makes an attempt to find out the feasibility as to how it operates within and related to other systems such as legal, political, economic and social systems.

From a structural approach, a destination can be seen as a system composed by a number of elements which share some kind of relationship in order to achieve common objectives. The system develops by taking external and internal inputs into the process. It may be considered a complex adaptive system. A tourism destination comprises a number of elements like the tourism operators, the support structures, public and private organizations and associations etc. McKercher’s (1999) model describes the following groups of components:

- Tourists & communication sectors linking tourists to the destination (both real and virtual)
- Local destination stakeholders; & tourism-related and non-tourism-related externalities.
- External tourism agencies and outputs from the system.

2.2.4. ESSENTIAL ELEMENTS OF TOURISM ACTIVITY
Tourism arises out of a movement of people to and their stay in various destinations. There are two elements in tourism one is the journey to the destination and other is the stay at the destination that includes diverse activities undertaken there by the tourists. The journey and the stay take place outside the normal place of residence and work, thus it gives rise to activities which are different from the resident and working populations of the places through and in which travel and stay. The movement to destinations is temporary and short term in nature. The basic intention is to return home within a few days, weeks or months. The period of stays is limited and return is definite. Destinations are visited for the purposes other than indulging in permanent residence or employment activities.

Tourism definitions intend to dwell on the demand side of tourism activity rather than the supply side. It may be inferred that it is certainly difficult to distinguish which type of tourism related industries are catering tourists only and which are serving local residents and other markets along with the tourists. This makes defining the supply side of the
system relatively hard. It is much easier to ponder over the demand side where those participating service providers in tourism can be identified more easily. These models incorporate elements of demand and supply which and when brought together by intermediaries, result in tourism activity. Many researchers have attempted to construct models of the tourism system. A handful of these systems are illustrated below.

2.3. TOURISM AS A SYSTEM

Tourism can not only be called as an industry or even a conglomerate of different business sectors in the narrow sense but also in the broader sense as a full-fledged system that is managed by both the public and private sector enterprises. It is a service industry connected with most other sectors of the economy like the host community at both the broad and local levels, government through policy, planning, infrastructure development and the biophysical environment. The tourism industry functions with the support of the host community as workforce, the government as regulatory body and tourism intermediaries as service providers. It is necessary to find out tourism's multiplicity of backward and forward linkages that extend from the highly localized to the wider background taking on local, regional, national and international levels in areas such as the economic, the social, the cultural, the political or governmental and the environmental.

As Gunn & Var (2002) point out in their research works that every part of tourism is directly and indirectly related to every other part and some of the parts are often invisible to others within the periphery of the system.

2.3.1. LEIPER'S TOURISM SYSTEM MODEL

The Leiper's model suggests a simple three-fold approach that comprises generating region, transit region and destination region. This is an attractive and discerning model which can be adopted as a practical model for identifying the demand at respective regions. This model includes the Traveler Generating Regions (TGR), the Transit Routes (TR) and the Tourist Destination Regions (TDR) which are influenced under the diverse environments. Tourism growth in a specific destination cannot be comprehensively measured unless the other regions, TGRs and TRs, as well as the environments influencing in each region are taken into analysis. The Leiper's (1981) model of tourism system is given in Figure-1.
Tourism system is divided into three geographical components, the general focus remains on the environments of the system and how these affect tourism and at the same time how tourism affects the environments at each geographical component. The model has certain specific functions that all these regions are included in the analysis of the impacts. The environmental impacts should not only be considered to measure the growth of a destination, but also the environments should be analyzed comprehensively for each of the regions to fully assess the growth of destination (Leiper, N. (1995)).

2.3.2. MURPHY’S PSYCHOLOGICAL FACTORS MODEL

The Murphy’s psychological factors influence demand (motivations, perceptions and expectations) and how these determinants of demand are linked by the travel intermediaries (i.e. travel agencies and tour operators) in the market place to the supply of tourist facilities. The Murphy’s tourism system model can generally be used for the purpose of analyzing the demand and supply for the travel product and the involvement of travel agencies and tour operators in catering to the demand as key suppliers. The Murphy’s model can be used for analyzing the demand and supply of the tourism products and more particularly the role of the suppliers is very significant as they create
capital and resources to meet the demands. The tourism intermediaries also conduct the organized tour packages for the purpose of offering unique experience to the tourists. This model will be much useful for the tourism intermediaries to measure the magnitude of demand and accordingly they will work out strategies to meet the demands.

The model can be used for specific purposes for example Destination Marketing Organizations (DMO), Governments and tourism intermediaries assess demands in terms of motivations, perceptions and expectations and can taken combined efforts to create facilities, accessibility and infrastructure to enhance the competitive advantage of the tourism products in the destinations can take the advantage of the model. The model is of much explicit use for travel intermediaries because they can better analyze the size of the market demand and supply.

2.3.3. GUNN’S EXTERNAL ENVIRONMENT MODEL

Gunn (1979) has developed a model which reflects the influence of the external environment and the two-way relationships between the various elements of the system. The tourism system model of Gunn is presented in figure-3. By acknowledging the mutual influence that certain elements have on each other, Gunn is emphasizing the interdependency and importance of various facets of the tourism system. The Gunn’s tourism system model that states about the much influence of external environment on the functioning of the tourism system. The model includes attractions, transportation, information and services which influence the tourist motivations. Whilst the external environment that embraces political, economic, physical, natural and cultural factors has much influence on the total functioning of the tourism system directly. The external environmental factors have much control on the tourism system and they are the significant players in making the tourism system dynamic. In turn, tourists can be negatively affected at the destinations.

In essence, the system has certain general uses like the model will give proper guidance to the tourism intermediaries and Governments about various external environmental factors and how they determine the running of the tourism system. The model, on the other hand, can be used for specific purposes such as each service providers can be
guided by the external environments and evolve suitable plan and programmes to deal with the influence of external environments. Tourists in general can get plenty of knowledge from this model that can better guide them to plan the holidays.

2.3.4. MILL AND MORRISON'S CONSUMER BEHAVIOUR MODEL

This Mill and Morrison's consumer behaviour model is cyclical in nature. The model suggests that each element of the tourism system reinforces and influences the next. According to Mill and Morrison, the key components of the system are the market, travel, the destination and marketing. To look at this in more detail, market demand is determined by a number of internal and external influences which affect the purchase of travel. This, in turn, influences the travel element of the tourism system since the demand for a product encourages the development of transportation networks to meet this demand. This in turn influences the type, nature and level of supply of tourist infrastructure and facilities at a destination. This sequentially influences the marketing strategy for a destination and the market segments. The way in which a destination markets itself and communicates its product-offering to its market can stimulate the level and type of consumer demand, which is influenced by a number of internal and external factors.

The model can have certain general uses like total demand of the market can be studied by taking into account the external and internal factors. The model can specifically be used by the tourism promotional agencies and travel intermediaries (tour operators & travel agents) for evaluating the various levels of buying behaviours of tourists. More specifically, the model can guide the destination development and promotion agencies to undertake research and development for the tourism industry.

This model can better be adopted by the tour operators, travel agents, hotels, resort companies, transport operators, entertainment agencies, etc as a framework to evaluate the travel purchases of tourists. Accordingly, they can implement marketing strategies to position the product in the market. This model, in brief, explains about the stages through which tourism intermediaries can reach in the market place comfortably. In essence, this
approach reflects a market-oriented view of the tourism system where the determining factor is consumer behaviour.

2.3.5. WESTLAKE'S TRANSPORT & COMMUNICATION MODEL

The model proposed by Westlake in 1985 explains about the dominant roles of transport in establishing linkage between demand and supply of tourism services. Westlake also focuses on the importance of the communication process between market and destination. In addition, the model highlights that the importance of planning and development strategies at the destination is to minimize the impact of tourism and maximize the positive significance of tourism activity. Westlake also links the effectiveness of planning and development policies to market. The destinations which effectively plan for tourism will be more likely to sustain demand and retain market share than those which neglect the sustainable planning and development of destinations.

The model has reflected on the significant roles of the transport and communication as a mediator between origin countries and destination countries. This model can be used for the common purpose of marketing the tourism product by identifying the demand and supply for transport and communication facilities at the destination area. The impact can also be used for exclusive purpose of evaluating the positive and negative impact of tourism development. The model can be used particularly for the tourism planning and development as it suggests that transport is the most important factor that establishes links between origin countries of the tourists and destination countries.

2.3.6 Mathieson and Wall Tourism System Model

Mathieson and Wall (1982) have suggested a complex tourism system that remains a simplistic overview of the structure of the industry. They have identified dynamic, static and consequential elements of the tourist system. The dynamic element is the demand for all types of tourism. The static elements are the characteristics of the destination (including political, environmental and economic influences) and the tourist and including socio-economic characteristics, type of activity and length of stay characteristics) which combine to constitute the destination, the pressure on the destination (in terms of length of stay, types of activity and levels of activity) and carrying capacity. The impacts of tourism are seen as the consequential element of the tourism system and this refers to the
physical, social and economic impacts of tourism which need to be controlled by comprehensive management and planning policies.

All of the models offer a slightly different perspective on what the tourism system involves and how the elements interrelate and interdependent. However, as is usually the case, no one model can be classified as definite or absolute and it is essential, therefore, to consider them together. It is up to you to develop your own overview and your own conclusions as to what the tourism system looks like and how the various polices fit together.

2.3.7. SYNTHESIS TOURISM SYSTEM MODELS

An attempt has been made in this unit to establish synthesis among the tourism system models and find out their basic differences in their approaches to run the functioning of tourism business. The intricacies of the tourism system have been explained with the help of various diagrams. A number of analogies have been used to explain about the tourism systems. Tourism is in effect thousands of independent components with a huge range of relationships that differ both quantitatively and qualitatively and each individual component affects others in direct and indirect ways. The geo-physical definition of tourism system propounded by Lieper (1989) can be synthesized with the Gunn’s demand and supply system (1972), the Westlake’s transport & communication model (1985) and socio-cultural element of Mill and Morrison’s marketing-oriented system (1992). All these can be added to create the main ingredients for the complete tourism system which divided into the following seven structural components:

- The visitor generating region
- The transit region
- The destination region
- The support services sector
- The government sector
- The environment (bio-géo-physical region)
- The community
Increasingly, tourism is recognizing that it has a responsibility to share the benefits of its activities with the poorest segments of populations. The key lesson to take from an understanding of tourism as a system is that it illuminates the way in which backward and forward linkages could provide opportunities for poorer sections of communities and for intervention in enterprises not always recognized as part of tourism but which are nevertheless tourism-dependent in whole or in part for their sustainability and economic viability. When utilizing tourism as the access point for development intervention, it is thus necessary to look outside the square and identify opportunities associated with tourism which are not necessarily tourism businesses. When we begin to understand tourism as a system, we can also challenge the widely held criticism of tourism as a service sector which does not produce anything.

Thus, when we look at tourism as a tool for poverty alleviation, we need to find out that we can look well beyond the front line sector to a multiplicity of opportunities for undertaking appropriate initiatives. As a new field of endeavour for development assistance, there is no systematic analysis on which aid donors can draw in developing their own policy. However, support for sustainable, pro-poor tourism fits comfortably with the guiding philosophy of many aid donors, and can make contributions to reduction of poverty, good governance, environmental sustainability, gender equity, rural development, health and education, infrastructure and private sector development.

2.4. TOURISM INDUSTRY NETWORK
The tourism industry is narrowly viewed in terms of one or more of its components—hotels, restaurants, travel agencies, tour operators, or transportation. While these are important elements, they do not represent the whole. The early definition of travel industry says “that part of the national economy which caters for the traveler who is visiting places outside the locality where he resides or works. The industry was considered a heterogeneous group of business group of businesses with a common of providing services to travelers. The tourism industry involves both the private and public (that is government) sectors of the economy in the development and production of products and services for tourists. Governments have also invested heavily in developing the travel industry as a source of economic growth for their areas. The travel industry can
be defined as "the composite of organizations, both public and private, that are involved in the development, production, and marketing of products and services to serve the needs of travelers.

Category-I

Direct Providers

Hotels Travel Agents
Restaurants Retail Shops
Airlines Ground Transportation

To The Traveler

Category-II

Support services

Contract Food Services
Contract Laundry Food
Supplies Tour Organizers
Travel Publications

Directly ——> To Direct Providers
Indirectly ——> To The Traveler

Category-III

Tourism Development

Planners
Government Agencies
Real Estate Developers
Educational and Vocational Training Institutions

Affects

Directly & Indirectly

Direct Providers
Support Services
The Traveler

Figure-2 The Travel Industry Linking Concept


The linking concept is useful way to perceive the extent of the travel industry and to understand the relationship of businesses and organizations within the industry to each other and to the tourists. Under the linking concept, these businesses and organizations can be thought of as components of the travel industry and categorized as direct providers, support services or developmental organizations. The first category, direct providers, includes businesses typically associated with travel, such as airlines, hotels, ground transportation, travel agencies, restaurants and retail shops. These businesses, although not all existing for the sole purpose of servicing travelers (as for instance, restaurants and retail shops) interface directly with travelers in that they provide services, activities and products that are consumed and purchased directly by the tourists. They tend to reflect those sectors of the industry that are visible to the tourists.

The second category, support services, includes specialized services, such as tour organizers, travel and trade publications, hotel management firms and travel research firms. It also includes basic supplies and services such as contract laundry and contract food services. Businesses supplying the basics to direct providers are not solely
dependent on them for their existence, although in an area where travel and tourism are the mainstay of the economy, the bulk of the businesses for providers of basic supplies and services may come directly from tourists.

The third category under the linking concept, developmental organizations, is distinct from the first two in that it includes planners, government agencies, financial institutions, real estate developers and educational and vocational training institutions. These organizations deal with tourism development, which tends to be more complex and broader in scope than production of everyday travel services. (Travel Industry book)

2.5. INFRASTRUCTURE AND SUPERSTRUCTURE FOR TOURISM

Infrastructure and superstructure are the backbone of tourism industry. Tourism helps in the development of infrastructure and superstructure for tourist destinations, when tour operators, travel agencies or destination authorities convert tourist appeal of a destination into a saleable commodity. The image and resources of a country are built on the perception of infrastructural provision in particular destinations. No country can think about the image and increase tourists’ flow without adequate infrastructural facilities. Tourists make use of the local resources like airlines, hotels, tour operators, shopping facilities, local transport, which are meant of the host community to attract tourists.

Tourism infrastructure is a comprehensive term which includes general infrastructural and superstructure. General infrastructure includes all forms of construction on and below ground, required by any inhabited area for extensive communication with the outside world like highways, railways, power houses, communication network, water supply system, sewerage, hospitals, police lines, etc. These are secondary input for tourism industry. Superstructures are primary input for tourism industry development. It encompasses a wide range of facilities and service, such as, lodging, food and catering, historical sites, entertainment houses, shopping centers, transportation facilities, tourism organizations, human resource, sports, financial facilities, airports etc. In India superstructure facilities are provided by the private sector, tourism enterprises, central government, state government and local bodies. The development of new infrastructures
is significant in a country like India as these are the basis for greater social and economic diversification and instrumental for the growth of national economy.

Ahluwalia (1999) has mentioned in his article entitled “Tourism: The Avenues Ahead” – There is unlimited potential for investing in not just five-star luxuries, but even restaurants, low-budget accommodation, entertainment facilities, shopping complex, transportation for local sight-seeing, long distance taxies, fishing and ski resorts, backwater tourism, small airlines, small airports, roads and road side plaza, mountains climbing, rafting etc. Further the author opined for central assistance to states for creation of facilities like tourist complexes, sports equipments, flood lighting a d refurbishment, landscaping of monuments and heritage properties, sound and light shows at historical monuments, festivals and fairs, promotion of handicrafts and folk cultural etc.

Ahuja and Sharma (1999) has highlighted in their book entitled “Infrastructure Development for tourism in India: A Perspective” on private sector involvement at the ‘Drive’ i.e. the decision making level rather than on the present ‘cutting – Edge Operations level. For this, the study highlights that India like other development countries has opted for Built-Operate-transfer (BOI) model for project development.

Rana (2001) has pointed out in his book titled “International Tourism in India – A Policy Perspective” on the poor infrastructure in the sphere of accommodation, transportation; deteriorating law and order situation, terrorism mal-practices, high taxes and poor network of marketing which are mainly responsible for India’s poor performance to attract huge numbers of international tourists in spite of its unlimited potential.

Chand and Chauhan (2001) has focused in their book titled “Indian Tourism – A Retrospective and Prospective Appraisal” on the characteristic features that India has one of the strongest four tiers institutional infrastructural of tourism in the world propped by a rich network of private sector tourism enterprises. In the study, the views regarding tourism policy, strategy and future trends are obtained through a cursory pilot survey to cross-examine the problem and to suggest a strategic model.

Thunberg and Crotts, (1994) have mentioned that “Factors affecting travelers overnight stay behavior” – Outdoor recreation facilities should be looked at as a way to
enhance the overnight visitors experience and not as a primary attraction to the typical overnight visitors. Overnight visitors engage in a greater number of activities, plan their trip in advance and travel further. The tourism infrastructure is given in figure - 3

**TOURISM INFRASTRUCTURE**

- General Infrastructure of tourism
  - Transportation (Air, Road, Rail, Sea)
  - Accommodation (Hotel, Resort)
  - Water, electricity and energy resources
  - Food and Beverage
  - Drainage and sewerage system
  - Telecommunication
  - Shopping Centres
  - Entertainment organisation
  - Goods and Services produced by other Industries

- Basic Tourism Infrastructure
  - Maintenance of monument temples and places of national, cultural and historical significance
  - Conservation of Flora & Fauna and environment
  - Handicrafts, arts and ancillary industries.

The type of super structure is given below.

**Accommodation** - International Hotels, Resorts, Residential Hotels, Traveler Lodges, Health spas, Hostels, Transient Hotels, Holiday Camps, Playing Guests Accommodation, Supplementary Accommodation.

**Food and Beverage** - Restaurants, Grill Rooms, Counter service, Cafeteria, Hospital, Milk and snack Bars, Railways Caterings, Air Catering, Ship Catering, Drive-Ins, Discotheques, Clubs, Night clubs, Bars, Tea Rooms, Café.

**Entertainment Organization** - Music, Dance, Drama, Special Events sonnet Luminaries, Exhibitions, Museum, Folklore.
**Historical Site** – Castle, Fort, Ruins, Monasteries, Religious Edifices, Military and civil Architecture, Archeological Excavation, Battle Fields, Museums, Archives, Memorials, Libraries, Monuments, Souvenirs.


**Adventure Sports Activities** – Surfing, yachting, surfacing (sea), Regatta, Winter sports, Ski-lifts, Chair-lifts, Railways, Skating Rinks, Ski-jumps, Slalom runs, Bobsled runs, skiing class, Grounding sports, Games, Gold, Football, Volleyball, Badminton, Tennis, hand Ball, Ping Pong (Court, Golf Courses, Bowls and Bowling alleys, Riding-Ranches riding, School Riding paths.

**Shopping Centers** – Duty-free, shops Indian handicrafts, Emporiums, Open Markets.

**Financial Institutions** – Banks, Post Office-mail, Tel, Telex, Insurance Companies, Other Financial institutions.

**Transportation** – Air, Road, Rail and Water ways.

**Press and Media** – Press, Radio, Television, Travel guides etc.

**Others** – Air port, Passenger Traffic Terminals, Police, Customs and Immigration

2.6. **DEFINITIONS OF TOURISM PRODUCT**

Tourism products may be defined as a product in any form of offering which can satisfy a need or want of consumers. A tourism product includes a combination of those components that contribute to the satisfaction of travelers. It may consist of one or a combination of components, including physical goods, services, experiences, events, persons, places, properties, organizations, information and ideas (Kotler, 2001). **Brass (1997)** suggests that tourism products can be classified into two main components such as...
attractions and facilities. Attractions are those natural and human-made features and events that stimulate people to visit a destination. For instance, The Taj Mahal in Agra may act as the key attraction enticing avid art, culture and history lover and admirers to a destination. Facilities, on the other hand, provide necessities to both residents and tourists, and include roads, railway, airports, parking areas, hospitals, police, water and power services, transportations and accommodation.

For wildlife viewing, the product would be designed for attractions such as the opportunity to view unique species. As a result, the facilities should be developed like the ring roads for safaris tour, informal restaurants, camp grounds and other basic services. Provision for information center is often a component of the wildlife viewing product as many viewers seek education about the species and habitats. For example, Pushkar Camel festival and other events also can attract wildlife viewers and can therefore be considered an important part of the tourism product being offered. Additionally, through their interactions with customers, persons, such as guides and outfitters, can enhance or harm the experience. Their actions can have a profound impact on the quality of the tourism product (Keane, 1996).

Traditionally, strategic thinking in product development involved the domination of the generic category (Peters, 1988). Destinations that differentiate their product by raising expectations and then raising performance to meet and exceed expectations will yield customer satisfaction and gain a competitive advantage (Peters, 1988). Destinations need to augment their product by exceeding expectations and by exploring and providing potential products in order to gain a competitive advantage.

2.6.1. DEVELOPMENT OF TOURISM PRODUCT

Destinations need to have a good understanding of both demand and supply in order to identify attraction opportunities. Kotler (2001) outlines the difference between consumers' needs, wants and demands. Needs are basic human requirements, such as food, air, water, clothing and shelter. He also classifies recreation, education and entertainment as needs. Needs turn to become wants when they are transformed for specific objects to satisfy the needs. Wants become demands for specific products in a
tourism context when a traveler has the ability to pay (Kotler, 2001). Kotler’s definitions can be applicable to tourism demand. A consumer may consider recreation to be a need. For destinations, this means understanding the characteristics of current and potential travelers so that they can establish whether there is sufficient demand for new services and facilities and the types of services and facilities that should be developed (Briggs, 1997). Specifically, analyzing demand should reveal the current behaviours and expectations of tourists. It can help destinations to enhance the augmented and potential components of their product.

Market segmentation is one method by which a destination can better understand its visitors. Market segmentation in tourism involves the identification of homogeneous groups of travelers within a broader heterogeneous population (Andereck and Caldwell, 1994). By understanding market segments, an organization can create more fine-tuned products or services that are appropriate for their particular segment (Kotler, 2001). Several different variables can be used to segment markets in tourism. Four overriding categories that shape the needs of consumers have been identified: demographic, psychographic, behavioural patterns and geographic (Kotler, 2001; Best, 2000; Guiltinan et al., 1997). Demographic characteristics, such as income, age, sex, family, lifecycle, occupation and educational status, all contribute to differing sets of customer demands for a variety of products and services (Kotler, 2001; Best, 2000; Proctor, 2000). Younger wildlife viewers, for example, may demand more challenging excursions than elderly people. They are generally older, tend to be better educated than general tourists and have middle- to high income levels (Wight, 1996; Pam Wight and Associates, 1998). However, demographics alone do not explain why customers behave the way they do (Dalrymple and Parsons, 2000). Psychographics and behaviour patterns should also be examined. Psychographics examine the motives for travel behaviour (Weber, 1994). Psychographic characteristics are created by differences in values, attitudes and interests and contribute to differences in customer needs (Best, 2000). These variables primarily reflect the influence that social forces can have on the consumption process (Guiltinan et al., 1997). Consumers who are demographically the same may differ significantly in their attitudes and value orientation, which may result in differing needs (Best, 2000). For instance, some art lovers may oppose commoditization of performing arts. These admirers may
therefore desire a product that allows them to witness typical dance forms in the place where they are originated and nourished. They may dislike the distortion in the dance form.

Behaviour patterns can reveal information such as how, when and how much of a product or service is used (Best, 2000; Proctor, 2000). In tourism, previous trip characteristics are often examined in order to determine probable future travel patterns. Additionally, such information can help to reveal the types of activity or travel preferences of wildlife viewers or art lovers. Finally, tourist markets can be segmented geographically. This comparative advantage is gained when the business offers products with attributes that are both unique and important to the customer (Guiltnan et al., 1997).

2.6.2 SUPPLY OF TOURISM PRODUCT

Destinations need to have a capacity of their supply of key product attributes in order to determine whether they are meeting the demands of current availability of tourism resources. Features are physical characteristics of the product, advantages are offered by or included in the features, and benefits are what can be gained from those advantages (Briggs, 1997). In tourism, the key to effectively marketing products is emphasizing experiences and benefits (Briggs, 1997). By doing so, destinations will augment the product being offered. Once destinations have acquired information on demand and supply for their particular target market, they need to apply that knowledge to develop tourism products.

2.7. TOURIST ATTRACTIONS

Tourism is a widespread phenomenon and ‘tourist attraction’ is a very common term for the contemporary travelers. The importance of tourist attractions to tourism has been acknowledged and emphasized in several ways. Tourist attractions are very important not only from the destination promotion perspective but also from the advantage of further research. Tourist attractions are an essential element for successful tourism destination development and management. Whatever may be the stage of tourism development, attractions can be used to reinforce, consolidate, and assist the promotion of the tourism
product (Walsh-Heron & Stevens, 1990). Gunn (1997) states that tourist attractions are the foundation for tourism and they can be described as the ‘lifeblood’ of tourist destinations. Tourism attractions are the ‘heart’ of tourism and the core elements of tourism products (Swarbrooke, 1998 & 2002). Firstly, attractions are the reason for which people travel to a destination. Attractions are pulling visitors to a particular place (Gartner, 1996). Secondly, attractions offer images and symbols for the presentation of destinations to the public (Leiper, 1990). Thirdly, the development of other tourism services such as transportation, lodging and food distribution is dependent on the existence of destination attractions (Gartner, 1996; Goeldner et al., 2000). Thus, Gunn (1987) argued that attractions are the ‘first power’, ‘lodestones for pleasure’ and the real energizer of tourism in a region.

There is no generally accepted definition of tourism attractions. However, Bonn (1986) defines tourist attractions as anything that draws visitors with no apparent bounds in terms of forms or types. According to the British Tourist Authority, attractions are permanently established destinations which are capable of attracting visitors, with a primary purpose of providing entertainment, interest, and educational experiences to the public, rather than being primarily a retail outlet, or a venue for sports, film, or theatrical performances (cited in Swarbrooke, 2002). This definition excludes temporary events such as expositions, sports, performances and festivals. Pearce (1991) suggested that a tourist attraction is an identified site with a specific human or natural feature which is the focus of visitor and management attention. Middleton (1988) defined a tourist attraction that refers to any selected resources which are controlled and managed to cater to the enjoyment, amusement and education of public. It is understood from both the definitions that tourist attractions are managed by tourism resources.
Further more, attractions related to national parks, historical and archaeological sites which are primarily managed for preservation or religious purposes are not included. The definition recognizes that attractions are economic entities that derive income from visitors through admission charges and/or other activities such as donations or the sale of related products and services. While all attractions, even those run by non-profit organizations, must eventually balance budgets or face their likely demise.

2.7.1. DESTINATION AND ATTRACTION COMPETITIVENESS

According to the Concise Oxford Dictionary, competitiveness is explained as; to compete is to strive for superiority in a quality. In business, competitiveness is about producing more and better quality goods and services that are marketed successfully to consumers at home and abroad (Newall, 1992). In this context, competitiveness is often associated with an individual firm. It is defined as ‘a firm’s ability to sustain its profitability in competition with its rivals’ (Huybers & Bennett, 2002). McFetridge (1995) also pointed out that the concept of competitiveness is best understood at the firm level. An unprofitable firm is uncompetitive. Similarly, the World Competitiveness Year book’s definition says that competitiveness is ‘the ability of entrepreneurs to design, produce and market goods and services, the prices and non-price qualities of which form a more
attractive package of benefits than those of competitors’ (Ritchie & Crouch, 2003). In these definitions, profitability and market share are identified to be indicators of a firm’s competitiveness. A tourist destination is consisted of attractions, infrastructure, transportation and hospitality services (Mill & Morrison, 1992). These elements can be classified into two categories: primary features and secondary features. The former includes climate, ecology, culture, traditional architecture and land forms. The latter refers to those developments introduced specifically for tourism such as hotels, catering, transport, travel agents, airports, railway stations, bus terminals, facilities for activities and amusements (Laws, 1995). It follows that a tourism destination can be considered to be an aggregation of tourist attractions and supporting facilities. From strategic and management perspectives, the competitiveness of a destination stems from the strengths and weaknesses of the companies within that destination (Dwyer & Kim, 2003).

According to Ritchie and Crouch (1995) that Tourism enterprise, particularly with regard to entrepreneurship, new venture development and small business, contributes enormously to destination development and competitiveness. A competitive destination is dependent partly on the local tourism industry consisting of numerous alternative suppliers which must stay alive on the basis of services. The players of local tourism industry are either unique or superior in some way, or provide services at a lower cost. Moreover, competition among tourism intermediaries creates a competitive environment to ensure for excellence in the service quality. Therefore, every individual attraction contributes to the overall attractiveness of the whole destination area. The competitiveness of a destination rests substantially with each attraction’s performance. Thus, the competitiveness of individual attractions, in aggregate, largely determines the prosperity of tourism development in the whole destination area.

The structure of industry is consisted of competitors, substitute products and services, potential entrants, suppliers, buyers, the territory target markets, the stakes market share, profitability, the tools goods and services, corporate strategy, market research and competitor analysis (Ritchie and Crouch, 2003). Destination service providers deal with satisfying memorable experiences of tourists, and to do so in a profitable way, they enhance the well-being of local residents around the destination and preserving the natural resources of the destination for future generations. In essence, the
competitiveness encompasses entire destinations and its strength in terms of possessing and building resources. Ritchie and Crouch (2003) further proposed that competitiveness is comprised of multiple dimensions such as economic, social, cultural, political, technological and environmental aspects in the destinations.

Tourism competitiveness encompasses three basic dimensions such as economic profitability, socio-cultural appeal and environmental strength at both macro (e.g. nation or destination) and micro (e.g. firm or company) levels. The significance of the environment to tourism development is widely accepted and underscored. A number of authors (Hassan, 2000; Huybers & Bennett, 2003; Mihalic, 1999) have argued that tourism competitiveness can be increased by enhancing the destination’s environmental attractiveness through environmental management and marketing strategies.

2.7.2. DESTINATION: A BLEND OF TOURISM SERVICES AND EXPERIENCES

Destinations with having a plethora of tourism products offer integrated experiences to visitors who are away from home for the sake of satisfying the wants of holidays. Conventionally, destinations are regarded as well-defined geographical areas, such as a country, an island or a town (Hall, 2000). Destinations provide a unique blend of tourism attractions and services, which are experienced under the brand name of the destination. Leiper (1995) explains that destinations are places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics—a perceived attraction of some sort. Cooper et. al. (1998) define destinations as the focus of facilities and services designed to meet the needs of the tourists. Most destinations comprise a core of the six components such as attractions, accessibility, amenities, available packages, activities and ancillary service. Therefore, a destination can be regarded as a combination (or even as a brand) of all products, services and ultimately experiences provided locally. It also enables us to assess the impact of tourism regionally, as well as manage demand and supply in order to maximize benefits for all stakeholders. While giving an example, China can be a destination for an Indian business traveler; whilst South East Asia may be the destination for a leisure American tourist who packs five countries in a two week tour. Some travelers will consider a cruise ship to be their destination, while others on the same cruise may perceive the ports visited
during the trip as their destination. Time and again destinations are artificially divided by geographical and political barriers, which fail to take into consideration consumer preferences or tourism industry functions. It is pertinent to mention that destinations are considered to be explained as any geographical region which is conceived by its visitors as a unique entity, with a political and legislative framework for tourism marketing and planning.

2.7.3. COMPONENTS OF THE DESTINATION AMALGAM

The place product mix comprises a number of different product lines (product width) together with a number of variances within each product line (product depth) (Goodall, 1990b: 266). Most destinations comprise a core of the following components: attractions, accommodation, amenities, accessibility and ancillary services. The destination mix is therefore popularly known as the five As. All these lead to produce a satisfying holiday experience. George (2001: 291) has mentioned about ancillary services that can be substituted with ambience. All place product mix need to be in place for a tourist destination to develop a famous destinations. Economic bottlenecks to supply the prerequisite sophisticated services and infrastructure may severely limit its development.

Attractions are the most important component of the tourism system as they are the main motivation for tourist trips (Swarbrooke, 1995: 1). Support services and facilities such as accommodation, food and beverage outlets, retailing, sport facilities, entertainment and so on are also essential but would not exist without attractions. These are generally characterised by a low level of concentration of ownership and are often operated by small and medium-sized enterprises (Cooper et al., 1998: 106). Accommodation is the most ubiquitous sub-sector and varies from the very basic to extreme luxury and opulence. Terms in the accommodation industry are used very loosely since it is characterised by extreme heterogeneity, and official definitions are rarely of much value; they are mainly used in order to regulate or grade the sub-sector (Holloway, 1998: 146; Cooper et al., 1998: 323). There is a movement towards more flexible forms of accommodation such as bed and breakfast establishments, flats or apartments, time-share, second homes, campus and youth hostels, monasteries, chalets, bungalows; rondavels, caravans, tented camps, and so forth. The image of a hotel could be defined as its service level and the quality of its food and beverage; because the attraction is the style of life,
exemplified by good eating and drinking (Riley & Davies, 1992: 205-207). Accommodation is therefore integrally related to the attractions of a destination and could enhance its appeal (Middleton, 1994: 276). The hospitality sector (accommodation, food and beverage) not only provides physical shelter and sustenance, but also creates the general feeling of welcome and a lasting impression of the local cuisine and produce.

The retailing sector includes shopping centre with travel agencies, banks, clothing and shoe stores, fast food outlets, hairdressing, pharmacies, bookstores, photo and souvenir shops. Other support services include tourist information services, security services, insurance, medical care, and so on and tend to locate close to the main attractions of a destination. The range of the support facilities increases according to the size of the destination.

Accessibility of the destination affects the holiday cost, and the speed and convenience with which a traveller may reach a destination, and encapsulates more than the physical transport. It includes the infrastructure (roads, airports, railways, seaports), equipment (size, speed and range of public transport vehicles), operational factors (routes operated, frequency of services, prices charged) and government regulations regarding transport (Middleton, 1994: 87). Ancillary services are provided to the tourist or the supplier of tourist services (Holloway, 1998: 251-262) and include tourist guide and courier services, the trade press, advertising agencies, consultants, education and training providers, leadership, marketing, development and co-ordination activities by a local tourism board. It also encapsulates intermediaries and trade organisations such as the International Airline Transportation Association (IATA), information technology and reservation systems such as the Global Distribution System Galileo, and Computerised Reservation Systems such as Sabre and Worldspan.

According to Medlik (1991) the future of destinations lies in the effective planning, management and interpretative/presentation techniques which will offer an enhanced experience and help ameliorate the potential impacts. Low volume, high quality, high value added tourism, is the future philosophy for destinations. Interpretation through audio-visual media, visitor centres, signboards and so on, brings the destination to life. Besides being an effective management tool, it assists the visitor in developing a keener awareness and understanding of the destination, enhancing his or her experience and
enjoyment by fostering a desire to protect and thereby influence behaviour. A destination is more than its physical tourist related features. It is also made up of social and cultural features; many of them related to its natural and constructed attractions. These give a destination its atmosphere or ambience (George, 2001: 293).

Destination Management Organizations (DMOs) are guided by the meaning of destinations to be accountable for the planning and marketing of the region. Limited studies on destination marketing probably generate profound interest of researchers to undertake innovative study in the impacts of tourism on destinations. Therefore, the management and marketing of destinations is often left to industry people and consultants. It is not frequently demonstrated in the literature or in academic debates. The competitive nature of destination marketing agencies also thwarts involved parties from bringing out their strategies and marketing plans. Furthermore, there is a noticeable difference between the objective of marketing construct and planning tourism literature so far as the destination development of concerned. In the early period of the introduction of marketing as a tool for promoting tourism products, it is the marketing that conventionally ponders over increasing the rate of visitation and treats tourism like any other commodity. The marketing approach has become failure in recognizing the unique needs and limitations of each destination as well as their particular geographical, environmental and socio-cultural characteristics. On the contrary, planning literature focuses more on the impacts of tourism and broadly discusses on limiting the development tourism beyond the certain stage. Previous studies on planning for the destinations have often ignored the market dynamics and the requirements of entrepreneurs at the destination and the place of origin. Burns (1999) explains that private tourism organizations and government tourism department have applied only part of the marketing mix to tourism (i.e., promotion), with little attention being paid to the other components of marketing like pricing, placing, positioning. However, if tourism is to endure by generating satisfaction among interacting tourists and hosts, it must adopt societal marketing strategies. This involves carefully monitoring tourist satisfaction levels and using these as part of the criteria for success, rather than increasing numbers of tourists; continually monitoring host reactions to tourists. For host-tourist interaction is an important component of the tourist experience and infrastructure development of tourism.
resort areas has considerable implications for the types of tourists that will be attracted (Ryan, 1991).

2.7.4. TACTICAL FUNCTION OF DESTINATIONS

Destinations are primarily banked upon the dynamic role of tourism distribution channels. Some of the most difficult entities to manage and market destinations are stakeholders in the channels who are closely associated and integrated in the process of delivery of products and services. The inter-linkage is evidently important due to the complexity of the relationships of local stakeholders. Managing and marketing destinations is also tough owing to the variety of stockholders involved in the development and production of tourism products. As an alternative, they symbolize a collection of both professional and personal interests of all the people who live and work in the area. Hence, strategies and actions should be adopted to take into account the views and suggestions of all stakeholders, namely Indigenous People, Businesses and Investors, Tourists, Tour Operators and Travel Intermediaries, Local Bodies, State and National Government Tourism Organizations, Educational Institutions and Interest Groups. The most difficult problem that is ensuring the rational use of zero-priced public goods, such as landscapes, mountains, meadows, rivers, valleys, forest, wildlife, and the sea for the benefit of all stakeholders and at the same time preserving the resources for future generations is a challenging task of DMOs. Conflicts can easily erupt in, particularly when some stakeholders injudiciously make an attempt to exploit resources for short-term benefits. A compromise encircling all these interests of interest groups is extremely a strenuous accomplishment to sustain the relationship if it is impossible, and subsequently the key to long-term success will remain in jeopardy.

Tourists perceive the destination as a brand comprising of a collection of suppliers or services providers. Prior to visiting destinations, tourists build up an image about likelihood destinations as well as a set of expectations based on previous experience, word of mouth, press reports, advertising, and common beliefs (Chon, 1991). Having undertaken tours to a particular destination, tourists consume a destination as a comprehensive experience, without often realizing that each element of the product are produced and managed by individual players. Most service providers are small and medium-sized tourism enterprises which have a wide range of strengths and weaknesses
whilst they are also characterized by their independent nature (Buhalis & Cooper, 1998). Tourists' overall experience is composed of numerous small encounters with a variety of tourism providers, such as taxi drivers, hoteliers, waiters, priests, guides, porters, escorts, as well as with elements of the local attractions such as museums, theatres, beaches, theme parks, etc. The impression by and large is changed about the image of a destination after the end of period of visitation. As a consequence there is much overlapping between strategic marketing of the destination as a whole and of each individual supplier at the region. Hence, the competitiveness of each player is often interrelated and almost indistinguishable from one another. As consumers increasingly value environmental resources they are prepared to pay for them premium prices (Pigram, 1996 and Archer, 1996). Hence, local resources become a central asset for destinations and tourism suppliers and their sustainability a core function of tourism marketing. Middleton and Hawkins (1998) confirm that a marketing perspective is essentially a complete management orientation reflecting corporate attitudes that, in the case of travel and tourism, must equalize the interests of shareholders/owners with the long-run environmental interests of a destination and at the same time meet the demands and expectations of tourists. DMOs tend to be part of the local, regional or national government and have political and legislative power as well as the financial means to manage resources rationally and to ensure that all stakeholders can get maximum benefit in the long term. Destination management and marketing paradigm should act as tools and facilitators to achieve a complex range of strategic objectives, which will ultimately need to satisfy the needs and wants of stakeholders. Then only they will work together for offering quality and authentic services to tourists with out having any compromise in the delivery and substance of product and services. DMOs ought to address four key generic strategic objectives to ensure the level of satisfactions of principals and tourists. The details of these are illustrated below.

<table>
<thead>
<tr>
<th>Strategic management and marketing objectives for destinations</th>
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<tbody>
<tr>
<td>• Enhance the long-term prosperity of local people</td>
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<tr>
<td>• Delight visitors by maximizing their satisfaction</td>
</tr>
<tr>
<td>• Maximize profitability of local enterprises and maximize multiplier effects</td>
</tr>
<tr>
<td>• Optimize tourism impacts by ensuring a sustainable balance between economic benefits and socio-cultural and environmental costs</td>
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</tbody>
</table>
The development and implementation of strategic objectives at destinations are driven by the sustainable relationships among the stakeholders. Thus the implementation of the key generic strategic objectives will powerfully be determined by the dynamics of the actors on this wheel. The wheel has to rotate without break down. Each stakeholder, of course, aims to optimize the benefits by becoming an emerging competitor in providing customized services. The interests of some stakeholders may certainly be conflicting with others and thus some of the four key strategic objectives may eventually be jeopardized. This is often a result of some stakeholder trying to enhance its benefit at the expense of others. For example, a tour operator may try to reduce the prices paid to local suppliers in order to increase its profit margin and remain competitive in the marketplace. Therefore, it is imperative for DMOs to exercise sustainable legislative and management practices at the stage of planning and management of destinations so as to ensure that the benefits must fairly be shared among all stakeholders. The dynamic wheel of tourism stakeholders are exhibited in fig-1 that explains about the interdependence and inter-linkages of primary, secondary and support service providers which are recognized in the study as stakeholders. As it depicts the interest, benefits and responsibilities in the centre of the model, that it signifies that stakeholders are both primary beneficiaries and responsible partners in terms of ensuring sustainable development of destinations. Many popular and conventional destinations are malfunction to ensure and maintain a balance effectively among stakeholders and that threatens the achievement of the strategic objectives for the long-term competitiveness and prosperity of destinations. Hence, tourism marketing should not only be regarded as a tool for attracting more visitors to a region, as it has been the case for most destinations but also an important mechanism to work for the larger concern of stakeholders.
Destinations may also involve de-marketing, i.e., the discouragement of certain market segments from visiting the destination during certain periods, through a range of prohibitive measures or by charging premium prices. Examples of these techniques include: for visitor management techniques in theme parks which divert people from congested attractions to less busy ones by using a leading story/attraction; for national parks in India which aim to attract only visitors who stay overnight and to discourage excursionists who contribute little to the local economy by controlling their parking processes; for Andaman Nicobar Island which provides high-quality resort accommodation and does not allow charter flights. In this way marketing is used as a mechanism to achieve strategic objectives of destination regions and thus, should be guided by the policies for regional development.

### 2.8. MARKETING DESTINATIONS: STRATEGIES AND PRACTICES

Developing a marketing strategy and mix for destinations is a complex process owing to have the association of many independent stakeholders and principals involved. Destinations cannot be managed or marketed as enterprises due to the dynamics of interests and benefits sought by stakeholders. In addition, most destinations are amalgams of independent Small Marketing Tourism Enterprises (SMTEs), which already follow
their own marketing strategies. Perhaps the most important challenge for destination marketing therefore is to bring all individual partners together to cooperate rather than compete and to pool resources towards developing an integrated marketing mix and delivery system (Buhalis & Cooper, 1998). The international tourist industry is becoming an increasingly competitive marketplace where only the best-managed destinations are likely to thrive on a sustainable basis in the long run. Therefore, it is essential to have comprehensive strategic business plans that can address all factors as they have a tremendous impact on the product. Tourism strategies should not only ponder over visitation, but also include the entire range of impacts such as overcrowding, congestion, environmental pollutants, safety and security, seasonality adjustment problems, and sensitivity to local culture (Evans, Fox & Johnson, 1995). Conceivably, one additional complication to tourism marketing is to retain the pristine glory of destinations which need to be taken into consideration at the formulation stage of marketing strategies.

2.8.1. THE DESTINATION LIFE CYCLE

The significance of the destination life cycle is to facilitate the understanding of the evolution of tourist products and destinations. It provides guidance to DMOs for strategic decision making. Cooper (1994) suggests the discussion about the life cycle concept that destinations experience a 'birth to death' in a cycle and the life cycle model has gained attention in tourism and hospitality as an advisory tool. Although in tourism, life cycle analysis is often seen as a practical conceptualization device for destination area development. In hospitality management, the study on the strategic planning as a guide for destination life cycle is in the infancy stage in India. However, the main problem relate to identifying turning points, stages, length of stages and level of aggregation is identified as lack of study on market research and environmental accounting that have crippled the novelty of the destination. Despite having many criticisms of the life cycle paradigm, it is quite critical for marketers to appreciate the stage of development of resort areas tourism impacts. This also illustrates that different stages of the life cycle require different marketing strategies and planning actions. This is largely due to the differences between demand and supply experienced at different levels. In the early stages demand exceeds supply whilst this relationship is reversed in the maturity and consolidation.
stages. As a result, marketing strategies should focus on building awareness and promoting the destination product on the early stages of the circle while they probably have to deal with image alteration and re-design and re-launch the product at the later stages. The entire marketing mix therefore will need to be differentiated to accommodate the needs of destinations at each stage of their life cycle. Destinations experience different environmental and socio-cultural impacts during their different development stages. Consequently, they need to use marketing to encourage sustainable practices for both tourists and stakeholders of service providers as well as to communicate their environmental and socio-cultural policies. It is evident, therefore, that different destinations are affected in a dissimilar pattern on each stage of their life cycle and as a consequence they require fitting innovative marketing action plan and strategies. However, unless the growth of cycles at different stages is carefully managed, any increase of visitors may deteriorate local resources further and push destinations in greater decline. The implications of rising inflow of tourists must force stakeholders to hike price with low quality of services. This in turn may bring down the demand for destinations and stakeholders may not be able to maintain the quality standards due to the substantial slash in the volume of revenue. This is a vicious circle which eventually makes the purpose and benefit of the entire tourism activity at the destination problematic. Undoubtedly, service providers at the forefront will need to be concerned at each stage of development.

Figure-6 Destination Life Cycle

Source: www.fao.org
2.8.2. CORE MARKETS AND DESTINATION SELECTION

The foremost task of marketing organization is to have an extensive understanding on types of destination and unique features of destinations. Destinations should be aware not only of the needs and wants of the active demand but also of the potential markets to which target should be made in the future. It can then develop a detailed and well-defined product portfolio, which will enable the optimization of benefits and adapt marketing mix to capture target markets (McKercher, 1995 & Tribe, 1997). Consumer behaviour studies indicate that a wide range of criteria is used to select tourism products. These criteria are altered along with the purpose and features of the business or leisure trip, elements of the external environment, the characteristics of the tourists and the particularities and attributes of destinations. It has increasingly become an uphill task to classify meticulously the travel behaviour and market segmentation as the contemporary visitors prefer to make combination of pleasure with business with sole intention of achieving time and cost advantage. As a result, there are continuous variations between the two principle travel motivations, i.e. business and leisure trips. However, leisure trips may incorporate elements, characteristics and motivations of business travel and vice versa. Business travel is, often referred to as meetings, incentives, conferences, exhibitions (MICE) which are normally determined by business opportunities and involvement of the visitors. Possibly, visitors can use more inflexibility by attending optional meetings, which offer benefits otherwise, the obligations are not strictly essential to their business such as conferences, exhibitions, incentives, familiarization trips, etc. (Davidson, 1994). Even though business tourism is much more restricted in terms of choice, a high-degree of efficiency and safety, as well as elegance and leisure opportunities of destinations tend to be preferred for conferences and incentive travel. Business travel is seasonal, as people working for business or corporate houses do not generally travel less during the holiday seasons, i.e., summer months and public holidays. Nonetheless, business tourism activities provide ample revenue opportunity for enterprises as consumers are willing to pay more for inflexible nature of schedules. At the same time, destinations can enhance multiplier effects as some particular forms of business tourism utilize a much greater spectrum of local services than leisure tourism.
It is also important to understand other factors that influence the decision of consumers to purchase holiday package tours. The social status and peer groups of consumers often influence the potential buyers. Travel intermediaries also play a significant role in determining the travel decision of consumers by using a diverse array of promotional techniques and often channeling travelers to destinations and principals. The process of generating revenues for DMOs will also enable destinations to manage their resources accordingly and attract the right market segments in order to optimize their impacts. However, the selection of destinations whether it is business or leisure motives depends on image of destinations. Image is the set of expectations and perceptions of a prospective traveler on a destination. Past experience of the destination or the companies involved (i.e., airlines, hotels, tour operators); descriptions by friends and relatives; general information; and marketing campaigns develop these expectations and perception which may be true or imaginary representations. Fascinatingly, the sustainability of local resources becomes one of the most important elements of destination image, as an increasing chunk of the market is not ready to bear over-developed and congestion tourism destinations and diverts to more environmentally advanced regions. The degree of consumer satisfaction will depend on the assessment of the perceived overall experience of the destination versus anticipated expectations and perceptions. Developing the right image for destinations will therefore determine their ability to satisfy visitors as it will allow them to develop realistic and fulfill-able expectations.

2.8.3. VALUE ADDED FEATURES OF DESTINATIONS

Developing a destination typology is an uphill task, as destinations are perceived differently by visitors for different purposes. However, most destinations may be classified as urban, seaside, hill stations, rural, authentic third world business destinations and unique, exotic & exclusive business which represent principle attractiveness of destinations. Since the early years of the civilization, urban destinations have been the focal point of attraction for business and leisure class tourists. People used to undertake travel to cities and towns to meet politicians, bureaucrats and business associates. Sports organizations, such as the Olympic Games in ancient Greece also generated tourism activity in main cities. People also traveled to cities on pilgrimage for religious purposes,
as all major cathedrals, mosques and temples were usually located in the urban areas. Urban destinations have also been attracting business travelers attending meetings, conferences and exhibitions. Most urban destinations are well equipped with conference and exhibition halls and transportation and accommodation infrastructure to facilitate the organization of larger events. Urban destinations also attract leisure travelers, especially during periods of low business traveling activity, such as weekends and school holidays. Suppliers and front line service providers intend to lessen the period of seasonality by inflating the number of leisure visitors. On the other hand, leisure tourists can take advantage of some of the unique facilities and services of urban destinations to enjoy short-breaks or extended weekends. All metro cities like Delhi, Mumbai, Chennai, Bangalore, and Hyderabad, Chennai and Kolkata provide a wide range of entertainment attractions such as theatre, concerts, bars, theme restaurants, discos, etc. Urban destinations also attract education and health tourists, as they are generally equipped with good educational establishment and hospitals. Urban resorts increasingly take advantage of industrial heritage and put on show obsolete industrial sites as educational experiences and leisure facilities. Seaside destinations and resorts traditionally serve the recreational and health related purposes of tourists during holidays. Tourists can plentifully enjoy sunshine as well as sea bathing and sea sports. Travelers from hot and humid climatic regions tend to spend a proportion of their annual holiday in the awe-inspiring hill stations dotted across in India. As the product in traditional seaside resorts matures, new long haul and exotic destinations, often in less-developed countries attract sophisticated travelers who are looking for authentic and off-the-track experiences. The advancement of fastest and economic air transport has substantially reduced the fear of traveling long distances and enables tourists to travel farthest places. For examples destinations such as Goa and Sri Lanka have taken advantage of developments in transportation in attracting tourists from far of places to their exotic destinations. The destinations located in the foothills of the Himalayas entice leisure seekers for summer sports such as skiing, heliskiing, trekking, river rafting, trekking, and mountaineering. Holidaymakers more particularly naturalists, mountaineers, cyclists, walkers, etc have a high degree of preference and appreciation for natural attractions in all seasons. Although, the majority of the Himalayan sports are for recreational purposes but a wide range of expeditions and challenges are organized for mountains such as the Everest or the Alps. The Chilika lake
in Orissa is bestowed on attractions such as surfing and rowing, canoeing, boating, etc. Similarly, the majorities of hill resorts in Darjeeling, Shimla, Gulmarg, Manali, Nainital, Auli, Mussorie, etc are in near proximity to urban centres and thus they can easily be accessed by private car, several are still unexplored and offer authentic experiences for travelers. As a result a wide range of marketing and planning implications emerge to allow the Himalayan areas to benefit from tourism and yet to ensure the sustainability of their resources. Rural tourism is also developing in leaps and bounds. Farmers, artisans, artists, magicians, snake charmers, black smith, etc as totality of rural populations take advantage of offering unique experience and feelings which are really authentic and novelty in the rural environment. There is an educational element to this activity particularly for children from urban centres who may have never experienced agricultural life. Rural tourism can also be themed according to the activities undertaken, such as cooking or bee-keeping schools organized in rural regions.

2.8.4. MARKETING RESEARCH

Marketing research is an inseparable instrument that is used extensively by DMOs to identify the types of customers that can be attracted (active demand), as well as the prospective visitors (suppressed demand) who do not visit for a variety of reasons (Athiyaman, 1997). As tourism bundles are formulated on ad-hoc basis to satisfy specific consumer requests, a dynamic marketing research process facilitates destinations to provide unique products by initiating local partnerships among all suppliers to cater to the needs of demand. Destination image is also developed through marketing research, which guides promotional activities towards branding and amending the brand values of the region. The effectiveness of promotional campaigns can be evaluated so that the most cost-effective media is used to approach and persuade target markets to visit the destination (Woodside, 1990). As tourism demand is extremely dynamic, marketing research needs to follow constant developments to ensure that all elements of the destination marketing mix evolve continuously. Data is often collected by frontier controls, airports and transport authorities, national statistics offices, local councils, tax offices as well as principals such as hotels, travel agencies, etc. The effectiveness of marketing research in destinations will depend on their ability to co-ordinate the research.
activities undertaken by the entire range of local authorities and organizations. It is therefore very important to co-ordinate all these surveys and data in order to produce meaningful inferences to inform and guide tourism policy and marketing strategies.

**Contribution of marketing research to destination marketing**

- Design and attributes required for tourism products and services.
- Evaluation and development of destination image.
- Segmentation of market and development of corresponding marketing mixes.
- Opening new markets and reducing dependency on existing ones.
- Evaluation of the elasticity of demand for each market segment.
- Reduction of seasonality by matching market segments.
- Examination of reasons deterring people (suppressed demand) from visiting destinations.
- Assessment of compatibility with other target markets.
- Examination of alternative distribution channels.
- Assessment of tourism impacts to the destination and selecting the right segments.
- Evaluation of marketing effectiveness and selection of media for promotion.

**2.8.5. DESTINATION PROMOTIONAL TECHNIQUES**

Promoting destinations basically entails the role of promotional agencies taking the help of communication channels with clientele and other stakeholders to amplify the level of awareness and influence to purchase and experience products that should be affordable and accessible to them. Destination promotion requires a well-defined campaign and message with active contribution of all local principals and suppliers. Designing a cost-effective promotional mix is difficult because of the diversity of tourism suppliers at destinations and the spread of consumers throughout the world. Achieving a consensus on the marketing campaign as well as raising adequate funds to develop and implement is one of the most challenging tasks for destination marketing.Traditionally, DMOs lead promotional campaigns, whilst suppliers participate and contribute. On the other hand, DMOs are increasingly being held accountable for generating adequate results through advertising and for measuring advertising effectiveness. Advertisements use slogans, which change frequently in order to follow tourism demand trends and to update the image of destinations (Morgan & Pritchard, 1998). For example, India has recently added the slogan i.e. "Attithi Devo Bhava" along with Incredible India Campaign. Thus, the
incorporation of this tag line has shifted the focus of its product away from the fabulous tourism products to the service quality. The Ministry of Tourism, Govt. of India and all State Governments do participate in major annual tourism and travel fairs in Berlin, London, Milan, Madrid, Paris and elsewhere. DMOs have the opportunity to meet intermediaries and members of the public to promote their offerings with the colourful printed brochures. Brochures are distributed to all potential promoters of package tours and destination promoters and to prospective consumers who require information on the destination. Brochures normally exhibit fascinated attractions and activities along with a number of local suppliers such as hotels, entertainment and catering establishments (Wicks & Schuett, 1993). In addition, travel trade manuals disseminate information more particularly about the destination to the travel trade and provide a reference guide for the design of package tours.

While DMOs frequently set up and run information offices and counters at the key tourist centres and turn around places like airports, railway stations, bus stands and sea ports to provide information about providers of services. The organizations acting as principal facilitators rather than intermediaries do refrain from selling direct services to tourists and keep away from performing as promoters of individual products and services against other local suppliers. However, when inquired by prospective clients they give contact details of local suppliers and suggest consumers on the ones that are likely to satisfy their demand. Direct marketing is also used as destinations which can identify prospective customers and promote elements of the local offerings that satisfy the specific demand. Developing relationship marketing and loyalty clubs enables repeat visitors to be recognized and appreciated. Discount schemes and other add-ones are currently developing for several destinations to reward and maintain their loyal clientele. Finally, public relations are extensively used for most tourism destinations. Often hosting a journalist or a celebrity in the destination can generate more interest than any other forms of promotion because consumers are more passive receivers than with advertising. Public relations are also critical for the development and updating of the right image.
2.8.6. MARKETING COMPETITIVE DESTINATIONS

Destination marketing has been an integral part of the process of positioning unique features of the destinations in the competitive business environment because they work hard to achieve strategic objectives in an organized fashion. Providing innovative and well co-ordinated tourism products is therefore exceedingly important for tourism regions. Consumers assess their travel experience as a whole and they associate destinations with the entire range of local producers and suppliers. Producing innovative and specialized tourism products will enable destinations to attract intentional demand and to differentiate their products. Flexible specialization will also support local suppliers and the region as a whole to evolve with consumer trends and support the requirements of the emerging sophisticated clientele as well as compete globally. Destinations, which appreciate these principles, can develop and maintain competitive advantage and as a result achieve their strategic objectives. Partnerships between the public and private sector and close co-operation between all local suppliers are keys to the ability of destinations to offer quality products. Exceeding consumers’ expectations is instrumental for the ability of both suppliers and destinations to attract visitors in the long term. Hence the competitiveness of each supplier locally as well as their distributors determines the competitiveness of destinations. Local suppliers should co-operate rather than compete. Buhalis and Cooper (1998) argue that tourism suppliers at destinations need to mature and understand that they should not compete with each other at the destination level. Instead they should join forces and pool resources to develop and implement comprehensive marketing strategies which enable them to compete with other destinations. They can offer unspoiled natural landscapes and authentic socio-cultural resources inexpensively. In contrast, most traditional destinations suffer from their own success and the lack of a strict rational planning and management system. Having gone through most of the stages of their life cycle they have reached maturity or saturation and this has forced them to depend on the mass tourism for their operations. Often facilities require urgent renovation, but lack of financial resources and the unwillingness of consumers to pay must jeopardize the competitiveness of destinations further. Initiatives at the local level facilitated by both private and public sectors can improve the tourism product and by investment in resources, as well as the implementation of a comprehensive marketing strategy and mix supports the competitiveness of the
destination. This is particularly important for small and medium-sized tourism enterprises, which traditionally dominate local supply but lack management and marketing expertise to operate their business professionally and financial resources to approach their target markets.

Taking advantage of new technologies and the Internet can also enable destinations to enhance their competitiveness. Technology can improve the efficiency of all local suppliers and also provide tools for the development and delivery of differentiated tourism products. Provision of information on local facilities and attractions and the ability to reserve the whole range of tourism products determines the ability to attract the new and sophisticated types of tourism demand. The recent evolution of Destination Management Systems (DMSs) reinforces destinations to co-ordinate the entire range of products and services offered locally and to promote them globally. The provision of differentiated and tailor-made products becomes much easier as consumers can assemble specialized products and construct their own itinerary. More importantly the new IT tools enable even smaller and peripheral players to compete on equal footing with larger and more central ones. Therefore, the DMSs provide an unprecedented opportunity to enhance their competitiveness. One of the major benefits is the reduction of dependency on intermediaries for the distribution of tourism products. As a consequence, tourism suppliers are able to improve their negotiation power with powerful tour operators and can develop a healthier distribution mix. This is particularly significant for remote, peripheral and insular destinations where local principals and authorities have a great dependency on tourism for their livelihood but lack of expertise and resources to undertake comprehensive marketing campaigns. Finally, tourism destinations should learn from past mistakes and appreciate that their strategic management and marketing must lead to the optimization of tourism impacts and the achievement of their strategic objectives for all stakeholders. This paper presents a generic strategic marketing model derived from three strategy models, namely Porter’s generic strategies, Gilbert’s proposition for differentiation of the destination and Poon’s analysis for flexible specialization. The paper then synthesizes their propositions in order to propose a generic strategy.
2.8.7 PRODUCT DIFFERENTIATION & POSITIONING

Understanding demand allows businesses and destinations to achieve differentiation (Glazer, 2001). Product differentiation can be defined as “the degree to which a destination’s product is meaningfully different and superior when compared by customers to competing products” (Best, 2000). Understanding demand and applying it so that a product is differentiated from another product can create a competitive advantage (Dalrymple and Parsons, 2000). Specifically, market segmentation can identify critical attributes that can be used to differentiate competitive offerings (Moutinho, 1994). These attributes are the augmented components of the product. For instance, market segmentation could reveal that trekking is an activity that is popular among adventure seekers. In response, a destination could offer adventure tours in conjunction with a trekking or river rafting tour. River rafting would augment the adventure tourism product experience and would differentiate it from other adventure tourism products and/or destinations.

2.8.8 PRODUCT POSITIONING

Positioning is an important component of product development. Product positioning describes “the manner in which customers perceive a business’s product features and price in comparison to competitors’ product features and prices” (Best, 2000). A
destination's product position is established by focusing marketing strategies on a particular target market having specific product preferences (Moutinho, 1994). In particular, tourism destinations may attempt to position their products so that their products seem to possess the characteristics most desired by the target market (Moutinho, 1994). Destinations can undertake two types of differentiated positioning that are important from a product development perspective: benefit/attribute and customer-oriented. In benefit/attribute positioning, organizations emphasize their products’ unique attributes, packaging advantages or benefits (Guiltinan et al., 1997). Once destinations understand demand characteristics, they can focus on a benefit/attribute that is important to adventure lovers and incorporate it into product development and advertising. For instance, the Chilika Lake that emphasizes that it is winter home to the million of migratory birds more particularly the Flamingo and Pelican. This unique attribute is used to attempt to position the Chilika Lake as an internationally renowned bird viewing destination.

In customer-oriented positioning, organizations attempt to separate themselves from major competitors by serving one or a limited number of market segments (Guiltinan et al., 1997). Sunderban biosphere reserve is oriented to attract the outdoor travel market segment for the Royal Bengal Tiger viewing. The wildlife tourism products in Sunderban national park often focus on activities such as walking and boating, wildlife viewing, bird watching, fishing, etc in a natural setting. Strategies to strengthen a product or destination’s image can be divided into two categories such as repositioning and strengthening. Repositioning involves changing the generic or expected components of the product being offered. Future changes in demand could justify a company to shift its position in the market. For instance, changes in demographics, such as age or income, could affect demand of art lovers or adventure enthusiasts for a certain type of product. If the market segment matures considerably, the demand for more physically-demanding attractions like wildlife viewing could decline. A destination may benefit by shifting its position to more front country-oriented products, such as relaxing river float trips. It is important for destinations and operators to understand the most current demand characteristics of the wildlife, adventure and art viewing market so that they can develop new products or shift current products’ positions to cater to their changing target
customers. The second strategy by which destinations can position themselves to enhance their image is by strengthening their current position (Ferrell et al., 1999). In other words, they can offer the same product but alter it slightly to better satisfy their customers. Destinations can accomplish this by constantly monitoring the demands of target customers and the extent to which the product is satisfying those demands (Ferrell et al., 1999). For instance, a destination may wish to continue offering front country wildlife viewing products, but would strengthen their position in the market by providing several augmented components of tourism products. Both repositioning and strengthening strategies require a good understanding of the product (supply) and the market (demand). By evaluating product-market matches, destinations can determine priorities for product development so that their competitive positions and may be enhanced.

2.9. PRODUCT DEVELOPMENT AND SUSTAINABLE TOURISM

Environmental sustainability is fundamental for tourism competitiveness, especially from a long-term perspective. Growing environmental awareness globally means that customers have begun to change their attitudes to consumerism and increasingly demand that industries provide products that are more 'environmentally friendly' and 'ethically correct' (Holden, 2000). The tourism sector is no exception. Visitors are increasingly seeking a high-quality environment and there is a growing demand for cleanliness and an aesthetically pleasing environment at attractions. Polluted natural settings, ugly buildings, overcrowded places, eroded landscapes and intrusive noise from all sources, separately or in combination, result in diminished quality of visitor experiences. Understanding and responding to such a trend has been supported by tourism segmentation research. Jurowski et al. (1993) suggested that the latest generation of tourists supports more eco-centric activities and programs. This is also exemplified by the rapid growth of so-called ecotourism (Cetron, 2001). Tourism policy makers are increasingly realizing that environmental commitment makes good economic sense. To remain competitive, destination areas are becoming highly involved in attracting environmentally oriented tourists; 'wherever they are found in the world, by careful analysis of, and response to, their values and needs. Hassan (2000) indicated that: 'Among destinations that achieve enviable growth rates, we find a strategic focus on environmental sustainability in tourism development'.
Environmental sustainability principles include protecting life support systems (i.e. air, water and land), protecting and enhancing biodiversity, and using natural resources carefully and efficiently (Robinson and Van Bers, 1996). When a person buys a service he purchases a set of intangible activities carried out on his behalf. But when he buys an experience, he pays to spend time enjoying a series of memorable events that a company states as a theatrical play to engage him in a personal way (Pine & Gilmore, 1999). Mossberg (2004) describes her model for customer experience. The most important things in the model are the customer participation and consumption. Instead of looking at the customer as passive/anonymous he/she is said to be participating in the creation of the event. The whole customer experience is however also affected by things like how the customer is taken care of by the personnel, how the customers are behaving and what the surroundings are like and image. The personnel are there to satisfy the customer. Already existing customers are with their body language, the way they walk and their facial expressions telling the new customer how to behave. Image is what the experience provide company has created to attract customers. The image should reflect something reflects something different and memorable which makes the customer spread the word about the activity and services.

Destinations should not immediately reach at the stage of development. Because adventure tourism and ethnic tourism have the potential to negatively affect the socio-economic and ecological backbone of destinations. However, adventure tourism inherently depends upon natural resources for its success; emphasis must be given on protecting these resources to ensure sustainability at the destinations. Destinations should keep principles of environmental sustainability keeping the planning and policy framework of development in the consideration. Environmental sustainability principles include protecting life support systems (i.e. air, water and land), protecting and enhancing biodiversity, and using natural resources carefully and efficiently (Robinson and Van Bers, 1996).
2.10 CONCLUSION

This chapter emphasised a components view of the destination, attraction and game lodge products. The delineations are not completely discrete and some overlapping can be detected. Diversity between and within categories is an indication of the broad methodological approaches used by the tourism and recreation industry. There are two dimensions of tourism products; one views the total destination product as perceived, customised and experienced by customers, and the other how individual producer organisations see these products. In the formulation of tourism products the demand and supply dimensions should be matched. A tourism product remains a do-it-yourself, individual product, because the main objective of each holiday maker is to do something, or not to do something, at a place completely different from the normal home or work environment, and that implies many people and many different minds. Providers of tourism products should have an understanding of the various levels of tourism products and the benefits they provide visitors, so that they can effectively differentiate their products from competitors. The objective is to complement the existing range of attractions in a region and increase the awareness of the region, not to increase the internal competition for existing visitors.
2.11 REFERENCES


