

Chapter 2

Tourism Planning and Management

Chapter 2

TOURISM PLANNING AND MANAGEMENT

2.1 Evolution of Tourism Planning

Tourism, both international and domestic, is a comparatively recent activity, having developed after the introduction of the commercial jet airplanes in 1959, which provided fast transportation over long distances for rather large numbers of people. Improvements in land transportation, especially high speed road and rail systems, also took place in many countries. Along with transportation improvements, other factors giving impetus to travel were: increased incomes of a substantial number of people resulting from the economic recovery from World War II, raising educational levels, provision of vacation periods and lengthening of vacations for a large number of workers, the increasing popularity of holiday travel, and the rapid growth of international business travel. Further stimulus was provided for the growth of long distance tourism with development of Jumbo-jets in the late 1960s and more fuel-efficient airplanes in the 1980s (Bhatia 2002).

National and regional tourism planning during 1980s was taken into consideration in many countries and regions of the more and less developed world (Inskeep 1991). This has included revision and updating of some of the plans prepared previously. Tourism planning is now being pursued in many countries and regions, which wish to develop tourism on a planned basis. These new tourism plans do not ignore existing tourism development, some of which may date back to the 19th century, but incorporate these features into the modern plans. Practically, some of developments, such as classic hotels and historic sites, can form significant elements of the present day plan.

There are several important specific benefits of undertaking national and regional tourism planning. These advantages include:

- Establishing the overall tourism development objectives and policies - what is tourism aiming to accomplish and how can these aims to be achieved
- Developing tourism so that its natural and cultural resources are indefinitely maintained and conserved for future, as well as present use.

- Integrating tourism into the overall development policies and patterns of the country or region, and establishing close linkages between tourism and other economic sectors.
- Providing a rational basis for decision-making by both the public and private sectors on tourism development.
- Making a coordinated development of all the many elements of the tourism sector. This includes inter-relating the tourist attractions, activities, facilities and services and the various and increasingly fragmented tourist markets.
- Optimizing and balancing the economic, environmental and social benefits of tourism, with equitable distribution of these benefits to the society, while minimizing possible problems of tourism.

2.2 Significance of Tourism Planning

Tourism is a diffuse and rather complex activity. It comprises a cluster of disparate enterprises and elements, which are developed by various agencies for different motives. It takes in a cross section of the entire economy for a region or nation and has wide social, economic and environmental impacts. Lack of coordination between the different sectors of the industry has, in many cases, led to uncontrolled growth resulting in the degradation and destruction of the very resource on which tourism is founded.

P.C.Sinha, (1997) points out that the absence of tourism planning in a destination area can eventually lead to irreversible economic, socio-cultural and environmental damage. Over utilization or inadequate planning can open the door for potential disaster. Empirical evidence throughout the world clearly shows that the model destinations for successful tourism are those that have embraced the tourism-planning concept. Planning in tourism is therefore, an essential activity for every destination area and it is a paramount to avoid situation caused by haphazard developments.

Russell A. Smith (1992:306) has documented the typical evolution of unplanned tropical beach resorts. He cites eight stages:

1. Some local settlement; no significant tourism.
2. First tourism; second home strip development.
3. First hotel; high budget visitor; new jobs.
4. More hotels; strip intensified; houses displaced.
5. More lodging; cultural disruptions; beach congestion/ pollution.

6. More hotels; flood and erosion damage; tourism dominates.
7. Resort governments fail; urbanized resort.
8. Serious pollution; lateral spread; fully urbanized.

But too often, the wrong conclusion is reached - that tourism is inherently destructive. But the truth is that those who have too little understanding of what tourism really is and how to plan and design it are doing tourism development. Tourism can enrich people's lives, can expand an economy, can be sensitive and protective of environments and can be integrated into a community with minimum impact. Called for is a new mind set that demands better planning and design of all tourism development.

Planning for tourism is as important as is planning for any type of development. The tourism sector objectives can be achieved more effectively if carefully planned and integrated into the country's total development plan and programme. In addition, planning for tourism is particularly important for other reasons:

- Tourism is still a new activity in many areas and some local governments and the private sectors have little or no experience as how to properly develop tourism; a tourism plan can provide the guidelines needed in these areas for developing this sector.
- Tourism is a complicated, multi-sectoral activity, involving other sectors such as agriculture, fisheries, manufacturing, historic, park and recreation features, various community facilities, transportation and other infrastructure, therefore policy planning and coordination of development projects are particularly needed to assure that all these sectors are properly developed and integrated to serve tourism and benefit from tourism activities.
- Tourism is essentially selling a product of an experience to consumers, and there must be careful matching of the market and product through the planning process, but without compromising environmental and socio-cultural integrity in meeting market demands.
- Tourism can bring various direct and indirect economic benefits, which can be optimized, through careful and integrated planning; without planning, these benefits may not be fully realized.

- Tourism can generate various socio-cultural benefits and problems, and planning can be used as a process for optimizing the benefits and lessening the problems, and especially for integrating tourism into the local society.
- The development of tourism attractions, facilities and infrastructure and tourist movements generally have impacts on the natural environment, and careful planning is required so that desirable environmental impact is reinforced and environmental problems are not generated from tourism development.
- Tourism development requires particular employee skills and capabilities for which there must be appropriate education and training. Satisfying this education and training needs requires careful programming and, in some cases, development of specialized training facilities.
- Achieving tourism development requires specific organizational structures, legislation and fiscal measures, which must be considered in the planning process.

Experiences has shown that countries do benefit substantially from the proper planning of tourism and, in an increasingly competitive tourism world, the country with the best planned tourism development are likely to be the most successful tourist destinations (Inskeep, 1991).

2.3 Interactive Planning Vs. Conventional Planning in Tourism

Tourism Planning includes a very diverse set of activities undertaken by many different groups representing different interests. Tour operators, for instance, concerned to develop markets and market share are involved in the planning of marketing strategies. Individual developers engage in the planning of tourist facilities, covering the layout of particular development proposals. Governments, perhaps, anxious to expand the income from tourism, plan strategies and policies at both national and regional levels to facilitate tourism development. Each of these activities can be describes as tourism planning or more appropriately the planning of specific aspects of tourism. Each represents a narrow approach to tourism planning and has to be widened to make the industry more progressive.

Modern awareness of the drawbacks of earlier planning approaches and processes has led to a broader and more effective planning philosophy by educators and

practitioners. The terms now used, as seen in the US Model, are public involvement, participatory planning, grass root planning and integrative planning.

Reg Lang (1988) has very aptly summarized the difference between interactive planning and conventional planning as follows:

Table I: Interactive Planning Vs. Conventional Planning in Tourism

Interactive Planning Vs. Conventional Planning in Tourism	
Interactive Planning	Conventional Planning in Tourism
-Includes information feedback, consultation & negotiation.	- Most information feedback; may be some Consultation.
- Interaction occurs early on and throughout the affected planning process with full range of stake holders process.	- Early interaction with implementers; interests not involved until late in the
- Assumes that open participation leads to better decisions.	- Assumes that better information leads to better decisions.
- Planner as value committed advocate	- Planner as value neutral expert.
- Focuses on mobilization of support	- Focuses on manipulation of data.
- Plan = what we agree to do	- Plan= what we should do
-Success measured by achievement of agreement on actions and by resulting change.	- Success measured by achievement of the Plan's objectives.

Source: Lang (1988).

2.4 Environmental and Socio-Cultural Considerations in Planning

Tourism industry has perhaps the most potential to either contribute to environmental improvement or alternatively, to destroy the assets on which tourism is

built. However, governed by immediate profit motives, many players in this industry even knowingly ignored this aspect.

It is well known that provision of facilities with tourism development transform the natural environment. This process can modify and even eradicate the original source of attraction. There is also recognition of the fact that tourism must strive to develop as a socially responsible industry. More specifically it must move pro-actively rather than simply responding to various pressures as they arise. Today resident responsive tourism is the watchword for tomorrow's agenda and its priorities for tourism development and management cannot be ignored.

2.5 Common Sequence/ Levels in Tourism planning

I. International

Here, planning is mostly concerned with international transportation services, the flow of tourists among different countries, complementary development of major attraction features and facilities in nearby countries, and multi country marketing strategies and promotion programmes. Only few tourism-planning takes place at the international level through the organizations, for e.g., World Tourism Organization (WTO), International Civil Aviation Organizations (ICAO), International Air Transport Associations (IATA), The Pacific Asia Travel Association (PATA), the Sub-Committee for Tourism (SCOT) of the Associations of Southeast Asians Nations (ASEAN), the Tourism Coordination Unit (TCU) of the Southern Africa Coordination Conference (SADCC). International planning is very fragile because it depends on the cooperation of member countries, but nonetheless it is important for special function activities and is receiving encouragement from international agencies through their sponsorship of regional tourism projects.

II. National

It focuses on tourism policy, a physical structure plan including identification of major tourist attractions, designations of tourism development regions, international access points and major international transportation facilities and services, types and quality of tourist facilities and services, national-level tour patterns and programming, tourism organization and legislation, overall tourism marketing, education and training programmes, facility development, design and quality standards, sociocultural,

environmental and economic considerations and national level implementation techniques. This level of planning usually takes place the form of a comprehensive tourism development plan or strategy.

III. Regional

This level of planning is for one region or for the country, often a state or province, or perhaps an island group, and formulated within the framework of the national tourism plan and policy. Regional planning focuses on regional policy, regional transportation facilities and services, type and location of tourist attractions, location of resorts and other major tourist facilities, regional level environmental, sociocultural and economic considerations, and regional level training and marketing programmes, organizational structure and implementation techniques. The regional level is more specific than the national, although the degree of specificity at both levels depends on the size of the country or region. For a small country, the national plan may be at the same level of detail as a regional plan in a larger country, and small countries may not need both national and regional planning.

IV. Sub-regional

In some countries or regions, there is need for sub-regional planning which is more specific than the regional level, but not as detailed a development area or resort land use planning. The components of the sub-regional plan will depend on the situation of the sub-region.

V. Development Area

Specific tourism development areas for tourist resorts, urban tourism and tourist attractions require land use and transportation planning, and specific assessment of economic, environmental and sociocultural impacts; land use plans are often prepared first on a conceptual basis then in final form. This level of planning indicates the specific places designated for various land use such as hotels, retail shops, parks, conservation areas and recreational facilities, and the roads, walkway and other elements of transportation system. Land use plans often include feasibility analysis of the proposed development.

Urban tourism requires land use planning and improvement / beautification programmes for towns and cities, which are also important tourist destinations. There can

be special tourism plans prepared for urban places, but it is usually more appropriate to integrate tourism planning into the comprehensive urban plan.

VI. Development Site

Site planning is very specific planning for individual hotel, attraction and other tourist facility sites. The actual location in outline form of buildings and structures, streets and walkways, landscaped areas, and their interrelationships are shown in map form.

VII. Facility design

Architectural designs and detailed landscaping and engineering plans and specifications must be prepared for resorts, hotels, restaurants, attraction features such as visitors facilities at national parks, archaeological and historical sites, information and cultural centers and other tourists facilities. This type of design is also often done by the private sector, but the government should establish development standards, design guidelines and building construction standards.

Frequently a comprehensive national tourism-planning project will also include regional and development area plans, development standards for preparing site plan and architectural, landscaping and engineering design guidelines for facilities, depending on the terms of reference for the project. The advantage of combining various levels of planning in one project is maintaining continuity of planning approach and integration of the recommendations.

2.6 Components of tourism plan

To understand the planning of tourism knowledge of the components of tourism development and their interrelationships is mandatory. Although various different terms and categories are used, the components can be described as follows:

- Tourist attractions and activities - all those natural, cultural and special features and related activities of an area, which attract tourists to visit it.
- Accommodation - hotels and other types of facilities and their related services where tourists stay overnight during their visit.
- Other tourist facilities and services – tour and travel operations, restaurants and other types of eating establishments, banks and money exchange

facilities and services, public safety facilities and services of police and fire protection, postal services, retail stores for specialty and convenience shopping, barbers and beauticians all comprise other tourist facilities and services which should be available.

- Transportation facilities and services - transportation access into and within the country or region to serve the tourism development areas, resorts, tourist attractions and urban places, and which may include air, land or water transportation.
- Other infrastructure factor – in addition to transportation, the other necessary infrastructure for tourism development including water supply, electric power, sewage and solid waste disposal, and telecommunications e.g. telephone, fax, E-mail etc.
- Institutional factors- the institutional factors necessary to serve tourism including education and training facilities and programmes, marketing strategies and promotion programmes, public and private sector tourism organizations, tourism-related legislation and regulations, public and private sector investment policies, and economic, environmental and socio-cultural programmes.

2.7 Planning Approaches

Planning within the tourism industry takes place at both the micro and macro levels. The micro level involves such planning that specific operators undertake when determining the feasibility of their business activity. To a large extent, this is strategic planning of a corporate nature and is basically similar to corporate planning in other industries. Corporate planning models generally follow a common structure. One such strategic planning model shown below has been structured by Hoffman and Schneiderjans (1990).

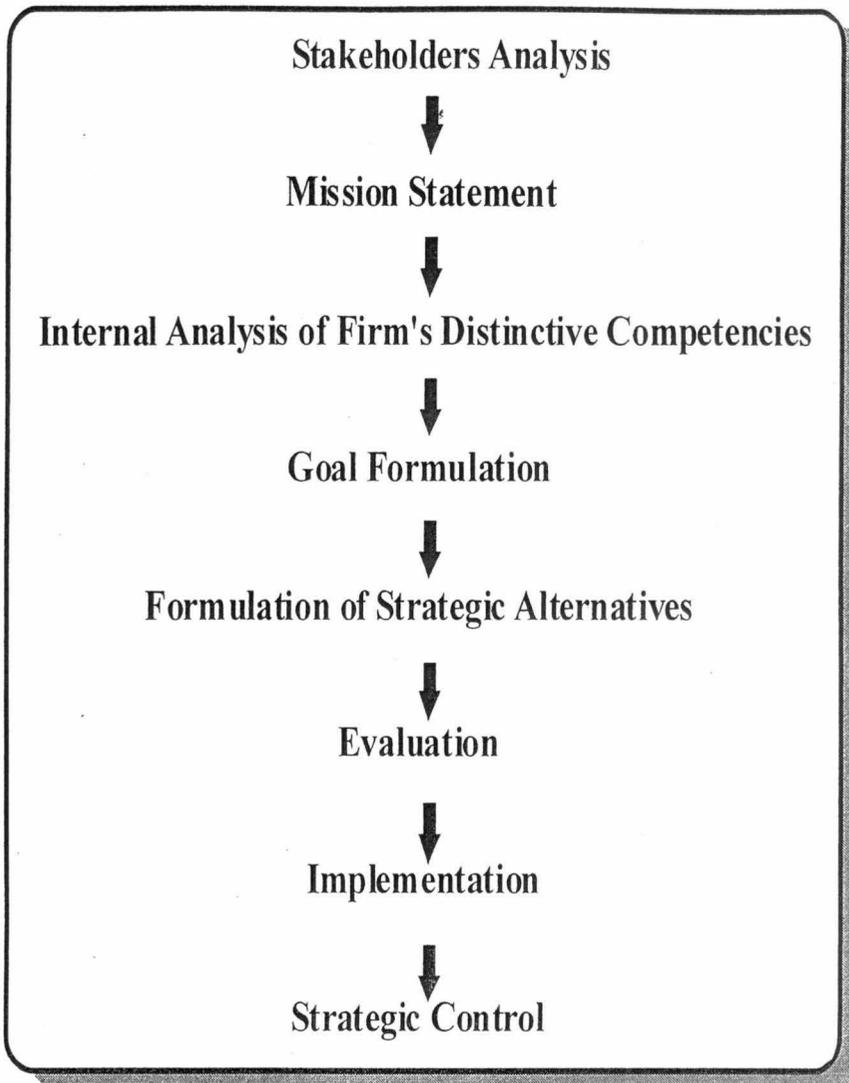


Figure 1: International Strategic Management and Goal Planning Model

Source: Hoffman & Schneiderjans, 1990, p.179, *International Journal of Hospitality Management*.

The International Strategic Management and Goal Planning Model (ISMGP) is based on the goal of matching an organisation's strength with the market opportunities presented by a changing external environment. It was designed to provide growth alternatives for lodging corporations. Like all strategic planning activities, this also seeks to highlight strengths and safeguard the uncertainties of external threats. This kind of planning needs to be applied to tourism organisations, already existing as well as developing ones, to achieve market sustainability.

Macro level planning in the industry, on the other hand, is concerned with the growth of destinations as geographic, political and social units of the countries, states, provinces or regions.

According to Helber (1995), initially tourism planning activity at such level is focused on regional and local issues relating to land use and the physical development of destinations. Gravel describes these early planning efforts as non-integrated (i.e. highly market or site specific) not considering comprehensive development.

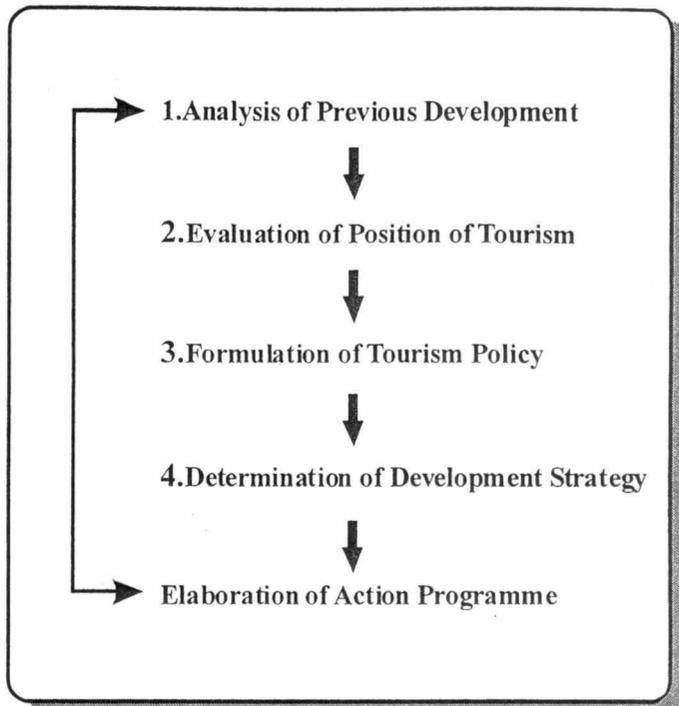
He further states that there is a process of maturation of tourism planning and that in the mid-1960's tourism planning began to take a more macro-perspective, recognising the wider environment of tourism development. He labels this as an "integrated" approach.

It is now more common for economic issues such as market position, product value and destination image, along with environmental and community impacts, to be dominant concerns of tourism planning. This more elaborate form of planning recognises not only the pressures of the market place but also the impacts of tourism on the host, not just economically but also socially and environmentally.

Macro level tourism planning is particularly concerned with the manipulation of controllable variables within a destination's tourism industry (i.e., infrastructure, market position, product development and promotion) to goals that are political and social and which the community sets for itself. As asserted by Mathieson and Wall (1982) "tourism will only flourish given the appropriate conditions. It is an industry which like any other industry requires sophisticated planning and organisation if its full potential is to be realized". They also very clearly imply the necessity for successful tourism planning to match product, price, location and management expertise with the market and expectations that will attract investment. However, this must be done with the needs of host community as a major focal point.

Acerenza (1985) propounded a strategic planning approach to tourism. Based on his study the following figure depicts the basic stages involved in this long-term approach to tourism planning:

Figure 2: Basic Stages in Tourism Planning (Source: Acerenza, 1985)



According to the model advocated by Acerenza (1985), planning begins at a much earlier stage than the determination of the development strategy, which is the prime focus of many earlier tourism plans. The process begins with an analysis of what has already been achieved. Meaning thereby, a critical assessment of the various impacts, both positive and negative, of previous tourism development and an analysis of the political significance of tourism. This information is fed into the second stage. As per Acerenza, second stage is the most fundamental one, which was often omitted or given little weight in earlier plans. There has to be an evaluation of tourism's position from different perspectives. Tourism must be seen in terms of national, social and economic priorities so that it might contribute more effectively to meeting broader development goals. The level of support from central government for tourism, and implementation of any tourism plan might be gauged on this basis. Such an evaluation requires tourism to be set against other sectors. Evaluation of tourism from these different standpoints should enable the identification of opportunities and difficulties which will suggest whether or not a new tourism policy is needed (stage 3) or whether the existing development strategy (stage 4) or action programme (stage 5) needs to be modified.

Acerenza defines tourism policy as "the complex of tourism related decisions which, integrated harmoniously with the national policy for development, determines the orientation of the sector and the actions to be taken". As such he seeks tourism policy as

providing the broad guidelines and further suggests that three fundamental elements underline all tourism policy: *visitor satisfaction, environmental protection and adequate rewards for developers and investors.*

In stage 4, i.e., the determination of the development strategy, the emphasis shifts to the means of developing available resources to meet the goals outlined in the tourism policy. The first step here is a matching of supply and demand, along with an evaluation of tourist resources and markets. Attention must also be paid to competition for the products, market identification and economic, social and technological resources needed to develop them. Alternative development strategies can be assessed in the light of the goals and objectives set earlier.

Stage 5 completes the transition to the operational phase (elaboration of Action Programme) where specific action programmes are defined in the five main fields: institutional organization, development, marketing and promotion, manpower development and financing. Finally, Acerenza suggests a feedback loop from this stage to the initial ones whereby the results of the action programmes are fed into the analysis of previous development.

2.8 Comprehensive Tourism Planning Process

Tourism planning is a complex process considering various aspects as well as segments of the tourism. Proper planning of the physical, legal, promotional, financial, economic, market, management, social and environmental aspects can help and promote tourism development in a beneficial way. Today, tourism is an economic activity and at many destinations the only source of livelihood of the people. Everyone has a stake in it - be it the government, service providers or the host population. Then why not acquaint all with good planning, which defines the desired results and works in a systematic manner to achieve success.

Common planning process

Following steps are involved in the planning process that will work in a logical sequence:

- i. *Define the system:* what are the scale, size, market, character and purpose?
- ii. *Formulate objectives:* without a set of objectives the development concept has no direction. The objectives must be comprehensive and specific and should include a timetable for completion.

- iii. *Data gathering:* Fact-finding, or research, provides basic data that are essential to developing the plan. Examples of data gathering, preparing a fact book, making market surveys, undertaking site and infrastructure surveys and analyzing existing facilities and competition.
- iv. *Analysis and interpretation:* Once collected, the many fragments of information must be interpreted so that the facts gathered will have meaning. From this step results a set of conclusions and recommendations that leads to making or conceptualizing a preliminary plan.
- v. *Preliminary planning:* Based on the previous steps, alternatives are considered and alternative physical solutions are drawn up and tested. Frequently, scale models are developed to illustrate the land use plans; sketches are prepared to show the image the development will project; financial plans are drafted from the market information, site survey and layout plan is approved and its implementation begins.
- vi. *Approving the plans:* the parties involved can now look at plans, drawings, scale models, estimates of costs, estimates of profits and know what will be involved and what the chances for success or failure would be while a great deal of money may have been spent upto this point, the sum is a relatively small amount compared to the expenditures that will be required once the plan is approved and its implementation begins.
- vii. *Final plan:* This phase typically includes a definition of the various aspects covered. For example, in the case of a destination a definition of land use, sewage, water and utilities, architectural standards, landscape plans, zoning and other land use regulations; economic analysis, market analysis and financial programming are to be covered.
- viii. *Implementation:* implementation is operationalising the tourism plan. It also follows up, monitors and evaluates. Good planning provides mechanisms that give continuing feedback on tourism project and the levels of consumer satisfaction reached.

Major Steps in Tourism planning process

Basically planning is concerned with organizing some future events in order to achieve pre-specified objectives. Integrated planning and development is a form of comprehensive planning. It is comprehensive because it integrates all forms of

planning—economic, physical, social and cultural. The more detailed levels of planning still use the same process but with fewer or somewhat different activities depending upon the type of plan being prepared (Inskip, 1991). The basic planning process that applies to the preparation of any type of plan can be represented in many ways but the conceptual approach is the same. Broadly, there can be eight major steps in any planning process that hold true for tourism planning. They are:

- I. Study preparation
- II. Determination of development goals and objectives
- III. Surveys
- IV. Analysis and synthesis
- V. Plan formulation
- VI. Recommendations
- VII. Implementations
- VIII. Monitoring

STEP I. Study Preparation

The first step in the planning process is the decision to prepare the plan, which is usually the decision of Government for National, Regional, and Urban Plans, but may be the decision, with approval of the government, of the private sector for the more detailed levels of planning. Obviously, the Government believes that tourism will bring economic and perhaps other benefits, but these will need to be analyzed and specified during the planning process. It is conceivable that the economic, social and environmental costs of developing tourism will out-weigh the benefits, although on the long-term basis this seldom is the case at the national and regional level, because much of the success of tourism depends on how and when it is developed. However, for the development area and facility development planning, it is not unusual for the feasibility analysis to indicate that the project will not be feasible.

An important activity of this step is careful writing of the *Terms of Reference (TOR)* of the planning study, so that it is known exactly what is to be done and the activities required in accomplishing the project. The TOR also often includes a definition of the kinds of specialists needed to do the study, the time required of each specialists needed to total study and an estimate of the total cost of preparing the study. Considerable thought and time should be devoted to carefully formulating the TOR so that the desired results of the planning study will be achieved. It is common practice for the government

to bring in a short-term consultant experienced in formulating tourism-planning studies to assess the specific type of planning needed and write the terms specific type of planning needed and write the terms of reference in consultations with the Government.

Plans should have a horizon year of when the plan is to be completed realizing, of course, that development may well continue beyond that date based on new planning which will be undertaken near the end of the present planning period. Establishing a horizon year provides a time framework for making projections and recommendations and staging of development. Long-range national and regional tourism plans are usually prepared for a 15 to 20 year period although in some cases a ten-year period is considered more suitable, especially in a newly developing tourism area where future conditions are less predictable.

STEP II. Determination of Objective

Carefully formulated objectives provide much of the basis for the tourism plan recommendations, and therefore are a very important step in the planning process. The objectives of developing tourism should be determined in a preliminary fashion at the commencement of the study, because these often influence the types of surveys, analysis and recommendations made. The objective at these stage are stated in a tentative manner because the results of the analysis and plan formulation may indicate that some objectives are in conflict with one another or that certain objectives cannot realistically be achieved. For example, if one objective states that a gradual increase in tourist arrivals is desirable to control social impact but another objective is for rapid growth of economic benefits from tourism, these two objectives may be impossible to achieve because of market constraints in attracting tourists.

As soon as the analysis has been completed and during the formulating of the plan and recommendations, the objectives can be prepared and presented to the policy makers before a decision is made on which plan and related objectives to finalize. Tourism objectives should reinforce any general development objectives already adopted for the country or region. Among certain cases general objectives may be modified to reflect tourism objectives when they have been finalized.

STEP III. Survey

Survey stage of planning study involves collecting data, both quantitative and qualitative, on all relevant aspects of tourism considered in the planning process. This

survey activity needs to be carefully organized to be efficiently conducted and will include field surveys of tourists attractions, facilities and services, transportation and other infrastructure, discussions with pertinent government officials and private sector and review of existing data, maps and documents, and any other means to obtain the information required.

According to Inskip (1991), sometimes ingenuity and persistence must be applied to obtain the information; and quite often, important ideas can be gained through discussions with local people including the private sector and public citizens. Special survey may be needed to conduct, for example, on tourist characteristics, expenditures and attitudes, etc. to obtain the necessary data. As part of the market survey, it may be necessary to interview tour operators and airlines in the overseas market countries.

If important information is not already available, this situation should be anticipated and the information collected, perhaps through special surveys, before the project commences so that expensive project time is not wasted. In the case of land use and site planning projects, topographic contour maps are necessary; such mapping requires considerable time and expense to prepare and should be compiled before the planning projects commences.

Depending on the extent and type of the tourism area, a considerable amount of time and several team members may need to be programmed for conducting the surveys, especially to visit places, which are not easily accessible.

General survey of area characteristics

For tourism process survey approach stage is most crucial. This approach will study the survey required and approaches to survey of the area characteristics, tourist markets, facilities and infrastructure and the institutional elements, which provide the basic inputs to the plan analysis and formulation. Because of their importance, survey and evaluation of tourists attractions and activities are treated as a separate subject.

The survey approach is that of a combination of research of existing reports, documents, maps and other sources, holding meetings with government officials, private sector spokesmen and other resource people, often from institutes and universities and field inspections. For the survey of tourist attractions, facilities and services and tourism infrastructure, there is no substitute for careful field surveys. With a multi-disciplinary team, each team member will be surveying his/ her area of responsibility although the

team will often travel together for much of the field survey for efficiency of scheduling and to exchange information and ideas.

The general geographic characteristics of the country or region should be surveyed to provide the background for overall understanding of the area and to help determine the focus for specific research and analysis, which will be required, such as identification of tourist attractions and areas suitable for development of tourists facilities.

This general survey requires both document and map research and field visits, which can often be combined with the specific surveys, carried out for various plan components. According to (Inskeep, 1991:34) except for the type of information observed on field visits, much of the basic survey data required is already available in map or report form from the government of the planning area or from universities. However, the availability of data varies appreciably among countries and regions and, in some cases, estimates will need to be made based on observation. When possible, it is very useful to obtain an overall visual impression of the study area (or selected parts of it) from an airplane or helicopter, and to make the effort to read general geography books about the country or region.

Natural Environment

The natural environmental characteristics to be considered are explained in the following sections:

- *Climatic patterns* include rainfall, temperatures, humidity, extent of sunshine (or cloudiness), wind speeds, and directions and the seasonal variations of these factors. Also, intensity and frequency of climatic hazards such as high winds and rainfall (hurricane, cyclone, typhoons, intense monsoon rains, etc.) resulting in loss of life and property damage should be recorded. At the national or regional levels, climatic patterns only need to be indicated for the different climatic zones, not for all places. Climatic characteristics can be plotted on maps.
- *Topography* refers to the surface features of the land particularly the land configuration and slope such as flat, hilly and mountainous areas, and the hydrography of lakes, rivers and wetlands (swamps, etc.). At the national and regional planning levels detailed mapping is not required but topographic characteristics can be generalized into, for e.g., lands of less and more than

20% slopes (often used as a dividing line between developable and non-developable land) and the major water features. Areas prone to flooding should be identified. At the detailed planning level, topographic contour maps are required for planning.

- *Wildlife* is indicated by type, extent and general location. For most wildlife, their habitat range must be considered, not only their present location.
- *Coastal and marine* characteristics include type of coastline with the location of beaches, reefs, offshore islands, tidal range and high and low tide lines along the shore, any erosion or deposition taking place, and underwater sea life of coral formations, fishes, etc. Underwater topography may also be important to know. The marine areas should be critically evaluated for any hazards they present, such as strong currents and undertows, which are dangerous for water recreation.
- *Aspects of geological characteristics* related to resource locations including underground water and mineral resources, and suitability for development in terms of stable foundation material should be identified. Any earthquake hazards should be researched.
- *Important ecological systems* usually comprising a combination of climate, topography, vegetation and wildlife, and ecological systems of both land and water areas should be identified and their scientific/conservation value evaluated.
- *Natural resource areas* include lands highly suitable for agriculture and mineral resource areas, which perhaps should be preserved for those uses. Based on analysis recommendations of the plan, tourism resource areas will also be identified.

Historical influences

Knowledge of the history of an area is important in tourism planning because many aspects of the history are visually expressed as tourist attractions such as archaeological and historic sites and places of historic events, and have influenced lifestyles, arts and handicrafts. The history of an area also influences present-day social value systems and attitudes, which are significant socio-cultural considerations in tourism. The history of the planning area need not be presented in complete detail but

should highlight the background needed for understanding certain elements of the tourism planning analysis and formulation.

Socio-cultural and Economic patterns

Socio-cultural and economic factors to be considered are expressed in the following sections:

- *Number and geographic distribution of population* can be shown in tabular form for the past and present population figures and a population distribution map can be prepared. Migration patterns of the populations might also be relevant, for example, the migration from rural to urban places and from low to high employment areas, because they indicate where employment is needed. Any population projections that have been prepared should also be researched.
- *Age-sex profiles* of the country or region should be researched including the major components of the economy, gross national product, income levels and distribution, type and value of exports and imports and the balance of payments, and other factors related to the economic evaluation of tourism and establishing linkages between tourism and other economic sectors. Economically depressed areas should be identified. Unusual (to the potential tourists) economic activities may provide interesting types of tourists attraction features.

Land Use, Settlement and Tenure Patterns

At the national and regional planning levels, the general land uses such as agriculture by type, industry, designated parks, recreation and conservation areas, and settlement patterns of rural, village, town and city along with the transportation network of roads, railways, seaports and airports should be mapped. The land use, settlement and transportation patterns are important to understand relative to selection of tourism development areas. Land tenure, i.e., the type of land ownership or rights, may also be an important consideration in determining the availability of land for tourism development. Land tenure categories may include private and government or public lands, fee ownership or leasehold, communal or individual ownership, etc.

Environmental quality

The overall environmental quality of the country or region and especially of the tourism development areas comprises one of the attractions for tourists, as well as being important for residents and should be surveyed and evaluated. Environmental quality factors to be noted during the survey include the following:

- Air quality: extent of air cleanliness or pollution and the type of pollution.
- Quality of domestic water supply: potability, taste and extent and type of any pollution.
- Quality of surface waters: appearance, cleanliness and extend and type of any pollution of rivers, lakes, coastal waters.
- Quality of underground water: cleanliness or extent of pollution of underground water—this is often an important consideration for provision of domestic water supply and also may affect the quality of surface waters.
- Noise levels: extent of quietness and excessive noise levels particularly in hotel, residential, parks and recreation areas.
- Cleanliness of public places: extent of cleanliness or dirtiness including littering of 'public places' such as streets and walkways, public building grounds, parks and recreation areas, roadsides, etc.
- Landscaping: extent, type and maintenance of landscaping, especially along streets, around buildings and in parks and recreation areas.
- Building design and maintenance: appropriateness and attractiveness of building design styles, and the adequacy of building maintenance.
- Signs: type, size, location, and extent of use and general appearance of advertising and other types of signs.
- Functional land use and transportation patterns: extents that land use patterns are functional and efficiently served with transportation facilities and services.
- Open space and parks: extents that urban areas have adequate open spaces and parks (and that these are well maintained).
- Congestion levels: ease of mobility and extent of pedestrian and vehicular congestion.
- Environmental disease: existence, prevalence and geographic distribution of environmentally related diseases such as cholera, malaria, typhoid and dysentery.

- Other factors: there may also be other environmental quality factors, which are important in a particular areas.

Tourist Market Survey

It is important to know whether there exists some type of tourism in the country or region. The survey of past and present tourist arrivals provides important input for the market analysis and can offer insight to tourist perceptions of the area. This survey should be made of both international and domestic tourists and where relevant, residents' use of tourist attractions, facilities and services. Complete data may not be available from existing records, and best estimates will need to be made or special field surveys conducted. The market survey also often includes interviews of tour operators in the tourist market countries or regions. A survey of general travel patterns relating to the study area should be conducted to provide the general framework for the market analysis.

Tourists Arrivals and Characteristics

The past and present annual number of tourist arrivals would be determined as an indicator of the general growth and level of tourism, and monthly figure obtained to calculate the seasonal fluctuations of arrivals. The characteristics and attitudes of tourists' arrivals including by seasons should be ascertained to the extent possible as follows:

- Place of origin: The nationality and country of residence for international tourists and region or city of residence for domestic tourists are essential data required for marketing purposes. The country of residence in addition to nationality is important to record because there are significant numbers of expatriates living outside their countries of nationality. Many of these, such as foreigners working overseas, are of fairly high socio-economic levels and tend to travel extensively in regions where they are currently living.
- Purpose of visit: Purpose of visit includes the categories of holiday, business, study, official mission/ diplomatic and visiting friends and relatives; returning resident (for expatriates) should also be included, so this category can be separated from the short-stay tourists. This characteristic indicates the reason for visiting and obviously is important as important as marketing and facility planning inputs.

- Length of stay: Length of stay, based on the number of nights spent in the area, is an important factor related to extent of facility use and total expenditures of tourists.
- Age and Sex / No. of family members traveling: These are important characteristics to know in determining the tourist profile for marketing and tourist facility planning. Age can be grouped into general categories (many tourists do not want to reveal their exact age).
- Type of employment and income levels: Type of employment can be generalized into such categories as managerial, professional, skilled worker, housewife, student and retired. Income levels can also be based on broad categories. These are useful factors for marketing and facility planning purposes.
- Where traveled and stayed during visit: Type of employment can be generalized into such categories as managerial, professional, skilled worker, housewife, student and retired. Income levels can also be based on broad categories. These are useful factors for marketing and facility planning purposes.
- Number of times visited: Whether this is first or successive visit to the country or region is important to record especially for holiday tourists, because return visits indicate a sustained interest in the destination.
- Individual or group travel: Whether the tourists are traveling independently or is with a group tour is important to know for marketing purposes, and also often relates to facility use and expenditure patterns.
- Expenditure patterns: The total amount spent by each tourist and the distribution of spending based on categories of accommodation, food and drink, shopping, local transportation and tours, and miscellaneous is essential information to determine the economic impact of tourism, and provides input to recommending ways for increasing visitor spending. Expenditure patterns can best be determined through a visitor survey, although estimates can be made from hotel, restaurant, tour agency and shop receipts and (for foreign tourists) possible from foreign currency exchange figures.
- Visitor attitudes and satisfaction levels: Determining visitor attitudes and satisfaction levels about the country or region generally, and its tourist

facilities, services and attractions specially can provide valuable information for improving tourism (or not making any changes depending on the results of the survey), at least based on present market desires. The visitor attitude survey usually includes expenditures and characteristics so that these can be correlated with one another. This survey can also include questions relative to improvements the tourists would like to have made, and whether they would like to return for future visits.

The basic information for international tourists can be obtained from the Embarkation/ Disembarkation (ED) immigration cards if they are properly designed and tabulated. However, visitor expenditures and attitudes and some of the other characteristics require special tourists' surveys. These are usually conducted on a sampling basis but should be carefully designed to take into account seasonal difference of tourist profiles. Information on domestic tourists is more difficult to obtain because they do not pass through immigration and special surveys are required of them; in some places a household survey needs to be conducted to determine travel patterns of domestic tourists and residents utilizing tourists' attractions and facilities.

Tourists' Facilities and Services

As part of the survey and evaluation stage of the planning process, any existing tourist facilities and services should be surveyed and evaluated with respect to their extent and suitability for the present and future level and type of tourism development. This survey and evaluation provides the basis for recommending improvements needed to existing facilities and services. Also, the existing pattern may well influence the location considerations in formation of the physical plan. This survey should include personal interviews of hotel, tour and travel agency, major restaurant and other tourist enterprise managers to obtain the trader's views on how tourism and their component of it could be improved.

Standards for survey and evaluation need to be established based both on accepted international standards and the tourist markets being aimed for. An important factor in the evaluation markets being aimed for. An important factor in the evaluation is that tourists are expecting "reasonable value for money", i.e. the cost of facilities and services available is correlated to the quality level and not overpriced. It is especially important that minimum standards of hygiene and safety be carefully evaluated.

The evaluation of facilities and services requires field surveys, sometimes tourist attitude surveys (referred to in the market survey section) and a systematic approach. Any new or expanded facilities and services already approved for development are likely to be part of the existing pattern in the near future. The location of facilities and their major characteristics should be indicated in tabular and where relevant, map form.

Accommodation

All types of accommodation – hotels, motels, holiday villages, guesthouses, residential (self-catering) units, youth hostels, camping and caravan parks, and etc.- should be surveyed and evaluated. The survey will include location, type and number of establishment, and number of rooms (or other unit measure), and seasonal and average annual occupancy rates by types of accommodation. The evaluation must include both the physical plant and the kinds of facilities and services offered by the establishments, and the quality level of service.

If a hotel classification system is already being applied in the country or region and considered by the planning team to be realistic, it can be used to establish categories of hotels. Otherwise, an internationally accepted system should be used, such as that prepared by the WTO for each major region of the world.

Other Facilities and Services

- Tour and travel operations: Tour and travel operations include agencies offering tour programmes and tourist handling services and transportation, ticketing and hotel reservations, i.e., inbound and outbound services. Rental car, motorcycle and bicycle operations should also be included. Particularly important is consideration of the availability and competence level of tour guide services. The extent to which local agencies handle inbound tour should be carefully examined in some places; inbound tour may be controlled by foreign operators to the detriment of local business. The tour costing and programming offered by the tour operators should be reviewed, as well as the quality and the reliability of tour cars and buses. Any requirements for bonding should be examined. Specialized types of tours such as hunting and photographic safaris, hiking and trekking, mounting climbing, river rafting and boating, etc. should be included in the survey.

- Eating and drinking establishments: Restaurants, bars and other types of eating and drinking establishments, both hotels associated and independent, designed for a tourist clientele must be evaluated with respect to the type and variety of cuisine offered and the quality level of food, drink and service. Especially important is consideration of acceptable standards of hygiene being maintained, and the physical attractiveness and comfort level of the establishments. Suitability of location should also be evaluated.
- Tourism information: Usually provided by the tourism office, tourist information facilities and services must be surveyed and valued with respect to location, convenience of access, competence, politeness and foreign language capabilities of personnel, and type and suitability of printed material available.
- Shopping and personal services: Shopping facilities and services include: general shopping for convenience items such as films, newspapers and magazines and toiletries; specialty goods such as fashion cloths and jewelry; and in some areas duty-free goods such as liquor, tobacco, perfume, and electric, electronic and optical items. Personal services e.g. barber and beauty shops, and massage services are included in this survey. Evaluation should be made of the types of services and goods available, their location and conveniences of access and pricing levels.
- Money exchange and banking: Money exchange and banking services should be evaluated with respect to convenience of location and type and quality of services offered, including at the airports or other arrival points of tourists. Any special consideration on the tourists' departure at International Airport, Railway Station or Bus Station should have easy excesses to money exchange and banks for tourists' convenience.
- Medical Facilities and Services: Survey and evaluation of medical facilities and services include availability and quality level of component doctors, clinics and hospitals, over-the-counter and prescription drugs and, in some areas, medical evacuation services.
- Public safety: Public safety facilities and services include the local police force, security measures exercised at accommodation establishments and other facilities, fire protection of facilities, and general public safety related to

political safety related to political stability and terrorist actions. Evaluations should be made not only of the availability of public safety but also their reliability and effectiveness.

- Postal services: Adequate postal services is essential for tourism, not only for tourists' use but also for the efficient operation of tourist facilities. Postal services should be evaluated with respect to both their convenient availability (location of post office and other postal services) and reliability in terms of delivery time and protection against loss, as well as efficient and friendly customer relations.
- Entry and exit facilitation: The entry and exit facilitation procedures of customers and immigration should be evaluated with respect to physical facilities, convenience of procedures and honesty, friendliness and efficiency of the personnel involved. Also, procedures for extension of tourist visas within the country should be evaluated.
- Transportation and other infrastructure: Adequate infrastructure is essential for the proper development of tourism. Transportation facilities and services and other types of infrastructure need to be surveyed and evaluated as part of the planning process, which recommendations made on any improvements needed to bring the infrastructure up to standard for improvements needed to bring the infrastructure up to standard for present use, and to satisfy the future projected tourism patterns. Often there are existing plans for improvement and expansion of transportation and other infrastructure, and these plans must be evaluated with respect to present and future tourism needs. Any new facilities and services which are already approved and likely to be developed should be included in the survey and evaluation. The types of infrastructure and their major considerations are reviewed in the following manner:

Transportation facilities and services

The two major transportation considerations are access to the country or region and the internal transportation system:

- Access to the country or region: Proper transportation access to the country or region is essential. This access is typically an international airport (or more than one in a large country) or regional airport, but often also includes

seaports, roads and railways. All types of access to the country or region should be surveyed. The access survey and analysis include the physical facilities, frequency of service from the major tourist market countries or other regions in the country, passenger capacities, and efficiency of handling services at the entry and departure points. The safety levels of the transportation available must be evaluated.

- Internal transportation system: The internal transportation system in the country or region of airports and air services, roads and bus services, railways and rail service, water transportation and any other types, e.g., hiking and trekking and trekking trails, must be surveyed and evaluated with respect to serving present and future tourism development areas, tourist attractions and urban places. This evaluation should include quality and comfort levels and pricing as well as the types of facilities and services. The relationship and integration of the internal transportation network with the access points to the country or region should be analyzed and the extent of integration of different modes of transportation evaluated.

Location mapping of the transportation network is necessary and this mapping can include a system of grading the quality level of the network. The transportation map can then be related to the mapping of tourism development areas and tourist attractions.

Other infrastructure

Survey and evaluation of other tourists' infrastructure include water supply, electric power, sewage and solid waste disposal, telecommunications and drainage; employee housing and related services may be important factor in some places.

- Water supply: Of the various utility services, water supply is one of the most essential. Tourists' facilities and especially accommodations and related landscaping and swimming pools require a large amount of water that must be planned for. Both the extent of availability and the quality of water supply must be considered generally at the macro-level and specifically for tourism development areas. If the present water supply systems are not adequate, or will not be sufficient to serve projected future tourism destination area to cater to tourists and residents, then potential water resources may be utilized and consider for planning. These potential resources may include underground

water, surface water, e.g. lakes and rivers, surface catchments, e.g. rooftops and airport runways, desalination of ocean, sea or brackish underground water. The development cost of water resources will need to be estimated. In addition to the availability of water, the water quality level and any need for treatment must be considered. If local water quality standards are not adequate, then international standards adopted by the world Health Organisation (WHO) should be applied. Investigation also should be made of any water conservation and recycling techniques being utilized. It is now common, for example, irrigation water (or with tertiary treatment, for potable water). Other conservation techniques are sometimes applied, such as utilizing salt water for toilet flushing in water-deficient island resorts through installation of two separate water systems.

- **Electric Power:** Electric power is also essential but this is more flexible than water supply because, if necessary, electric power can be generated on-site for tourist facilities, albeit sometimes at rather high cost. The overall electric power system of the country or region should be surveyed, and then more specifically analyzed for the existing and proposed tourism development area. In addition to the availability of electric power, the reliability of service including voltage consistency should be reviewed. Even with a reliable external source, most good quality tourist accommodation establishments will have their own emergency generation on-site with sufficient output to at least supply the essential services. The feasibility of utilizing energy conservation measures such as solar power for hot water heating should be investigated.
- **Sewage disposal:** The area extent, capacity and quality of centralized sewage collection and treatment systems, if they exist in the tourism areas, should be evaluated with respect To capability of serving existing and future tourism (as well as general) development. If there are no existing facilities, e.g., septic tanks should be evaluated to determine if they are adequate, and especially whether they are creating any pollution problems. If they are inadequate, recommendations must be made on improvements. Sewage disposal techniques must be related to the scale of development. Often small-scale facilities can utilize relatively simple septic tanks and leaching beds disposal techniques, if soil conditions are suitable. Larger scale hotels and resorts

require central sewage collection systems and treatment plants. Techniques for installation of satisfactory sewage systems for hotels and resorts are available, but become a cost factor in the hotel/ resort development budget.

- **Solid waste Disposal:** Proper solid waste disposal should always be considered in the planning of tourist facilities. A survey should be made whether government operated solid waste collection and disposal systems exist, and their quality level evaluated. Various techniques of solid waste are utilized, various techniques of solid waste disposal are utilized depending on the local situation, e.g. sanitation land fill, incineration and compaction. Burning of solid waste is used as a source of heating in some areas; and recycling of at least some of the solid waste, to obviate the need for disposal and provide raw material for a variety of uses, is becoming a common practice. If no central system is available in the tourism areas, then the hotel or resort will need to establish its own system.
- **Telecommunications:** Telecommunications include telephone, telegraph and telex and recently telefax. In remote areas, radio or radiotelephone may be utilized. The survey and analysis should review the availability and reliability of telecommunications for improvements needed for present and future use. Especially important is telex which hotels need for reservation services and guests utilized for business communication; telefax, which uses the telephone system, is also becoming important.
- **Drainage:** Proper water drainage of the land is an essential component of infrastructure, to prevent flooding during periods of heavy rainfall or when nearby rivers or lakes are flooding from rainfall elsewhere. Even in desert environments, the occasional rain can be very intense leading to serious and sometimes destructive flooding. Drainage works are usually associated with roadways but in low-lying areas may require canals and special floodways.
- **Employee housing and community services:** Although not infrastructure in the usual sense, tourism employee housing and related community facilities and services such as schools, libraries, medical clinics, post offices, community centers and retail shops must be considered in the survey and evaluation for tourism. In well developed urban and town areas, there may be sufficient existing housing and community services available for a moderate number of

new tourism employees. But in remote areas or where the tourism development is large-scale requiring many employees, new housing with adequate and integrated community facilities and services, as well as the basic infrastructure, will need to be planned and developed. At the national and regional planning level, survey and evaluation of these other infrastructure components are done generally as a basis for policy recommendations and later detailed planning. However, water supply and sometimes-electric power must be investigated more specifically because their availability may be determining factors in selecting tourist facility development areas.

Institutional Elements

According to Edward Inskip (1991), the institutional elements to be surveyed and evaluated in the planning process include present development policies and plans, government and tourism organizational structures, investment policies and availability of capital, tourism-related legislation and regulations and training institutions. These are researched and evaluated generally at this point for subsequent input into the planning analysis, formulation and recommendations.

Present Development Policies and Plans

Most countries and many regions of countries have some form of adopted development policies and plans. These may be long-term, commonly for five years periods, and sometimes include a tourism sector component. These should be carefully reviewed to determine any present overall policies, which may influence the formulation of tourism policy, and also for any proposed development programme based on its findings, but present policies and plans need to first be known. Especially important to consider are the basic economic, physical and social development policies and strategies of the country.

Moreover, there may be existing physical development plans for the country, region and urban areas which should be reviewed for any possible relevant input to the tourism planning study such as planned new roads, and urban areas which should be reviewed for any possible relevant input to the tourism planning study such as planned new roads, and urban and industrial development areas. In some places, there may have been tourism plans prepared in the past but now outdated (the current study may be a revision of a

previous plan) which should be reviewed for useful background information and recommendations that are still valid.

Other Institutional Elements

Other institutional elements are only briefly reviewed under following heads:

- **Government and tourism Organizational Structures:** The overall system of government and its organizational structure should be understood as a basis for determining the most suitable organizational role of tourism. For e.g., tourism would be somewhat differently organized in a centrally planned economy and highly centralized government than in mixed economy and decentralized government structure. The structure and staffing of any existing tourism department or bureau and advisory board or committee should be surveyed, as well as private tourism related organizations such as hotel associations, travel associations. Organizational charts can be prepared to graphically present the structure of tourism organizations. The effectiveness of these organizations should be assessed and the present development and marketing programmes, including promotional collateral material, evaluation.
- **Investment Policies and Availability of Capital:** The present government policies for investment in development projects including tourism projects should be researched. Investment policies often include provision for joint venture development and incentives allowed to encourage private sector and international investment, such as exemption from income taxes and provision of land and infrastructure for development sites. The availability of local and international capital for investment in tourists' facilities is an important consideration in tourism development and should be investigated.
- **Tourism Regulations and Legislation:** If tourism already exists in the country or region, some tourism related legislation and regulations might have already been adopted. There may be a basic tourism law and specific regulations such as hotel classification, travel agency and tour guide services and regulations on zoning, building and hygienic standards which are applicable to tourism development. These needs to be reviewed as a basis for formulating recommendations required for tourism including any modifications to the present ones.

- **Tourism Training Institutions and Programmes:** In the planning process, any existing hotel, catering and other tourism-related training institution or programmes should be surveyed as input to the manpower-planning component of the planning study.

STEP IV. Analysis and Synthesis

Both quantitative and qualitative analysis and synthesis (interrelationship of the various components of the analysis) must be carefully done of the survey information. This analysis should be integrated where necessary, for example, relating the types of tourist attractions to the types of tourist markets. Analysis includes various projections, such as tourists arrivals and length of stay, tourist expenditures and economic impact, number and types of accommodation needed for various levels of tourism and the number and type of employees needed to work in tourism, evaluation of tourist attractions and transportation, sociocultural and environmental analysis and institutional factors of organizational structures, legislation and investment policies.

An important type of synthesis is identification of the major opportunities and problems for developing tourism. These opportunities and problems provide much of the foundation for future tourism development, and give a focus for making the major recommendations on ways to develop tourism or improve and expand existing development.

The analysis phase is also a major activity, which usually requires considerable time and specialized capabilities, but the quality and extent of analysis are very much dependent on the availability of good survey data.

Planning Analysis and Synthesis

As per the planning process model, the three main aspects of the analysis are:

1. Market analysis and tourist projections which provide the basis for projecting accommodation and determining the transportation and other tourist facility needs and other infrastructure required; these factors then feed into the integrated analysis and plan formulation.
2. Integrated analysis of physical (natural and built environment), social and economic factors including tourist attractions and activities. From this analysis can be derived an assessment of the major opportunities and constraints for

developing tourism. The integrated analysis then feeds into the plan formulation stage.

3. Analysis of the institutional components reviewed specifically dealing with these components.

The Environmental and Social Planning Approach

The analysis and plan formulation approach emphasized and being widely used is the environmental and social approach which means that utmost consideration is given to conservation of the natural and built environment and sociocultural patterns in the process of planning new development. It should be noted here that conservation implies “planned management” of resources and does not destroy or seriously damage the environment, generate serious social problems or deteriorate the area’s cultural values and heritage. The environmental and social approach is planning with nature and society and not against them. This approach to tourism planning is particularly important because of the close relationship between tourism and the environment and society.

The environmental and social approach requires that the planning team have a thorough understanding of the natural and built environment and society; without this knowledge there is not sufficient input to properly conduct the analysis and prepare the plan.

Market Analysis

- Analysis input to planning: Tourism planner should be aware of the basic approaches to market analysis because it is such an important element of the overall planning process. The market analysis is first prepared in a preliminary fashion, and then based on the integrated analysis and especially analysis of carrying capacities, the market analysis and projections may be modified. Further modification may take place during the plan formulation stage when environmental and social impacts are assessed. The market analysis defines the type and extent of tourist markets which can potentially and realistically be induced to visit the area, and which the Government, in setting its tourism objectives, desires to attract. With respect to the latter point, for example, it may be felt that certain types of tourists are not

desirable; the so-called “hippie” tourists of the 1960s and 1970s were for various reasons deemed by some governments not to be the type of tourists they wanted. From the standpoint of planning of tourism development, the market analysis results in projections of the number, type, length of stay and other characteristics of tourists by time period. This is essential input to planning the tourist attractions and activities, facilities and services, transportation and other infrastructure required. The market analysis also provides the basis for formulating the marketing strategy and promotion programme.

- Projection Techniques: Various projection techniques are used: time series or straight –line projection, which has limitations if no or little tourism currently exists in the area or the future form and growth of tourism are not expected to be the same as in the past; the experience of tourism growth elsewhere in similar tourism situations; market segmentation and catchment analysis; global and regional trends; and tourism destination capacity or receptivity analysis. The most effective approach and one commonly used is market segmentation, which refers to the process of grouping together people of similar characteristics, origin and desires for travel experiences. However, tourism global and regional travel patterns, general tourism trends, and historical growth patterns of the planning area (in a mature tourism destination), experience of similar capacity analysis is very important in determining the maximum number of tourists which can be adequately handled without serious problems.

Market segmentation analysis is typically based on the four factors of:

- Socioeconomic or demographic segmentation, which categorizes tourists, based on their socioeconomic characteristics such as age and income levels.
- Product–led segmentation which relates the types of tourists to the particular tourist products (attractions, facilities, etc.) that the study area has to offer or can potentially offer.
- Psychographic segmentation, which involves grouping tourists by their attitudes, interests, life styles and travel motivations.

- Geographic segmentation which groups tourists by location of origin as related to the time-distance and cost of traveling to the tourist destinations, and also considers the environmental and cultural contrasts and similarities between the origin and destination. Obviously, the accessibility factor is of utmost importance, but it also must be considered in relation to the first three types of market segmentation: for example, an affluent adventure or special interest tourists may travel a long distance at high cost to reach their desired destinations.

Consideration must also be given to special factors such as cultural affinities, which motivate some tourists to visit places where their ancestors lived, or places of similar cultural values (this perhaps can be placed under product-led segmentation). Competitor analysis, i.e., relative merits of the tourist product and its cost in competing destinations, is an important element of the market analysis.

The market analysis provides the basis for making the projections of tourist arrivals by number, characteristics, types of travel interests and length of stay. The projections are usually made for specified time periods such as five-year periods, during the life of the plan. A common approach used by the WTO is to establish market targets, which refers to the number and type of tourists, which the area realistically can attract if certain actions are undertaken; for example, provision of more frequent air services from the market countries, improvement of some major tourists attractions, organization of interesting tour programmes, development of new accommodations and implementation of a market promotion programme. This approach is particularly essential to attract and handle tourists. The targets, if adopted officially, give the government and private sector a specific objective to aim for and an incentive to undertake the necessary actions and investment.

Market projections or targets depend on many variables, which are only partially predictable, including international economic conditions and their impact on travel. Consequently, it is common practice to establish a range of tourism development and provide a sufficiently accurate basis for preparing a programme of facility development. The high and low ranges can be adjusted through periodic review of market trends and resulting revisions in the projections.

Experience has shown that market projections or targets may be valid during the long term but the time period of realizing the demand level of tourists may need to be adjusted; for example, a market target for 1995 may actually be reached in 1998 but otherwise be valid. With this relatively minor type of deviation, the important task for the tourism planner is to adjust the development and the market demand level, so that there is not a waste of investment resulting from underutilized facilities or a constraint imposed by limited facilities.

For long-term changes in market trends, planning should allow for future adjustments through staging of development. At the national level, for example, development of a new tourism region can be delayed until there is sufficient market demand; at the regional level, a new resort need not be developed until justified by increasing market demand.

STEP V. Policy and Plan Formulation

This stage refers to formulation of tourism policy and all the plan components and preparation of the physical structure plan and its related elements. The best approach to formulation is to first prepare and evaluate alternative policies and outline plan. There is seldom a single ideal plan for any area, which achieves all the desired objectives, but, rather, the optimum plan for any area, which achieves most of the objectives without generating serious problems, must evolve through evaluation of alternative plans.

After evaluation of the alternative plans, the one plan (or combination of various elements from different alternatives) which best meets the objectives, optimizes economic benefits, reinforces positive and minimizes negative socio cultural and environmental impacts is selected and completed in detail.

Planning and managing natural attraction features involves:

- Establishing a basic policy and planning approach,
- Understanding the planning process and techniques,
- Applying planning principles, and
- Effecting continuous management of the resources.

Policy and planning of natural attraction resources (at regional or local levels) should be based on the national or regional policy if it exists at these levels.

STEP VI. Recommendations

Based on the various types of analyses prepared and the optimum policy and plan selected, all the relevant recommendations can be made. For some types of recommendations, alternatives must also be evaluated before the best recommendation can be made. To be comprehensive and provide the guidelines needed, recommendations should be made on all aspects of tourism. In some cases, alternative recommendations can be presented in the final document, with government or the private sector deciding which recommendation to pursue depending on future circumstances.

At this point the planning process of formulating the policies, plans and recommendations, the project steering committee and tourism authority should review and offer guidance on the project team's findings and alternative recommendations, indicated subsequently, this review is focused on a draft report (possibility preceded by an interim report for some projects) which can be examined in detail by the committee.

STEP VII & VIII Implementation and Monitoring

The final step is implementation and monitoring of the plan. However, the means of implementation should be considered throughout the planning process and especially during the policy and plan formulation stage, so that the final plan is realistic to achieve. Under the implementation step, the sequence of actions required for implementation is indicated. During and after implementation, tourism development must be monitored to make certain that it is accomplishing the objectives, following the development back on track. Sometimes, resulting from changing circumstances such as new market trends, adjustments should be made to the plan, but always making certain that any planning modifications do not abrogate the basic objectives of tourism development.

2.9 Evaluation

Planning actions at the destination level need regular evaluation. Communities and their surrounding regions are involved daily in a great many public and private actions other than tourism - services, education, sanitation, land use, and policing. Whatever is done to plan tourism will need to be evaluated frequently in context with all other planning and development. If the destination has a tourism plan in place, it will need monitoring and frequent assessment.

References

- Ahmed, A. (1993), "Environmental Impact Assessment in the Himalayas: an ecosystem Approach", *Ambio* 22 (1): 4-9.
- Bhatia, A.K. (2002), *Tourism and Development: Principles and Practices*, Sterling Publication Pvt. Ltd., New Delhi
- Bird, B.1989, *Langkawi- From Mahsuri to Mahatir: tourism for whom?* Kuala Lumpur, Insan.
- Brockleman, W.Y.and Dearden, P. (1990), "The Role of Nature Trekking in Conservation: A Case Study in Thailand". *Environmental Conservation* 17 (2):141-148.
- Buakart, A.J. and Medlick, 2nd Edition, 1981, *Tourism: Past, Present & Future*, Heinemann, London, U.K.
- Cater, E., (1993), *Ecotourism: A Guide for Planners and Managers*, The Ecotourism Society, North Bennington, Vermont.
- Cater,E. (1994), "Ecotourism in the Third World". In Cater, E., G.Lowman, (eds.), *Ecotourism: A SustainableOption*, Chichester: Royal Geographical Society and John Wiley, pp. 69-86.
- Chib, Som Nath, 1989, *Essays on Tourism*, Cross Section Publications, New Delhi.
- Cooper, C., Fletcher, J., Gilbert D., and Wanhill, S. (1994), *Tourism : Principles & Practices*, ELBS with Pitman Publishing, London.
- Dowling, R.(1996), "Ecotourism in Thailand" (Conference Report). *Annals of Tourism Research* 23 (2):489-490.
- Eric Laws (1995): *Tourist Destination Management: Issues, Analysis and Policies*, Routledge, London.
- Gee,K.M.(1995), *Ecotourism: A Concept of Sustainability*, Unpublished Geographical Project, London School of Economics, London.
- Gunn, Clare A. (1988), *Tourism Planning*, Taylor and Francis Publishers, USA.
- Gunn, Clare A. (1994), *Tourism Planning: Basic Concepts, Cases*, Taylor and Francis Publishers, USA.

- Gurung, C.P (1994), "Linking Conservation to Community Development -An Annapurna Conservation Area Project (ACAP), Approach to Protected Area Management". Paper presented at the *Regional Seminar on Community Development and Conservation of Forest Biodiversity through Community Forestry*, organized by RECOFTC, Bangkok, October 26-28 1994.
- Inskip, E. (1991), *Tourism Planning: Basics, Concepts, Cases*, 3rd ed. Taylor and Francis, New York.
- Inskip, Edwards (1991), *Comprehensive National and Regional Tourism Planning*, World Tourism Organization, Madrid, Spain.
- Inskip, Edward (1991), *Tourism Planning: An Integrated and Sustainable Development Approach*, Van Nostrand Reinhold, New York.
- IIED (1994), *Whose Eden*, International Institute for Environment and Development, London.
- Lang, Reg (1998), "Planning for integrated development", in *Integrated Rural Planning and Development*, F.W. Dykeman (ed.), pp-81-104, Sackville, New Brunswick: Rural and Small Town Research and Studies Programme, Mount Allison University
- McNeely, J.A. and R.J. Dobias (1991), "Economic Incentives for Conserving in Thailand. *Ambio*,20 (2):86-90.
- Malhotra, R. K.(1996), *Tourism Planning and Management*, Anmol Publication Pvt. Ltd., New Delhi.
- Mathieson, A., and G Wall, (1982), *Tourism: Economic, Physical and Social Impacts*. New York: Longman, USA.
- Oppermann, Martin and Chon, Key-Sung (1997): *Tourism in Developing Countries*, Thompson Business Press, London.
- Raval, S.R. (1991), "The Gir National Park and the Maldharis: Beyond 'Setting Aside'", in West, P.C. and R.C. Brechin (eds.) *Resident Peoples and National Parks*, Arizona Press, pp.68-86.
- Ryan Chris (1991), *Recreational Tourism: A social Science Perspective*, Routledge, London.

- Sinha, P.C. (1997): *International Encyclopedia of Tourism Management, Vol.-7, Tourism Planning*, Anmol Publications Pvt. Ltd., New Delhi.
- Smith, Russell A. (1992), "Beach Resort Evolution", *Annals of Tourism Research*.
- Theobald William F. (1995), *Global Tourism: The Next Decade*, Butterworth Heinemann Ltd., Oxford.
- Wells, M.and, K. Brandon (1992), *People and Parks*, Washington, World Bank.
- World Bank. 1992, 1996, World Development Report, Oxford, OUP.
- WTO (1994): *National and Regional Tourism Planning: Methodologies and Case Studies*; Routledge, London.