

## Chapter 7

# SUMMARY & CONCLUSION

### 7.1 SUMMARY

This study constitutes of six chapters in all relating to the holistic assessment of the tourism industry in Sikkim. Care has been taken to maintain a reasonable sequence in organizing the chapters. The study begins with an introductory chapter that encompasses a brief description of the work plan.

The overall and specific findings of each chapter and recommendations are presented in this section

#### Chapter 1: INTRODUCTION

This chapter introduces the theme of the dissertation. It explains the concepts of both tourism and management and shows why management is necessary or in other words, why the principles of management have to be applied to tourism administration. It also includes the aims and objectives of the study, hypothesis, methodology, chapterisation and brief review of the related literature.

Tourism is one of the leading economic activities in Sikkim There are other activities such as agriculture, horticulture, breweries etc. but the scope of expansion of both agriculture and industry being limited in Sikkim tourism contributes the maximum to the government exchequer.

Tourism is a service industry, comprising a number of tangible and intangible components. The tangible elements include transport systems — air, rail, road, water etc. The intangible elements include: rest and relaxation, culture etc.

Management is work, and as such it has its own skills, tools, techniques, principles and ethics.

Organization is a formal structure of authority of management through which the total work with total responsibility is defined, arranged, subdivided, distributed and coordinated for effective performance.

The word management denotes that optimum utilization of resources to achieve the maximum possible output. In management equal stress is specified to the end as well as the means.

Functions of Management: Planning, Organizing, Leading, Controlling and Staffing. These five functions constitutes the integral part of management. Absence of any one will lead to anarchism.

Fundamental Management Skills are Technical, Interpersonal and Conceptual. In any organisation the line people will possess technical skills, the staff people will possess the interpersonal skill whereas the success of the organisation depends on the administration possessing the conceptual skills.

Every tourist destination in the world has a "brand image". In the modern day scenario a brand image determines the type of clientele it commands. Similarly Sikkim should market itself as a adventure tourist place, a religious tourists place, a leisure tourists place etc.

## Chapter 2 SIKKIM TOURISM: THE SCENARIO

This chapter begins with a physical description of the state as a whole. It also describes the four districts, the demographic features, the economy and resources of the state.

In the second section it goes into describing the places frequented by the tourists. It also describes the scope of different types of tourism- adventure tourism like trekking and rafting, cultural tourism, religious tourism etc in Sikkim. The scope of development of other sectors of economy being limited, the state has no other alternative but to look at tourism industry as the only viable option for development.

Accordingly, the Government too is turning its attention towards tourism by opening up new places of tourist attraction and offering facilities for ecological, cultural as well as adventure tourism in different ways.

Section three is a theoretical discussion regarding the extent of socio-economic changes that tourism brings in a society. Experience of the other countries shows that while tourism can regenerate the economy by creating jobs, opening up business opportunities and bringing in foreign exchange it can have negative impact also in terms of loss of cultural identities and traditional values.

Four major features characterize the tourist-host relationship: it is transitory, unequal and unbalanced, lacks spontaneity and is limited by spatial and temporal constraints.

The development of the tourism industry contributes to changes in the quality of life, social structure and social organisation of local residents. The local communities often pick up the habits and behaviours of the tourist. Economically the development of tourism industry is often credited with generating new employment through establishment of new hotels, eating houses, shopping malls and other leisure activities. Tourism can induce the local government to make infrastructure improvements. A better connectivity, facilities and other alternatives will motivate the tourist to visit the place. Government also earns from tourism through both direct and indirect taxes. Direct revenue from the toll collections, taxes, entrance fee to spots etc. from the tourist whereas the indirect revenue comes from the sale of vehicles, setting more lodging properties etc and the taxes, license fee, etc.

Tourism also exerts negative influence on society. Negative changes due to tourism is the commoditization of the local culture and customs, often loss of genuineness and commercialization, culture clashes between host and tourists and last and the most important is the existence economic inequality between host and tourists.

The scope of tourism is unlimited in Sikkim but care has to be taken so that the fragile environment is not destroyed and the traditional culture not spoiled or in other words the possible negative impacts are kept at the lowest.

### Chapter 3 SIKKIM TOURISM

The chapter is divided into two sections viz; Section One titled The Scope & Section Two titled The Prospects. The first is the general scenario in which a discussion has been made about the general economic scenario of Sikkim. In the beginning there is a discussion about

the general facts regarding the economy and industries in Sikkim. In the SWOT analysis the strengths, weaknesses, opportunities and threats as experienced by the economy in general and tourism industry in particular has been discussed.

Sikkim government after a prolonged period of protectionism has embraced open market policy. The government is wooing Eco-friendly investment in the state.

In spite of open door policy not much of an investment has taken place in Sikkim due to mountainous terrain and low density of population. The lack of manpower and poor transportation facilities are the major hindrances to the development of the state.

Sikkim also lacks infrastructural facilities. It is the only state in India which does not have its own airport, a railway station or even a university. Tourism is the only potential source of development of economy of the state.

Government of Sikkim has an indisputable primary obligation of distributing the socio-economic benefit to the native people. It must act as a catalyst to fasten the process and integrate the common people towards an overall development. Tourism can act as a means of the same.

In the second section there is an in depth analysis of the changes that result from the different types of tourist activities. The state has to tread carefully in this respect.

Since there are different communities living in the state. The state has a responsibility to distribute the gains equally among all the communities. Tourism leaders must balance the opportunities and concerns of all community sectors by working against conditions where positive changes benefit one part of the community (geographic or social) and negative changes hurt another.

The goal of developing the tourism industry in a community is to maximize the selected positive changes and minimize the potential negative changes. In order to do that tourism should be introduced in a slow phased manner. Increased tourism can push a community to

adopt a different moral conduct. The society might shed its local values and become very materialistic. The change sources can be divided into two groups: Tourist Factors and Destination Factors. A combination of factors usually are the reason for changes, some of them are type of visitors, mass arrivals and departures, racial characteristics, economic characteristics, "Demonstration effect" of tourists, local economic state, diversification of the economy, history of the community, pace of tourism development, etc. The policy makers also have to keep in mind the importance of fragile environment of the state which is likely to be adversely affected by a careless and hasty policy of tourism development.

#### Chapter 4 TOURISM RELATED ECONOMIC CHANGES IN SIKKIM

Tourism has opened up many new sources of income for the people by creating new job opportunities. This chapter tries to measure the degree of economic changes brought about by tourism. This has been done with the help of representations of the three segments of residents, businesspersons and tourists themselves.

##### Representations by Tourist

273 samples were included in the study.

This gives a general profile of the tourists in general.

The tourists were on a leisure trip and visiting Sikkim to enjoy the scenic beauty. Most of the tourists are first time visitors. Some of them are honeymooners. Many are visiting in a groups and the rest are availing of travel allowance as per their employment regulations.

They usually booked their accommodation and planned the itinerary well in advance. Being in a new place every body ties up with travel agents to reserve their rooms. The local sight seeing and marketing are done on the spot.

People often visit the Buddhist monasteries and holy places. Apart from this they visit the various view points to enjoy the landscape, museums and flower or any other show or event.

##### Representations of Residents

220 samples were included in the study.

The people agreed the future is bright, but changes have to be made and new community programmes should be launched. The people were of the opinion that more industry and investment will mean a better life for them.

Chambers of commerce, local village heads and State Governments should be creating job avenues. The onus of development according to the residents lies with the government.

### Representations by Businesspersons

231 samples were included in the study.

Almost all businesses are depended on tourists. Tourists form the majority of the clientele directly or indirectly. It will be prudent to say that businesses are tourist centric.

Businessmen feel that Government should promote tourism in Sikkim. And they look up to the government to attract more tourists.

Yet business in Sikkim is mostly handled by non Sikkimese. The licenses are issued in the name of the domiciled persons but it is given to the actual business person in lieu of a royalty.

Sikkim is dependent on tourism but the Sikkimese are not benefiting much from the tourism industry. Nor is the industry offering a bright future to the employees. The remuneration is not very healthy and there is no career prospect.

## Chapter 5 TOURISM RELATED SOCIAL CHANGES IN SIKKIM

In addition to opening up new avenues of income tourism has opened the door to some social changes in Sikkim. One such change is the introduction of the concept of host community. In several parts of Sikkim the rural communities have started acting as resource persons for eco-tourism projects.

Active participation in the tourism projects also brings about a change in the attitude of the people. Accordingly an attempt has been made in this chapter to measure the level of awareness, attitudes, and perceptions of the people. Like the previous chapter this has been done with the representations of the tourists themselves, local residents and businesspersons.

### Representations by Tourist

273 samples were included in the study.

Not many tourists employ the services of guides and depended on the study materials while visiting Sikkim. Ample amount of literature is available freely on which places to visit, where to shop and details of lodging establishment. Predominantly middle class tourists visit Sikkim. People visiting Sikkim are budget conscious and are on look out for a better deal. This is the reason why there are no five star hotels in Gangtok.

Food is one product where the tourists experiments. People visiting Sikkim in general are not adventurous in a way that they do not try out new spots, go on hiking, trekking on their own or even talk to the native people.

Usually local made souvenirs are purchased by the tourists. Handicrafts, woolen cloths, shoes and wind chimes are all time favourite among the tourists.

### Representations of Residents

220 samples were included in the study

People were enthusiastic about the economy. Definitely there is positive mood as unemployment level is low and the business is good.

Availability of spaces/land uses have declined but facilities have improved. The urban areas are getting crowded and there is more demand for commercial space.

The people preferred service industry to large manufacturing industry. Availability of amenities and services is facilitating a good life.

Recreation and leisure business are favored by the residents. Setting up of new parks, theater, multiplex etc are the demand of the people.

Government is responsible for economic development. Only government can decide on policies and programs for the development, the people are either not willing or motivated to work for their development.

People indicated that sewerage& waste management is the area on which they wanted their tax money to be utilized. Clean, fresh and hygienic environment is the top priority for the

residents. They want that the government should address the problem of garbage, human waste and sanitation quickly.

Job creation is the top priority. Livelihood remains the prime main concern of the people.

#### Representations by Businesspersons

231 samples were included in the study.

Tourism is the vital part of their business. Unanimously everyone admits that their business improves during the tourist season.

Keeping the business establishments clean and decorating them is their contribution to the tourism industry. Businessperson tended to be very short sighted as they limited their contributions within their business premises. One has to broaden the canvas to spur the economic development.

Business atmosphere is more conducive and profitable. Sikkim is the most peaceful state and with the advent of tourism, business has only improved. Investments -both small and big are coming in the state. Government is also inducing investment in the form of tax holidays, constant availability of power and host of other concession.

#### Chapter 6 FORMULATING A TOURISM MANAGEMENT FRAMEWORK

In this chapter, we have devised a tourism management framework for Sikkim. The framework will enable the Government, Ministry of Tourism, Tourism Planners and other stakeholders for creating a right environment for tourism. It will enable tourist to have a pleasant stay in Sikkim. The framework has been made in line with the management principles and has a self rectification mechanism.

In its simplistic understanding a management plan involves the following four activities

(a) Defining tasks and responsibilities, (b) Setting time lines for achieving goals, (c) Benchmarking (indicators) against which progress can be measured and (d) Determining resource needs. A business plan will focus on the classification of resource needs and is intended to give a clear picture of the following (a) Financial needs that must be met in order to implement the proposed management framework and (b) Potential revenue sources to help meet the needs.

The essence of Adaptive Tourism Management Process are captured under the following three steps

Step 1 Here the ground rules are laid to achieve a greater share of tourist influx to the region. Care should be taken to include the environment conservation principles while formulating the mission and the vision.

Step 2 All the goals set should specific targets which should not be subjective but objective in nature.

Step 3 The tourism council should give rating to all destinations & venues as it becomes easier for tourist to understand the importance of such a place. The council or the governing body can also rate properties such as lodging establishments, restaurants, shopping complex and places frequented by the tourist to make the tourist aware of the prices being charged for any kind of services. This is another way to foster competition in between two destination or properties. Competition will benefit tourist as it means lower prices and better facilities.

The Government of Sikkim or the Ministry of Tourism should evaluate the tourism facilities from time to time and ought to up-grade them, if required, to build capacity.

The Adaptive Tourism Management Process treats tourism as a financially viable organisation and elaborates functions of human resource planning, financial management and marketing plan. It also gives the monitoring and evaluation plan for a continuous improvement.

## 7.2 CONCLUSION

This study revealed that Sikkim is a destination of significant importance in an international setting for biodiversity uniqueness and for international tourism. Sikkim is also a major scientific and tourist attraction on the domestic front. Although there are no reliable statistics available because of manual collection mechanisms, some significant correlation exists between Sikkim's tourism, foreign exchange earnings and the general health of the economy. It makes perfect sense that tourism in Sikkim should be managed in the most professional and efficient manner to meet both the domestic and the international market's expectations. The condition of Sikkim as a tourism destination in terms of its quality of accommodation, local communities, transport, accessibility, restaurants, shopping and recreation should reflect high standards for Sikkim to be rated higher than other destinations. Failure to keep pace with reasonable and appropriate customer demands or changes in the external tourism environment may result in Sikkim becoming unattractive and taking a devastating blow from competition.

Sikkim has rich spiritual and cultural values. The policies paradigms of the state government must include the conservation of these attributes in all the action oriented programmes for development. Government should encourage environmental responsibilities amongst all ministries, government bodies and department. Auditing of environmental contents of all the sectors of industries should be enforced. Essentially the planning policy should make a balance between modern scientific technology and the traditional knowledge of the local inhabitants.

Tourism industry is being stressed upon by the government and all its decision it remains the focal point. The numbers of tourist arrivals in the State has increased from 21, 854 in 1981 to 99,323 in 1994 to 2,46,197 in 2004. The government is aiming at attracting 10 lakhs tourists per annum by 2012.

([http://sikkim.gov.in/asp/budgetdetails/budget0607/speech\\_hcm.htm](http://sikkim.gov.in/asp/budgetdetails/budget0607/speech_hcm.htm)) Newer tourist spots are being created along with the requisite infrastructure. Promotion of adventure tourism like rafting, trekking and mountaineering is taking place. Tourism is a green way to the development as it is labour intensive at the same time smokeless. It also does not discriminate between genders in the creations of employment. The residents favour the promotion of tourism as it means availability of basic infrastructure which in turn reflects on a better living standard. Although both the residents and the business person expects the government to contribute towards every kind of development, one must keep in mind that it all out effort which will make a progressive state.

Hindi is often the medium of conversation between the tourist and host. The employees of the tourism industry should be confident in Hindi and should be able to express himself in English. Minimum education should be imparted to all the indigenous people. Stress should be given on infrastructural development as landslide often cuts off Sikkim from the rest of the country causing to severe problem to tourists. Sikkim's natural beauty is understated. Proper marketing of Sikkim will boost the tourism industry.

There are clearly some relations between the socio – economic changes and tourism of Sikkim. Decisions on biodiversity conservation, building infrastructure, inner line permits etc, would always have implications for tourism use. Whatever the nature and magnitude of the problem, the solution remains in a professional and scientific management approach to tourism through an integrated tourism management plan. The integrated tourism management framework suggested in this study can go a long way in helping to generate sufficient revenue, balance conservation with tourism and community needs and apply the required synergies among the various management objectives.