Chapter - III

STATE INITIATIVES AND THE ORGANISATIONAL NETWORK FOR TOURISM PROMOTION

3.1 GOVERNMENT AND TOURISM DEVELOPMENT

Tourism is receiving ever increasing attention from national governments and from international development agencies. The unlimited potentiality of tourism towards the overall development of a region or nation is well recognised. If properly conceived and executed, such development will prove not only to be financially viable but will also prove to be of immense benefit to a country.

Importance of tourism was realized by the Government of India – both at the Centre and States even before the Second World War. As early as in 1945 the Sargent Committee was set up by the Government of India for surveying the tourism potentiality of the country.

The Sargent Committee recommended for encouraging and promoting tourism in India by all possible means.

In 1948, the government of independent India set up an adhoc

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4. Ibid p 60

64
Tourist Traffic Office consisting of representatives of the concerned ministries and of tourist, transport and hotel industries. It was on March 1958 that a separate Tourism Department was created in the Ministry of Transport to deal with all matters concerning tourism.

Government participation in tourism promotion is well recognized and accepted all over the world. Planning at the national level is considered essential for tourism development. It is perhaps much easier to have planned development in countries where there is a potential which is only just beginning to be realised.

Governments' initiative in different countries – developed and developing – are reflected in the setting up of the National Tourism Organisations (NTOs). The tourism development organisations are assigned the responsibility of promotion of tourism in a particular country or region.

The United Nations Conference on International Travel and Tourism held in Rome in 1963 considered the role of these organisations in the development of tourism. Part three of the document 'Resolution and Recommendation' deals with the development of tourism. Under General Resolution on Organisation

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of Tourism it stated that:

i) the conference considered that it was incumbent on governments to stimulate and coordinate national tourist activities,

ii) it felt convinced that this task could be carried out through the medium of national tourist organisations, and

iii) it recommended that national tourist organisations be granted the authority and resources necessary to enable them to take effective action, as desired by the governments, for the development and promotion of national and international tourism.

There are in fact several reasons why the government should be involved in tourism. For political reasons, tourism can be used as a means of enhancing the national and international image. Tourism is an export industry. In order to maximise tourism's economic advantages to the host country, the government, to some extent, must get involved. An important role of government is that of the legislator and the regulator. It is the government which is to provide the infrastructure for tourism development in a region.

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From central to local governing levels, statutory requirements may foster or hinder tourism development. How the laws and regulations are administered - loosely or rigidly - can influence the amount and quality of tourism development. The policies of many departments and bureaus can have a great bearing on how human, physical and cultural resources are utilised. Smooth or erratic functioning of the tourism system is greatly influenced by governmental policies\textsuperscript{11}.

The planning and management of tourism by the Government was also well emphasised in the United Nations Conference on Trade and Development (UNCTAD) in the year 1965\textsuperscript{12}. It was resolved in the conference that, all tourist planning should be based on two types of preliminary surveys:

i) detailed survey of the characteristics of the area, in particular, of its tourist resources;

ii) studies of prospective customers based on surveys and forecasts.

Whereas National Tourism Organisations are financed by Governments, there is usually a requirement that marketing objectives serve government policy. Government policies relevant to tourism marketing strategy\textsuperscript{13} may be summarised as follows:


i) to generate increased tourism revenue;

ii) to channel demand by season and by area of the country;

iii) to protect consumers interests and enhance the quality of the product and the environment.

The first two of these policies tend to be common to most countries, particularly in the developing countries.

3.2 GOVERNMENT INITIATIVE AT THE STATE LEVEL IN NORTH EAST INDIA FOR PROMOTION OF TOURISM

In India planning and promotion of tourism is organised at three different levels.

At the national level the task of tourism promotion is entrusted to the Department of Tourism of the Government of India. The Department of Tourism is assisted in its task by the Tourist Development Council which is the main advisory body at the national level.

At the national level, the India Tourism Development Corporation operates mainly as a corporate and autonomous body. Its field of activity is somewhat limited, if not subsidiary to the role of Department of Tourism of the Government of India. Its functions relate more to the commercial part of promoting tourism in the country.

There are also a number of organisations operative at the state level for promotion of tourism. In the states, the focus being mainly
on the domestic tourists, much of the states efforts and resources are invested in the construction of rest houses for middle-income tourists and on development of tourist centres as well as on publicity campaigns.

Apart from these organisations or departments at the national or state levels, there are a number of other government and non-government agencies. Although not directly responsible for the development of tourism in the country, they play a very important role in promoting the tourism industry. These bodies and organisations include the Department of Archaeology, International Airport Authority, Airlines, Railways, Transport undertakings, Forest Departments, Handloom and Handicraft undertakings, Travel Agents, Private and Public Sector Hotels, Booking agencies, among others.

Although the importance of promoting the tourism industry was recognised long back at the national level, it was only during the Second and Third Five Year Plans, that many of the State Governments in India came forward towards undertaking specific initiatives towards tourism promotion and started allocating fund in favour of the tourism sector within the framework of the Five Year Plans.\(^1\)

An attempt is made here to provide a bird's eye view of the government initiative in the states of Northeast region for promotion.

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of the tourism industry:

**Assam:**

In Assam, the government’s initiative could be noticed for the first time in 1958 when the state government set up the Directorate of Tourism\(^{15}\). The Directorate, since then has been running under the Ministry of Transport and Tourism with the assigned duty of:

a) promotion of tourism in the state of Assam, and

b) development of tourism infrastructure in the state\(^{15}\).

The Assam Tourism Development Corporation came into existence on 8th June, 1988.

The Assam Tourism Development Corporation (ATDC) is assigned by the state government the following duties\(^{16}\):

i) to develop tourism in the state of Assam;

ii) to take over and manage existing Tourist lodges, Tourist Bungalows, Hotels, Huts, Motels, Guest Houses, Entertainment Projects and other places of tourist, archaeological and historic interest in Assam from the Government of state of Assam;

iii) to take over from the Government of the state of Assam all

\(^{15}\) Official documents of the Directorate of Tourism, Guwahati.

\(^{16}\) Assam Tourism Development Corporation Ltd. (1988): *Memorandum of Association*, pp 1-3
tourist cars, jeeps, coaches, buses, launches etc.; establish, manage transport units, travel and transport counters, operate cars, cabs, buses, coaches, trucks, launches, rope ways, air-craft, helicopters and other modes of transport for the convenience and comfort of tourists;

iv) to purchase, distribute and or sell tourist publicity materials; edit, design, print, publish, sell or otherwise deal with books, magazines, periodicals, folders, inserts, guide maps, pamphlets, bills, posters, picture post cards, diaries, calendars, slides, mimeographs, films and other materials for the purpose of giving publicity to and developing tourism;

v) to provide entertainment to tourists by way of cultural shows, dance, music, concerts, cabarets, ballets, film shows, sports and games, and others;

vi) to make arrangements for and organise all inclusive sight seeing trips, provide guide facilities, insurance and banking facilities;

vii) to provide shopping facilities to tourists, establish and manage art galleries for the exhibition of paintings, engravings, sculptures, jewellery and other works of art;

viii) to have co-ordination and collaboration arrangements with the Department of Tourism, Department of Cultural Affairs, Archaeological Survey of India, India Tourism Development
Corporation and the tourism corporations of other states and Union Territories with a view to develop and promote tourism in the state of Assam;

ix) to take over and develop and manage places of tourist interest in the state of Assam and elsewhere like Wild Life Sanctuaries, open places, parks, lakes, beaches, avenues, beauty and recreational spots etc.

Till 1997-98, a total amount of Rs. 965.95 lakhs had been granted by the Central Government and Rs. 339.08 lakhs by the State Government against 53 projects undertaken by the ATDC.

There are at present fourteen tourist lodges and wayside amenity centres in the state under the government, out of which five are under the ATDC and nine are with the Directorate of Tourism.

In as far as the Directorate of Tourism is concerned, the Government of Assam makes specific fund allocation within the framework of the different five year plans. The table 3.1 shows the fund allocated to the tourism sector under the different five year plans.

17 Official documents of ATDC.
Table 3.1: PLAN ALLOCATIONS TO TOURISM IN ASSAM

<table>
<thead>
<tr>
<th>Plan</th>
<th>Allocation (Rs. in lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vth Five Year Plan</td>
<td>45</td>
</tr>
<tr>
<td>VIth Five Year Plan</td>
<td>250</td>
</tr>
<tr>
<td>VIIth Five Year Plan</td>
<td>520</td>
</tr>
<tr>
<td>VIIIth Five Year Plan</td>
<td>990</td>
</tr>
<tr>
<td>IXth Five Year Plan</td>
<td>1991</td>
</tr>
</tbody>
</table>

*Source: Directorate of Tourism, Guwahati, Assam.*

The actual tourist inflow to Assam during 1993-98 is shown in Table 3.2.

Table 3.2: TOURIST ARRIVAL IN ASSAM DURING 1993-98

<table>
<thead>
<tr>
<th>Year</th>
<th>domestic tourists</th>
<th>foreign tourists</th>
<th>total</th>
<th>% of increase over the last year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>2,32,483</td>
<td>1033</td>
<td>2,33,516</td>
<td>-</td>
</tr>
<tr>
<td>1994</td>
<td>3,10,763</td>
<td>1524</td>
<td>3,12,287</td>
<td>33.7</td>
</tr>
<tr>
<td>1995</td>
<td>3,48,532</td>
<td>2775</td>
<td>3,51,107</td>
<td>12.4</td>
</tr>
<tr>
<td>1996</td>
<td>3,27,160</td>
<td>5885</td>
<td>3,33,045</td>
<td>-5.1</td>
</tr>
<tr>
<td>1997</td>
<td>8,42,656</td>
<td>4194</td>
<td>8,46,850</td>
<td>154.2</td>
</tr>
<tr>
<td>1998</td>
<td>9,39,721</td>
<td>3843</td>
<td>9,43,564</td>
<td>11.4</td>
</tr>
</tbody>
</table>

*Source: Directorate of Tourism, Assam*
Meghalaya

The initiative of the Government of Meghalaya towards tourism promotion was started with the establishment of the Directorate of Tourism in the year 1972. The objectives of the Directorate of Tourism were firstly to promote tourism in the state of Meghalaya, and also take steps for creation of proper infrastructure for tourism development in the state. The Meghalaya Tourism Development Corporation Ltd. was subsequently set up in January, 1977. Meghalaya was the 1st state in N.E. Region and also one of the pioneer states in India to launch a tourism development corporation.

The duties assigned to the MTDC were more or less the same as those of the Assam Tourism Development Corporation.

The activities of the Directorate of Tourism and the MTDC are so far confined to the following areas:

1. Running of and maintaining hotels and restaurants;
   (At present, there are five hotels with the MTDC, two at Shillong, one each at Tura, Borapani and Cherrapunjee);

2. Conducting package tour programmes subject to availability of tourists;

3. Arrangement of fairs & festivals.

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18 Official documents of the Directorate of Tourism, Meghalaya.
19 Welcome to Meghalaya, Brochure published by the Directorate of Tourism, Meghalaya

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The government of Meghalaya, after the formation of the state made adhoc grant to the tourism sector until the Fifth Five Year Plan. Since the Fifth Five Year Plan, the plan allocations of the government towards tourism are shown in table 3.3.

Table 3.3: PLAN ALLOCATIONS TO TOURISM IN MEGHALAYA

<table>
<thead>
<tr>
<th>Plan</th>
<th>Allocation (Rs. in lakhs)</th>
<th>utilisation (Rs. in lakhs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vth Five Year Plan</td>
<td>50</td>
<td>25.02</td>
</tr>
<tr>
<td>VIth Five Year Plan</td>
<td>200</td>
<td>171.85</td>
</tr>
<tr>
<td>VIIth Five Year Plan</td>
<td>350</td>
<td>308.42</td>
</tr>
<tr>
<td>VIIIth Five Year Plan</td>
<td>500</td>
<td>N.A.</td>
</tr>
<tr>
<td>IXth Five Year Plan</td>
<td>625</td>
<td>N.A.</td>
</tr>
</tbody>
</table>

Source: Directorate of Tourism, Meghalaya.

The Government of Meghalaya, in the year 2001 declared its first Tourism Policy.

The declared objectives of the Policy were as follows:

i) To create self sustainable jobs for the local youth of the state.

ii) To generate substantial revenue for the state exchequer.

iii) To project a tourist friendly image to the world at large and to make the state one of the best tourist destination of the country by capitalising on the state's natural assets; managing them properly and creating a consistent competitive advantage.

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21 Govt. of Meghalaya (2001) : Tourism Policy 2001, pp 3-4
iv) To promote local interests through strategic alliances with investors.

v) To be the number one Indian destination by per capita market share of visitor's expenditure.

vi) To create a business climate which will attract outside investment.

vii) To encourage domestic tourism (inter state) with a view to provide to the people of the country as well as the state especially those living in rural areas to understand the geographical and cultural diversity of the state as well as the aspirations and viewpoints of others so as to bring about a greater national integration.

viii) To offer opportunities to the youth not only for employment but also for taking up activities to nation building character like sports, adventure and the like.

ix) To bring socio-economic benefits to the community and the state in terms of faster economic growth, larger employment opportunities, better income generation and foreign exchange earning, balanced development of backward areas and weaker sections, higher tax revenue to the state and to cause sustainable human development.

x) To preserve and enrich the cultural heritage of the state in all its manifestations and causing accretion and strength to social and cultural values.
xi) To create suitable environment of basic infrastructure facilities for tourism including communication and transportation links.

xii) To promote and protect the interest of the people of Meghalaya by making various incentives available for setting up of hotels, health resorts, amusement parks etc.

xiii) To encourage traditional artisans and the handicrafts sectors.

xiv) To include all Circuit Houses and Dak Bungalows under different Meghalaya Government Departments inside and outside the state for providing facilities to Tourists in co-ordination with the concerned department.

The policy classified the expected role of the Government as well as the private sector in the promotion of tourism within the state of Meghalaya and listed the thrust areas where resources and initiatives within the state should be directed. The major thrust areas identified were the following:

a) Nature Tourism
b) Adventure Tourism
c) Cultural and Socio-cultural Tourism
d) Health Resort Tourism
e) Golf Tourism
f) Sports Tourism, and
g) Arts and crafts promotion Tourism

The policy further stated the following:

a) The Directorate of Tourism will register all tourism and tourism related units.
b) The Directorate of Tourism and, preferably, the Meghalaya Tourism Development Corporation Ltd. will create and provide the tourism related infrastructure.

c) The Directorate of Tourism in collaboration with Director of Industries, Commercial Banks / Financial Institutions will scrutinize sanction and disburse subsidies to tourism units.

d) The Department of Tourism shall workout the criteria for accreditation of certain categories of Hotels/Restaurants within the state of Meghalaya.

The actual tourist arrivals in the state of Meghalaya is shown in table 3.4

<table>
<thead>
<tr>
<th>Year</th>
<th>Tourist Arrivals</th>
<th>Total</th>
<th>% change over last year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Domestic</td>
<td>Foreign</td>
<td></td>
</tr>
<tr>
<td>1993</td>
<td>1,55,667</td>
<td>408</td>
<td>1,56,075</td>
</tr>
<tr>
<td>1994</td>
<td>1,54,977</td>
<td>577</td>
<td>1,55,554</td>
</tr>
<tr>
<td>1995</td>
<td>1,44,529</td>
<td>1175</td>
<td>1,45,701</td>
</tr>
<tr>
<td>1996</td>
<td>1,36,183</td>
<td>1573</td>
<td>1,37,756</td>
</tr>
<tr>
<td>1997</td>
<td>1,15,559</td>
<td>1071</td>
<td>1,16,630</td>
</tr>
<tr>
<td>1998</td>
<td>1,36,952</td>
<td>1055</td>
<td>1,38,007</td>
</tr>
</tbody>
</table>

Source: Directorate of Tourism, Meghalaya

Manipur:

The setting up of Directorate of Tourism in the year 1972 signalled the beginning of Government initiative towards promotion of tourism in Manipur.
The aims and objectives of the Directorate are as follows:

1. To promote tourism in the state.
2. To develop tourism infrastructure within the state.
3. To provide tourism facilities to the tourists visiting the state.

The state does not have any State Level Tourism Development Corporation. Consequently, the Directorate of Tourism is the sole authority for making plans and policies at the state level for promoting tourism.

The Directorate arranges the publication of tourist literature in the form of pamphlets, brochures and leaflets in order to promote tourism in Manipur and selects tourist spots within the state.

The Directorate also runs a total of nine tourist lodges and hotels in the state.

Spots selected so far by the Directorate as tourist sites are the following:

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22. Manipur, the Brochure published by the Directorate of Tourism, Govt. of Manipur.
23. Manipur: The ideal Tourists Destination, published by the Directorate of Tourism, Govt. of Manipur.
24. Manipur, the brochure published by the Directorate of Tourism, Govt. of Manipur.
<table>
<thead>
<tr>
<th>Place</th>
<th>Distance from Imphal (in K.M.)</th>
<th>Tourist attractions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Imphal</td>
<td></td>
<td>Evergreen hill ranges, Shree Govindajee Temple, State Museum, Khwairamband Bazar, Zoological Garden, Orchid yard, Saheed Minar.</td>
</tr>
<tr>
<td>2. Lanthabal</td>
<td>8</td>
<td>A small hill station with the relics of an old historic palace, well planned temples and ceremonial houses.</td>
</tr>
<tr>
<td>3. Bishnupur</td>
<td>27</td>
<td>Single-celled conical roofed temple of Bishnu. Built in 1467, the temple is unique in its antiquity and design reflecting the influence of the Chinese traditions.</td>
</tr>
<tr>
<td>4. Phubala</td>
<td>40</td>
<td>A charming resort on a little island on the western fringes of the Loktak Lake.</td>
</tr>
<tr>
<td>5. Moirang</td>
<td>45</td>
<td>Ancient temple of pre-Hindu deity, Lord Thanging. Moreover, this is a historical place where the flag of Indian National Army was hosted for the first time in Indian soil. Statue of Netaji Subhash Chandra Bose and INA Museum are also important attractions.</td>
</tr>
<tr>
<td>6. Loktak Lake &amp; Sendra Island</td>
<td>48</td>
<td>A huge and beautiful stretch of water - is like a miniature inland sea. The unique floating weed dirt around the lake is a rare attraction.</td>
</tr>
</tbody>
</table>
8. Ukhrul  83
Highest hill station of the state. A centre of the colourful warrior tribe Thangal Naga, the place is famous for a peculiar type of land-lily, siroi, Siroi Hill and Khanghui lime caves are other attractions.

9. Kaina   29
A beautiful hillock - a sacred place of Hindus.

10. Moreh  110
Bordering town in the free trade market.

The Directorate of Tourism has a total strength of 42 employees, out of them 8 are in executive rank.

The majority of the projects for tourism promotion are centrally sponsored with the major part of the expenditure being borne by the Central Government.

The plan allocation of the Government of Manipur towards tourism since the VIth Five Year Plan are given in table 3.5:

Table 3.5: PLAN ALLOCATION TO TOURISM IN MANIPUR

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount allocated Rs. in lakhs</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIth</td>
<td>35</td>
</tr>
<tr>
<td>VIIth</td>
<td>62</td>
</tr>
<tr>
<td>VIIIth</td>
<td>197</td>
</tr>
<tr>
<td>IXth</td>
<td>315</td>
</tr>
</tbody>
</table>

Source: Directorate of Tourism, Manipur

The estimated tourist arrivals in the state of Manipur during the period 1991-98 are shown in table 3.6

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75 Official records of Directorate of Tourism, Govt. of Manipur.
Table 3.6: TOURIST ARRIVALS IN MANIPUR

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic tourists</th>
<th>Foreign tourists</th>
<th>Total</th>
<th>% of increase over the last year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>60,067</td>
<td>194</td>
<td>60,261</td>
<td></td>
</tr>
<tr>
<td>1994</td>
<td>80,122</td>
<td>559</td>
<td>80,681</td>
<td>33.88</td>
</tr>
<tr>
<td>1995</td>
<td>84,613</td>
<td>288</td>
<td>84,901</td>
<td>5.23</td>
</tr>
<tr>
<td>1996</td>
<td>86,959</td>
<td>218</td>
<td>87,177</td>
<td>2.68</td>
</tr>
<tr>
<td>1997</td>
<td>90,974</td>
<td>215</td>
<td>91,189</td>
<td>4.60</td>
</tr>
<tr>
<td>1998</td>
<td>89,255</td>
<td>274</td>
<td>89,530</td>
<td>(-) 1.82</td>
</tr>
</tbody>
</table>


NAGALAND

In Nagaland, the Directorate of Tourism was set up in 1968. The Directorate, under the Ministry of Tourism is the tourism development authority of the state. The state so far has not taken any initiative towards the setting up of any tourism development corporation. Promotional activities as well as commercial activities relating to tourism are looked after by the Directorate of Tourism.

Due to the application of the Inner line Permit Act for Indian nationals and the Protected Areas Permit Act for the foreign nationals, tourism development in Nagaland is yet to take off.

The Directorate with its head office at Kohima has four Tourist Information Centres at Dimapur (Nagaland), Guwahati, Calcutta and
New Delhi. Inner line Permit can be obtained from any of these offices and the Protected Area Permit can be obtained from the Ministry of Home Affairs, New Delhi.

The activities of the Directorate of Tourism in Nagaland relate to the following areas:

1. Development of Tourism Infrastructure: Linked to its initiative towards developing tourism infrastructure within the state under centrally sponsored schemes, the Directorate has taken up the task of development of pilgrimage centres and the beautification schemes in selected tourist spots.

   Provision of tourist amenities such as bus stands with toilet facilities, cafeteria etc. have been initiated.

   The Department has also undertaken the promotion of Fairs and Festivals and in the process has started identifying villages, communities and places which annually celebrate traditional festivals.

   Special attention is currently being given by the Directorate to the development of adventure tourism in the state.

2. Human Resource Development: Realising that tourism is basically a hospitality service and therefore, an aggressive

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27 Ibid p 15

83
programme of tourism awareness and hospitality services is required, the Department conducted two training courses on eco-tourism and a refresher course on tourism in 1999-2000, with resource persons drawn from the Indian Institute of Tourism and Travel Management, Bhubaneswar.

3. Running of Tourist Accommodation: The Directorate runs six tourist lodges and three tourist rest houses within the state. The six tourist lodges are at Dimapur, Kohima, Wakha, Mon, Mokokchung and Zunhebota and the three Rest Houses are at Longwa, Pohlwa and Dzulak.

4. Tourist Information and Publicity: The Department publishes tourist information materials. To create awareness on the tourism products of Nagaland, a number of advertisements and write ups were issued in some leading tourism journals and magazines.

With central assistance, the Directorate has undertaken to bring out two documentary films on Nagaland.

5. Participation in Fairs and Festivals: The Directorate also takes part in tourism fairs and festivals for the promotion of tourism in Nagaland. It has participated in the Travel Meets held at Calcutta (International Tourism Fair - ITF) and New Delhi and at the Northeast Tourism Meets held at Guwahati and Shillong. At the International level too, the Department participated in the International Tourism Board (ITB) at Berlin.
The activities of Directorate of Tourism, Nagaland can be presented briefly as follows:

1. Tourist Accommodation owned and run:
   a) Tourist Lodges: 6
   b) Tourist Rest House: 3

2. Promotion of Rural-cum-Eco-Tourism: Identified 3 villages in Nagaland.

3. Development of Special Tourism Areas in Nagaland.
   a) Two pilgrimage centres.
   b) Beautification Programmes.
   c) Promotion of Fairs/Festivals in identified villages.
   d) Development of Adventure Tourism.

The plan allocation of Government of Nagaland towards tourism in different Five Year Plans are presented in table 3.7.

Table 3.7: PLAN ALLOCATION TO TOURISM IN NAGALAND

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount Allocated Rs.in lakhs</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIth Five Year Plan</td>
<td>75</td>
</tr>
<tr>
<td>VIIth Five Year Plan</td>
<td>180</td>
</tr>
<tr>
<td>VIIIth Five Year Plan</td>
<td>275</td>
</tr>
<tr>
<td>IXth Five Year Plan</td>
<td>427</td>
</tr>
</tbody>
</table>

Source: Directorate of tourism, Nagaland

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Table 3.8 below shows the estimated tourist arrivals in Nagaland during 1993-98

Table 3.8 : TOURIST ARRIVALS IN NAGALAND

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic tourists</th>
<th>Foreign tourists</th>
<th>Total</th>
<th>% of increase over the last year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20,045</td>
<td>64</td>
<td>20,109</td>
<td>-</td>
</tr>
<tr>
<td>1993</td>
<td>20,045</td>
<td>64</td>
<td>20,109</td>
<td>-</td>
</tr>
<tr>
<td>1994</td>
<td>11,108</td>
<td>194</td>
<td>11,302</td>
<td>-43.8</td>
</tr>
<tr>
<td>1995</td>
<td>13,800</td>
<td>39</td>
<td>13,839</td>
<td>22.5</td>
</tr>
<tr>
<td>1996</td>
<td>13,420</td>
<td>54</td>
<td>13,472</td>
<td>2.6</td>
</tr>
<tr>
<td>1997</td>
<td>39,307</td>
<td>64</td>
<td>39,101</td>
<td>190.0</td>
</tr>
<tr>
<td>1998</td>
<td>40,052</td>
<td>210</td>
<td>41,262</td>
<td>5.0</td>
</tr>
</tbody>
</table>


The Directorate of Tourism in Nagaland is a small organisation. The organisation has only 51 staff members of whom 14 are in the executive rank.29

The Director is appointed from the State Civil Service Cadre. The Deputy Director is also from the State Civil Service Cadre. The other persons in the executive ranks are appointed directly by the Directorate.

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29 Official document of Directorate of Tourism, Nagaland.
Mizoram

The tourism promotion activities in Mizoram were actually started in 1987 following its emergence as the 23rd state of the Indian Union in the same year. In that year the Government of Mizoram set up the Directorate of Tourism. The Directorate is having its head office at Aizawl.

In addition, the Government of Mizoram has five Liaison Houses situated outside the state. These five offices are at New Delhi, Calcutta, Guwahati, Shillong and Silchar. These offices, apart from the issuance of inner-line permits to domestic tourists provide necessary information about the state.

For foreign tourists, Restricted Area Permit (RAP) is required to be obtained from the Resident Commissioner, Mizoram Houses, New Delhi. The permit may also be obtained from the Ministry of Home Affairs, Government of India, New Delhi.

Since, the Restricted Area Permit Act is applicable in the State, the Department of Tourism focuses mainly on the domestic market. The Department seemingly is aware of the potentiality of domestic tourist market as is indicated by their publications.

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30 Mizoram, Brochure Published by the Directorate of Tourism, Mizoram in 1999.
31 Mizoram: Booklet published by the Directorate of Information and Publication, Govt. of Mizoram in 2000
The present activities undertaken by the Directorate are as follows:

1. To run the tourist lodges: There are four tourist lodges under the control of the Directorate - two of them are at Aizwal, one at Lunglei and one at Champai.

2. Fairs and festivals: To project the ethnic culture of the state, the Directorate arranges three main festivals - Mim kut, Chapehar kut and Parol kut.

3. Construction of tourism infrastructure like guest houses and hotels for the tourists, etc.

The Directorate is a small organisation of 32 members only of whom 8 are in executive rank. The top official is the Director, who is an official from Civil Service Cadre of the state. There are two Deputy Directors - one is in charge of publication, Finance and General administration; while the other looks after hotel administration. There are two Assistant Directors also, one Superintendent, two Managers and two Asst. Managers.

There is no Marketing Section specially as such, nor any one of the executives is having any professional background in marketing. The Department is still in its infancy. Lack of professionals is one of
the main reasons responsible for the Directorate's inability to actualise the nation-wide growing market of tourism.

The Directorate of Tourism in Mizoram is yet to become a full fledged one and a number of posts have been created on adhoc basis. It is yet to define properly its organisation structure.

The plan allocation upto the completion of the 8th Five Year Plan was on adhoc basis. Annually the amount was Rs. 8 to 10 lakhs only. It was in the 9th Five Year Plan that the Government of Mizoram had allocated a sum of Rs. 94 lakhs towards promotion of tourism.

The major part of tourists visiting Mizoram are domestic only since the Restricted Area Permit Act is applicable for foreigners. Even the flow of domestic tourists is not significant yet. The table 3.9 shows the tourist arrivals in Mizoram during 1993-98.

Table 3.9: TOURIST ARRIVAL IN MIZORAM

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic Tourist</th>
<th>Foreign Tourists</th>
<th>Total Tourists</th>
<th>% of increase over the previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>19,675</td>
<td>15</td>
<td>19,690</td>
<td>-</td>
</tr>
<tr>
<td>1994</td>
<td>20,356</td>
<td>115</td>
<td>20,471</td>
<td>3.97%</td>
</tr>
<tr>
<td>1995</td>
<td>18,420</td>
<td>119</td>
<td>18,539</td>
<td>(-) 9.44%</td>
</tr>
<tr>
<td>1996</td>
<td>23,534</td>
<td>93</td>
<td>23,627</td>
<td>27.44%</td>
</tr>
<tr>
<td>1997</td>
<td>30,033</td>
<td>90</td>
<td>30,123</td>
<td>27.50%</td>
</tr>
<tr>
<td>1998</td>
<td>23,998</td>
<td>126</td>
<td>24,124</td>
<td>(-) 19.92%</td>
</tr>
</tbody>
</table>

Source: Directorate of Tourism, Mizoram
Arunachal Pradesh

The Government of Arunachal Pradesh set up the Directorate of Tourism in 1975. The aims and objectives of the Directorate are the following:

1. To promote tourism in the state,

2. To undertake commercial activities relating to tourism.

The state does not have any State Level Tourism Development Corporation. Consequently, the Directorate of Tourism is the sole authority in making plans and policies and, at the same time, in implementing these policies and plans. The Directorate arranges the publication of tourist literatures in the form of pamphlets, brochures and leaflets in order to promote tourism. Five tourists lodges are run within the state by the Directorate.

The Directorate also arranges for conducted package tours of foreign and domestic tourists.

However, since Inner-line Permit is required for Indian tourists and Restricted Area Permit is required for foreign tourists, tourism in Arunachal Pradesh is yet to experience any major breakthrough.

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33 Arunchal Pradesh, published by the Directorate of Tourism Govt. of Arunachal Pradesh
The Inner-Line Permits are issued by the following for domestic tourists:

1. Resident Commissioner, Govt. of Arunachal Pradesh, Arunachal Bhawan, New Delhi
2. Deputy Resident Commissioner, Govt. of Arunachal Pradesh, Kolkata
3. Deputy Resident Commissioner, Govt. of Arunachal Pradesh, Guwahati.
4. Deputy Resident Commissioner, Govt. of Arunachal Pradesh, Shillong.
5. Liaison Officer, Govt. of Arunachal Pradesh, North Lakhimpur
6. Deputy Resident Commissioner, Govt. of Arunachal Pradesh, Tezpur.
7. Deputy Resident Commissioner, Govt. of Arunachal Pradesh, Dibrugarh.
8. Director, Supply & Transport, Govt. of Arunachal Pradesh, Jorhat.

The Directorate of Tourism in Arunachal Pradesh has a total 42 staff out of whom 12 are in the executive level.

Official records show that an amount of Rs. 76 lakhs was

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Ibid
allocated in VII\textsuperscript{th} Five Year Plan towards tourism development. The amount was Rs. 115 lakhs in VIII\textsuperscript{th} Five Year Plan and Rs. 228 lakhs in IX\textsuperscript{th} Five Year Plan.

Inflow of tourists both domestic and foreign in the state during 1993-98 is shown in table 3.10.

Table 3.10 : TOURIST ARRIVALS IN ARUNACHAL PRADESH

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic Tourist</th>
<th>Foreign Tourist</th>
<th>Total</th>
<th>% increase over previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>2115</td>
<td>0</td>
<td>2115</td>
<td>-</td>
</tr>
<tr>
<td>1994</td>
<td>2222</td>
<td>0</td>
<td>2222</td>
<td>5.06</td>
</tr>
<tr>
<td>1995</td>
<td>2266</td>
<td>0</td>
<td>2266</td>
<td>1.98</td>
</tr>
<tr>
<td>1996</td>
<td>2263</td>
<td>0</td>
<td>2263</td>
<td>(-)0.13</td>
</tr>
<tr>
<td>1997</td>
<td>2219</td>
<td>72</td>
<td>2291</td>
<td>1.24</td>
</tr>
<tr>
<td>1998</td>
<td>1049</td>
<td>54</td>
<td>1103</td>
<td>(-)51.86</td>
</tr>
</tbody>
</table>

Source: Ministry of Tourism, New Delhi.

**Tripura**

In Tripura, the tourism promotion activities by the state government is carried out by the Department of Information, Cultural Affairs & Tourism, Government of Tripura.

The Tourism wing was set up in the Department in the year 1978 under an Asst. Director\textsuperscript{35}. This wing is working in co-ordination with cultural and Information wing under the same Directorate.\textsuperscript{36}

\textsuperscript{35} Official document of Directorate of Tourism, Tripura.

\textsuperscript{36} Ibid
The Directorate was set up with the following specific objectives:

1. To promote and assist in developing the cultural heritage of the state.

2. To maintain proper documentation of the relevant information relating to the culture, economy and history of the state.

The Tourism wing of the Department has the following additional objectives:

a) Promote tourism in the state.

b) Make proper initiative for the development of tourism infrastructure in the state.

c) Provide ancillary services to the tourists visiting the state.

The Head Office of the Department is at Agartala. There are three offices outside the state which also, along with other assigned duties are working for promotion of tourism in the state, mainly by providing necessary tourists informations.

These offices are:

1. New Delhi - Resident Commissioner
   Tripura Bhawan, New Delhi

2. Calcutta - Tourist Information Centre,
   Tripura Bhawan Calcutta

3. Guwahati - Deputy Resident Commissioner,
   Tripura Bhawan, Guwahati.

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Ibid
The state of Tripura has in its treasure vast heritage to offer the tourists. The Manikya Kingdom had constructed palaces, temples and other monuments which are unique in all spheres. It is not that these pieces are identified by the Tourism Wing but they are providing services to the tourists in these spots.

The tourist spots and places listed and identified by the Department are the following:

<table>
<thead>
<tr>
<th>Spots/place</th>
<th>Location</th>
<th>Tourist attraction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Neermahal</td>
<td>Agartala</td>
<td>Water palace built by Manikya king. One of the finest piece of architecture.</td>
</tr>
<tr>
<td>2. Vijayanta Palace</td>
<td>Agartala</td>
<td>Royal house of Manikya king.</td>
</tr>
<tr>
<td>3. Kunjaban Palace</td>
<td>Agartala</td>
<td>Royal palace of Manikya king, now the Raj Bhawan.</td>
</tr>
<tr>
<td>4. Tripura Sundari Temple</td>
<td>Udaypur, 55 km. from Agartala</td>
<td>Pilgrimage</td>
</tr>
<tr>
<td>5. Bhubaneswari Temple</td>
<td>Agartala</td>
<td>Pilgrimage</td>
</tr>
<tr>
<td>6. Unakoti</td>
<td>Kailasahar, 178 km. from Agartala</td>
<td>Stone and rockcut images of seventh to ninth centuries.</td>
</tr>
<tr>
<td>7. Pilak</td>
<td>100 km. from Agartala</td>
<td>Archaeological remains of eighth/ninth centuries.</td>
</tr>
<tr>
<td>8. Jampui Hills</td>
<td>225 from Agartala</td>
<td>Place of orange cultivation. Holiday summer resort described as permanent abode springs.</td>
</tr>
</tbody>
</table>

The Tourism Wing of the Department of Information, Cultural Affairs and Tourism also arranges for tourists a number of conducted...
as well as package tours.

In the state two tourist lodges in Agartala viz. The Royal Guest House and Tripura Guest House are run by the Government through the Tourism wing of the Department of Information, Cultural Affairs and Tourism.

The Information centres at Delhi, Calcutta and Guwahati provide information and make arrangement for booking in its approved hotels run privately.

The Tourism wing is working from within the Directorate of Information, Cultural Affairs & Tourism Department. Thus, unlike the other states of North eastern Region, the state of Tripura does not even have a separate Directorate. Neither, there is any state Level Tourism Promotion Organisation (SLTPO) with corporate status.

There are all total of 13 officers in executive rank in the Department. Of them, 8 are directly related to tourism wing.

Tourist inflow in the state during 1991 to 1998 is given in following table 3.11.

Table 3.11: TOURIST ARRIVAL IN TRIPURA

<table>
<thead>
<tr>
<th>Year</th>
<th>Domestic tourists</th>
<th>Foreign tourists</th>
<th>Total tourists</th>
<th>% change over the previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1993</td>
<td>164,835</td>
<td>2</td>
<td>164837</td>
<td>–</td>
</tr>
<tr>
<td>1994</td>
<td>203746</td>
<td>0</td>
<td>203746</td>
<td>23.60</td>
</tr>
<tr>
<td>1995</td>
<td>192881</td>
<td>0</td>
<td>192881</td>
<td>(-) 5.33</td>
</tr>
<tr>
<td>1996</td>
<td>206232</td>
<td>2</td>
<td>206234</td>
<td>6.92</td>
</tr>
<tr>
<td>1997</td>
<td>231759</td>
<td>0</td>
<td>231759</td>
<td>12.38</td>
</tr>
<tr>
<td>1998</td>
<td>235940</td>
<td>0</td>
<td>235940</td>
<td>1.8</td>
</tr>
</tbody>
</table>

Source: Govt. of India (1999): Tourist Statistics 1998, Ministry of Tourism, New Delhi, p 49
3.3 THE FUNCTIONS AND ORGANISATION STRUCTURE OF THE SLTPOs IN ASSAM

The Directorate of Tourism and the Assam Tourism Development Corporation Ltd. are the two organisations entrusted with the responsibility for tourism development in the state of Assam. The former is a Government wing created for the purpose of policy formulation, administration and management of tourism in the state and the latter, organised under the Companies Act 1956, mainly looks after the construction of tourist lodges and tourist infrastructure.

Although, the Memorandum of Association of the Assam Tourist Development Corporation states that the maintenance of tourist lodges and the running and conducting of tours would be vested upon the Assam Tourism Development Corporation on its incorporation, the said delegation of authority is yet to take place in real sense of the term.

The organisational set up of the Directorate of Tourism of the Government of Assam is typically bureaucratic with its Director being normally appointed from the State Civil Service Cadre. The organisational hierarchy of the Directorate is as follows:
The Head office of the Directorate is at Guwahati with its two branches at New Delhi and Calcutta with one Tourist Information Officer in each of the offices. Another tourist information office has been set up at Siliguri in West Bengal.

The task of tourism promotion in the state of Assam was originally vested solely on Directorate of Tourism, although part of the responsibility was subsequently assigned to ATDC. ATDC is a state level public sector unit. The authorised capital of the Corporation, as mentioned in its Memorandum of Association, is Rupees One Crore only, divided into one lakh equity shares of Rupees One hundred each. Assam Government holds 100 percent of the shares issued by the company.
The functional relationship between the two organisations - ATDC and the Directorate of Tourism is not well defined. In their own ways of functioning both are engaged in promotion of tourism.

Eventhough, it was mentioned in the Memorandum of Association of ATDC that it would take over and manage existing tourist lodges, tourist bungalows, hotels and motels, guest houses, entertainment projects and other places of tourist, archaeological and historical interests in Assam, but it is only in 1999-2000 that only five out of the fourteen tourist lodges were handed over to ATDC. The rest nine lodges and waysides motels are still run by the Directorate of Tourism.

The five tourist lodges with ATDC are located at Kaziranga, Guwahati, Tezpur, Jorhat and Silchar.

The lodges which are with the Directorate of Tourism are the ones at Barpeta Road, Diphu, Haflong, Sibsagar, Bhalukpung, Chandubi, Nagaon, Manas and Nalbari (wayside).

ATDC, in reality, has been engaged so far in one important function, that is, construction. Till 1997-98, ATDC used to look after only the construction of different projects undertaken by the Directorate of tourism. A total amount of Rs. 965.95 lakhs had been granted by the Central Government and Rs. 339.08 lakhs by the state Government till that year against 53 construction projects undertaken by ATDC.
The projects so far undertaken by ATDC were of the following nature:

a) Construction of tourist lodges.
b) Construction of wayside amenities.
c) Construction of café and restaurant.
d) Construction of parks and picnic spots.
e) Construction of tourist resort.
f) Arrangement of festivals.

The ATDC charges seven per cent commission on the project cost for construction, which forms an important source of income of the corporation. The organisation earned Rs. 7,50,000 during the year 2000-2001 as commission.\(^{38}\)

The other activities in which ATDC is involved are:

1. Arranging river cruise services in Brahmaputra river.
2. Arranging conducted tours from Guwahati to Kaziranga.
3. Arranging occasionally seasonal camps for rock climbing, river rafting and para flying.

These activities are, of course, often seasonal and irregular and form only a small part of the total activities of the Corporation. The organisation structure of ATDC is also far from an ideal one from the

point of view of a tourism promotion organisation. At the top hierarchy of the organisation there is the Board of Directors. The Board consists of nine members only, viz. :

1. Commissioner & Secretary, Dept. of Tourism, Government of Assam.
2. Minister of State for Tourism, Govt. of Assam.
3. Commissioner and Secretary, Dept. of Finance, Govt. of Assam.
4. Director of Tourism, Govt. of Assam.
5. Principal Chief Conservation of Forest, Assam.
6. Director of Industries, Govt. of Assam.
7. Chief Engineer, P.W.D. (Building)
8. Vice Chairman, ATDC and
9. Managing Director, ATDC.

The Managing Director is generally appointed from the state Civil Service Cadre. In the Board, the Chairman and Vice-Chairman are nominated by the Government. The other seven members are Assam State Governments officials. Even after the expiry of fifteen years of its incorporation, the ATDC, till to-date, has less than one hundred employees. The organisation structure of ATDC is built upon the following managerial hierarchy:
It is evident from the existing organisational structure of ATDC that its organisational structure is primarily geared to the needs of looking after one function, i.e. construction activity. Its declared objectives as set out in the corporation’s Memorandum of Association has remained by and large unaddressed and unattended.

3.4 THE FUNCTION AND ORGANISATION STRUCTURE OF SLTPOs IN MEGHALAYA

In Meghalaya, the Directorate of Tourism and the Meghalaya Tourism Development Corporation Ltd. (MTDC) are the two
organisations at the level of the state government that look after tourism development. The former came into existence in 1972 as a government wing for policy formulation, administration and management of tourism in the state; while the latter, organised under the Companies Act 1956, came into existence in 1977.

The Directorate of Tourism is responsible for overall tourism development of the state entrusted with the following tasks:

i) Compilation, collection and dissemination of tourist information and make constant liaison with the Central Directorate of Tourism, New Delhi;

ii) To make arrangement for proper utilisation of tourism development funds and implementation of the tourism policy of the government.

iii) To identify the tourist spots in the state, after considering the viable tourism endowment.

iv) To make proper publicity of tourist spots of the state.

v) To develop tourist infrastructure for the development of tourism in the state.

The Directorate was set up to work under the Ministry of Transport and Tourism. The Head office of the Directorate is at

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39 Official records of The Directorate of Tourism, Meghalaya.
Shillong, with its two branches in Delhi and Calcutta. Tourism Information Office operates at Guwahati. These offices are assigned with inter-alia, the task of providing tourism information relating to the state of Meghalaya.

The Directorate of Tourism is headed by the Director who is appointed from Civil Service Cadre. The other executives and non-executive personnel are appointed as in other government departments. At present, there are only 43 persons, working in the Directorate, of whom twelve are in the executive rank.

The present organisation structure of the Directorate is given in fig. 3.2

A close look at the organisation structure reveals the fact that,
like Assam, in Meghalaya also, there is no separate Marketing Section in the Directorate of Tourism. Set up of the Directorate is seemingly bureaucratic with the Director and Deputy Directors recruited from Civil Service Cadre, requiring no background of tourism. There have been frequent transfer of Civil Servants from one department to another. Since 1972, as many as twenty one persons held successively the post of Director with their minimum working period varying from six months to three years.

The Meghalaya Tourism Development Corporation (MTDC) was established with the objectives of promoting tourism in the state on a commercial basis. The main activities of MTDC, at present are:

1. to run the hotels, and
2. to conduct package tours.

MTDC is a state level Public Sector Unit. The authorised capital of the Corporation, as mentioned in the Memorandum of Association, is Rupees One crore only divided into One lakh equity shares of Rupees One hundred each! The Government of Meghalaya holds hundred percent of the shares issued by the company.

At the top hierarchy of the Organisation there is the Board of Directors. The Board consists of ten members only, viz.:

1. Principal Secretary, Department of Tourism, Government of Meghalaya.
The Corporation, at present, is functioning with 118 employees - both in executive and non-executive levels. MTDC has tried to give a full fledged shape to its organisation structure and the organisational structure is as follows:
3.5 MARKETING FOCUS OF THE ORGANIZATIONAL STRUCTURE OF SLTPOs IN ASSAM AND MEGHALAYA

Successful marketing in any organization necessitates the appointment of skilled and professionally qualified managers who would plan the marketing activities and implement the plans. But marketing is at best, only a part of the total business operations and it can be effective only when it is well organised and is integrated with other business activities. As noted by Victor T.C. Middletown (1994) there are two levels of marketing organisations that have to be put together in practice. To quote Middletown:
At the lower level, organisation means establishing a framework of responsibilities for undertaking the tasks of planning, implementing and co-ordinating. This is essentially an internal problem for the marketing team. At the simplest it may concern just one person, whose main problem is how best to organize his or her time.

At the higher level, organization means establishing a much wider framework of responsibilities designed to ensure effective co-ordination links between marketing and the other essential business functions of a firm.

In the given context, there are certain per-conditions that are essentially to be fulfilled.

Firstly, it is necessary that the persons in charge of the marketing function have to be specialists in their own area. A professional background for the purpose is seen as *sine-qua-non*.

Secondly, in the prevailing competitive environment, organisations have to be marketing oriented. This would necessitate a departure from the traditional concept of product orientation. The operation division produces the products, handles the customers, maintains quality control and receives the revenue. Hence, there is a tendency among most of the organisations to view the efficiency of

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the operations division as the basis of business success or failure. Such operation focus however, clearly means production orientation. Sales and marketing in such cases are perceived and used only as service function required to support the operations divisions. Even, in these cases, where the productive and strategic role of marketing is recognized, the full potential of marketing orientation is generally not achieved. This is because of the fact that, the traditional organisational structure are not conductive for changing the organisational philosophy in favour of marketing orientation. As Lovelock (1984) observed:

"Because the concept of a formalized marketing function is still relatively new to most service business, it is often difficult to define where marketing specialists should be positioned in the organization structure, what their responsibilities and authorities should be, and precisely what should be expected of them beyond a somewhat reactive advertising or public relation role."

Despite the confusion prevailing at the moment as regards the due place of the marketing department in the organisation structure, there is an unanimity now among scholars and business analysts that the marketing function demands certain degree of centrality within the organisation structure. J.H. Davidson (1975) noted that:

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"Marketing department is the link between the firm and the market place. It represents the views of consumers to the company, and work out with other departments, how to transfer these views into profitable products\textsuperscript{42}."

Davidson further emphasized that:

Without marketing managers to represent the customer point of view internally within the firm, there is no natural process whereby this happens automatically. In market conditions in which customer needs, attitudes and expectations change very rapidly, as is often the case of travel and tourism, this internal function of customer representation is vital in achieving fast and effective responses on the part of general management\textsuperscript{43}.

From the above points of view the organisation structure of the tourism promotion organisation in Assam & Meghalaya as well as their staffing pattern was throughly examined. The details regarding which have already been presented in the preceding two sections.


\textsuperscript{43} Ibid
As noted earlier, in case of the Assam Tourism Development Corporation, even a separate Marketing Department does not exist. In case of MTDC, although there is one marketing manager supported by two Asst. Managers, it is the operations division that carries much of the weight within the organisation structure. Thus, whereas in case of ATDC, the design of the organisation structure so far has focussed primarily on construction activity as the organisation's dominant preoccupation, in case of MTDC also a product orientation was clearly evident from the structuring of the organisation. Personal interview with the serving executives in both the organisations as well as in the Directorate of Tourism in the two states gave us the impression that marketing is seen generally as an extra or 'bolt on' specialist service and not as an integral part of the business.

In the given set up, the need for professionalism remains thoroughly unattended with the chief executive of the given organisations being often recruited from within the Civil Service Cadre.

The staffing pattern and the professional background of the executives in the tourism promotion organisations in the two states of Assam and Meghalaya are shown in the Table 3.12 below:
**Table 3.12**

STAFFING PATTERN AND PROFESSIONAL BACKGROUND OF THE EXECUTIVES OF SLTPOs IN ASSAM & MEGHALAYA

<table>
<thead>
<tr>
<th>Details of Organisation Staffing</th>
<th>Assam</th>
<th>Meghalaya</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Directorate of Tourism</td>
<td>ATDC</td>
</tr>
<tr>
<td>1. Staff strength</td>
<td>182</td>
<td>67</td>
</tr>
<tr>
<td>- Executive</td>
<td>37</td>
<td>13</td>
</tr>
<tr>
<td>- Non executive</td>
<td>145</td>
<td>54</td>
</tr>
<tr>
<td>2. Chief Executive of the Dept./organisation</td>
<td>Director</td>
<td>Managing Director</td>
</tr>
<tr>
<td>3. Qualification of the Chief Executive</td>
<td>ACS</td>
<td>MSc</td>
</tr>
<tr>
<td>4. Organisation where the chief Executive was Servicing previously</td>
<td>State Secretariat</td>
<td>Central Directorate of Tourism</td>
</tr>
<tr>
<td>5. A separate marketing Dept./Division in the organisation</td>
<td>NIL</td>
<td>NIL</td>
</tr>
<tr>
<td>6. Number of persons in Executive rank having Background in tourism promotion</td>
<td>NIL</td>
<td>NIL</td>
</tr>
</tbody>
</table>

*Source:* Compiled on the basis of information obtained from respective organisations.

The prevailing state of affairs in the two organisations as well as the organisational structure and hierarchy, it appeared to us, had a clear bureaucratic bias. This is evident from the qualification and the professional background of the CEOs of the SLTPOs studied by us that are shown in Table 3.12. The overall atmosphere in the organisations is generally characterised by lack of enterprise and innovation, bureaucratic style of functioning, red-tapism and inordinate delays in implementation of decisions. The case of ATDC may be cited in this connection. The Assam Tourism Development
Corporation (ATDC) was launched in June 1988. One of its main objects was to take over and manage the existing tourist lodges, tourist bungalows, hotels, huts, motels, guest houses, entertainment projects and other places of tourist, archaeological and historic interest in Assam with all or any of the rights licences and business attached thereto from the Government of the State of Assam. However, in reality, even after the passage of thirteen years, the aforesaid taking over has not taken place totally. The Directorate of Tourism of the Government of Assam continues to manage the majority of the tourist lodges in the state (a total of twelve tourist lodges are operational at present and only five are in the hands of the ATDC). ATDC remains largely non-functional and the skeleton staff consisting of managers and other personnel do very little of the actual tourism promotion business.

Thus, one of the prime purposes of setting up of ATDC has by and large been frustrated because of bureaucratic bungling, purposelessness and inaction.

It could also be noticed by us that the tourism promotion scenario in Northeast India depicts, among others, a general lack of accountability for policy makers and managers, the non-availability of a sound feed-back system and the absence of any performance evaluation standard. All these, in turn, provide room for apathy and unimaginative and bureaucratic style of functioning. For example, most of the tourism promotion organisations do not publish their Annual Reports regularly, that would have enabled us to assess their actual performance vis-à-vis the assigned sets of objectives.

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Assam Tourism Development Corporation (1988): Memorandum of Association, p 1