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(Amit Chakladar)

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Chapter 1

INTRODUCTION

Tourism is one of the leading economic activities in Sikkim but so far not much research, planning or public policy has been addressed its development. This report provides a look at Sikkim tourism opportunities from the perspective of business owners and residents in Sikkim. It comes at a time when communities, regional organizations and state agencies are exploring new approaches to economic development for Sikkim. The local business and community-based information contained herein can help to inform and refocus initiatives for tourism planning, community development, business assistance, environmental protection and improving recreation opportunities throughout Sikkim. Many researchers have shown interest in understanding its potential to make tourism's a more powerful socio – economic proposition.

This research work is aimed to study the role of tourism in social and economic framework of Sikkim. It makes an attempt to understand the tourism industry in general and the changes that it ushers in Sikkim. Tourism has an immense value to human happiness and well being. It provides the right mix of opportunity to every human being to catch up with one desire of seeing new places, gathering knowledge, experiencing thrills etc. It also provides an opportunity to the tourist a time to relax.

Consequently tourism helps in sustaining an entire economy. For some it becomes bread and butter. The researcher tries to understand this paradigm and hopes to make a realistic assessment of the potential that tourism brings forth to the society.

Keeping in mind the macro nature of the scope of study a multi pronged methodology was planned. It involves collecting primary information from three generic sources namely the tourist, the local residents and the business communities through personal / telephonic interviews. Only structured interview schedule were used, and to get further clarification

sometimes unstructured interview was employed. Secondary information was collected from the internet, journal, magazines and news dailies.

The research work is divided into seven chapters. The chapterisation is as follows Chapter One is the Introduction; Chapter Two Sikkim Tourism: The Scenario; Chapter Three Sikkim Tourism which is further divided into two sections viz. Section One :The Scope and Section Two :The Prospects; Chapter Four- Tourism Relating Economic Changes; Chapter Five- Tourism Related Social Changes; Chapter Six -Formulating Tourism Management Framework; and the last Chapter Seven includes the Summary & Conclusions.

1.1 TOURISM

Tourism is the act of travel for the purpose of recreation and business, and the provision of services for this act. Tourists are people who are "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited" (official UNWTO definition). The distance between these two places is of no significance.

A more comprehensive definition would be that tourism is a service industry, comprising a number of tangible and intangible components. The tangible elements include transport systems — air, rail, road, water and now, space; hospitality services — accommodation, foods and beverages, tours, souvenirs; and related services such as banking, insurance and safety and security. The intangible elements include: rest and relaxation, culture, escape, adventure, new and different experiences.

1.1.1 CLASSIFICATION

Tourism may be classified into the following types:

- Inbound international tourism: Visits to a country by nonresidents of that country
- Outbound international tourism: Visits by the residents of a country to another country
- Internal tourism: Visits by residents of a country to their own
- Domestic tourism: Inbound international tourism + internal tourism
- National tourism: Internal tourists + outbound international tourism

1.1.2 SPECIAL FORMS OF TOURISM

For the past few decades other forms of tourism, also known as niche tourism, have been becoming more popular, particularly:

- **Adventure Tourism:** tourism involving travel in rugged regions, or adventurous sports such as mountaineering and hiking (tramping). This type of tourism is for the people who are seeking thrills. Rafting & Trekking is being promoted as adventure tourism.
- **Agritourism:** farm based tourism, helping to support the local agricultural economy. Village tourism is another form of Agritourism wherein the tourist enjoys their stay in rural area in the home of the indigenous people.
- **Ancestry Tourism:** (also known as genealogy tourism) is the travel with the aim of tracing one's ancestry, visiting the birth places of these ancestors and sometimes getting to know distant family.
- **Armchair Tourism and Virtual Tourism:** Not travelling physically, but exploring the world through internet, books, TV, etc. Sikkim is well connected with internet facilities all through out the state. The government of Sikkim infact is an advocate of computerized governance. It utilizes online medium to get in touch with the common people and promotes its policies. Tourism as a result has got a thrust and the influx of international tourist is an evidence to it.
- **Bookstore Tourism** is a grassroots effort to support independent bookstores by promoting them as a travel destination.
- **Cultural Tourism:** Includes urban tourism, visiting historical or interesting towns, such as Gantok, Rumtek, Namchi, Pelling etc and experiencing their cultural heritages. This type of tourism may also include specialized cultural experiences, such as art museum tourism where the tourist visits many art museums during the tour, or opera tourism where the tourist sees many operas or concerts during the tour.
- **Ecotourism:** Sustainable tourism which has minimal impact on the environment, such as Yak Safaris, trekking and hiking, or natural wilderness. Sikkim is pioneer in

the promotion of ecotourism. A ban of Plastic carry bags, ban on cutting down the trees and a ban on pollution free industries are already in place. Tourist are also encouraged to use dustbins to dispose of their wastages.

- **Religious Tourism:** For the basic purpose of visiting the places of pilgrimage and one's faith. For this too Sikkim has ample scope, as the state is the home of many old Buddhist monasteries. New monasteries are also coming up as some old Hindu temples are also found in Gangtok, the capital.
- **Medical Tourism:** This is undertaken for basic objective of treatment are also regarded as a type of tourism.

1.2 MANAGEMENT

It is very difficult to give a precise definition to the term management. Different disciplines approach it from different aspects. Management essentially has been evolutionary in growth. Different thinkers laid stress on different aspects. Since it is a field, which has borrowed heavily from other disciplines, the tendency has been to view and interpret it from very different angles. The economist looks upon it as a resource like land, capital and labour. The bureaucrats interpret it as a system of authority to achieve business goals. The sociologists consider managers as a part of the class of elite in the society. The psychologist defines it as way to understand and motivate people. For mathematician and scientist it is the quantitative technique to increase productivity and decrease costs.

1.2.1 Traditional Definitions

Some important definitions which came up during its process of evolution are as follows:

F.W. Taylor: Management is the art of knowing what you want to do and then seeing it is done in the best and cheapest way. [Scientific Management 1911 available at <http://socserv2.socsci.mcmaster.ca/~econ/ugcm/3ll3/taylor/sciman>]

Henry Fayol: To manage is to forecast and to plan, to organize, to command, to coordinate and to control. [Administration Industrielle et Generale, 1916 in Koontz Harold; Weinrich Heinz; *Essential of Management*; Tata McGrawhill Publishing Limited; 1998]

Ralph Davis: Management is the function of executive leadership anywhere. [Journal of Insurance, Vol. 25, No. 3 (Nov., 1958)]

George Terry: Management is a distinct process consisting of planning, organizing, actuating and controlling performed to determine and accomplish the predetermined objectives by the use of people and resources.

Peter Drucker: Management is work, and as such it has its own skills, its own tools, its own techniques its own principles and its own ethics. It is the organ, the life giving and acting, dynamic organ of the institution it manages. [The Practice of Management 1966]

The art of management, the size corporation and most important the complexity of the operations of the modern day organization has led to subtle changes in the definition in the new era. Essentially it management has become more people centric than leadership centric.

1.2.2 Modern Definitions

“The art of getting things done through people” [M. P. Follett, quoted in Daft 1993 Koontz Harold; Weinrich Heinz; *Essential of Management*; Tata McGrawhill Publishing Limited; 1998]

“The Manager’s job can be broadly defined as deciding what should be done and getting other people to do it.” [Rosemary Stewart quoted in Mullins 1999 Koontz Harold; Weinrich Heinz; *Essential of Management*; Tata McGrawhill Publishing Limited; 1998]

“Management involves people looking beyond themselves and exercising formal authority over the activities and performance of other people.” [Mullins 1999 Koontz Harold; Weinrich Heinz; *Essential of Management*; Tata McGrawhill Publishing Limited; 1998]

1.2.3 NATURE/CHARACTERISTICS OF MANAGEMENT

1) **Management is a Process:** It is a process of planning, organizing, coordinating and controlling. These functions are performed continuously and simultaneously and not necessarily in any serial order.

It is possible to acquire knowledge for handling the different functions of this process through experience and without any theoretical training. However it becomes more effective and efficient with the help of training and formal knowledge.

2) **It is a Social Process:** It takes place only through people. It is this pervasiveness (commonness) of human element that gives management its special character as a social process.

3) **It Involves Group Effort:** Management came into existence when a group (animal?) decided to join individual strength and abilities to attain a common and predetermined objective. However, now it has attained a new dimension and even the individual efforts have been recognized to possess management principles. Self-actualization, in fact, was recognised as the ultimate level by Maslow while propounding his theory of motivation.

4) **It Aims at Achieving Pre-Determined Objectives:** All organization - be they political, social or commercial purpose - are essentially groups of individuals formed for common objectives.

5) **It is a Distinct Entity:** It is a distinct work. It involves "getting things done through others" rather than "doing" itself.

6) **It is a Multi-Disciplinary Subject:** It draws upon many other disciplines such as physics, mechanics, anthropology, sociology, psychology and other social sciences.

- 7) **Co-Ordination is its Essence:** The whole idea of co-ordination is to adjust, reconcile and synchronize individual efforts so that group effort becomes more effective and help achieve the common objective.
- 8) **It is a System of Authority:** Management is a rule-making and rule enforcing body, and within itself it is bound together by a web of relationship between superiors and subordinates.
- 9) **It is all Pervasive:** Unlike the common perception, management is not limited just to business organization, but exists at all levels be it the government of a nation, scientific research, religious organizations or even sports.
- 10) **It is an Essential Human Activity:** It has always been a part of human society ever since the dawn of civilization. The life today has become so complex that entire world will collapse without it.
- 11) **It is a Profession:** It is backed by a systematic body of knowledge. A number of its principles need proper learning and formal education. But it fails (unlike medical and legal) to qualify the test of professionalism relating to restricted entry.

1.3 FUNCTIONS OF MANAGEMENT

Attainment of organizational goals in an effective and efficient manner through:

1. Planning
 2. Organizing
 3. Leading
 4. Controlling
- and some authorities add:
5. Staffing

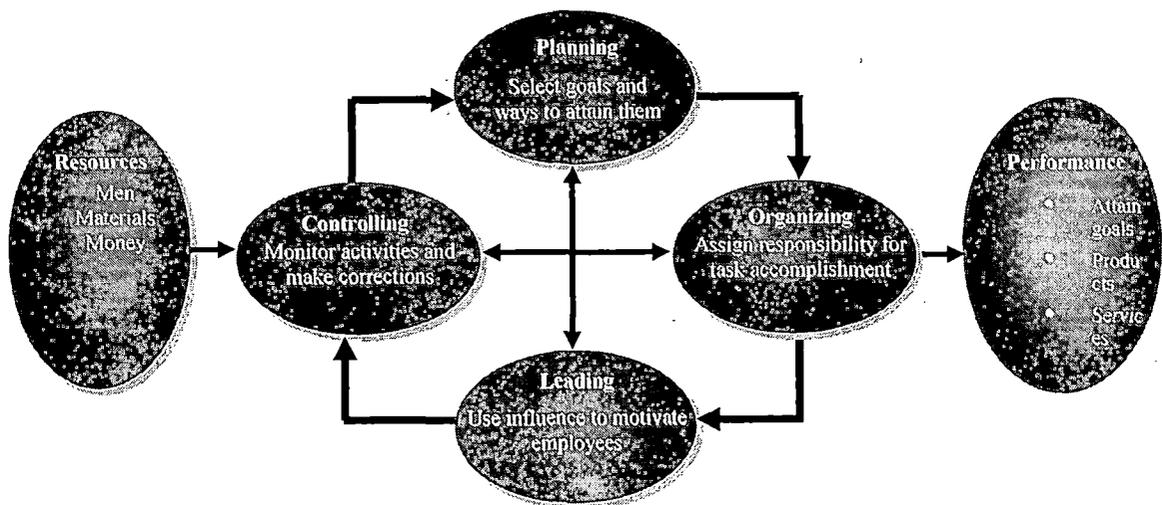


Diagram 1 - Models of Management

1.3.1 FOUR FUNCTIONS DEFINED

1.3.1.1 Planning

Future is Unseen and its prediction is always difficult. But the future events are shaped by the forces that may be partly foreseeable and controllable. Thus for a good manager future does not come as a surprise or a shock. Planning is thus not only thinking ahead but also preparing for it. It is a fundamental function of Management and is the foundation on which other functions are based. It has been defined in varied forms by different experts.

1. Setting an organization's goals and selecting a course of action from a set of alternatives to achieve them [Griffin 2003]
2. Deciding in advance what to do, how to do it, when to do it, and who is to do it

1.3.1.2 Organizing

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. Taylor believed this could be done in two steps division and combination (Taylor Frederick W.; The Principles of Scientific Management; New York: Harper Bros., 1911). Later management experts insisted this requires three steps:

1. Determination of the responsibilities to be allocated to the particular position. These form substance of the structure.
2. Allocation of responsibilities to the Individual person. This step is gateway between the static conception of structure and dynamic process of management action.
3. Establishment of formal relationship between managers and emergence of informal relations.

1.3.1.3 Leading

It was in 1955 that Appleby remarked that the time has come to substitute the word 'Leadership' for 'Management' (European Journal of industrial Relations Volume XIV page 27). This was because, though Leadership is as old as human civilization, its need has become more acute in today's highly complex, specialized and adjustment oriented surroundings. Leaders indeed are the scarcest resources in the world.

1. The set of processes used to get organizational members to work together to advance the interests of the organization [Griffin 2003]
2. Motivating and communicating with the organization's human resources to ensure goals are attained

Technical, human relations and conceptual are the few other qualities which have become relevant today.

1.3.1.4 Controlling

It is an integral part of any system as it minimizes wastes, reduces cost, improves goodwill and facilitates advertising and sales. Quality can be defined as ability to satisfy its intended purpose in relationship to the price.

1. Monitoring organizational progress towards goals [Griffin 2003]
2. The process of comparing results and expectations and making the appropriate changes

1.3.1.5 Staffing

An organization achieves its objectives only when it has right men in right positions. It is not by chance that some organizations get men of their choice while others do not. A person joins an organization not just because of its paying capacity but also for its attitude towards its personnel, its recruitment policy, its training & executive developmental policy, performance evaluation, merit rating, promotion & transfer policy etc.

Staffing is defined as the process involved in identifying, assessing, placing, evaluating and developing individuals at work. The processes involved in it may be grouped under the major heads of:

- a) Job Analysis, b) Manpower Planning, c) Recruitment and Selection, d) Training,
- e) Manpower Development and f) Performance Appraisal

1.3.2 Management Revisited

The word management denotes that optimum utilization of resources to achieve the maximum possible output. In other word effectiveness and efficiency plays a pivotal role for the success of an organization. Following are elaboration of the terminologies:

Effectiveness

- The degree to which goals are achieved
- Making the right decisions and successfully implementing them
- Doing the right things in the right way at the right times

Efficiency

- Using minimal resources to produce the desired volume of output
- Using resources wisely and in a cost-effective way
- Operating in such a way that resources are not wasted

Organization

A social entity that is:

- goal directed
- designed to achieve some outcome
- deliberately structured

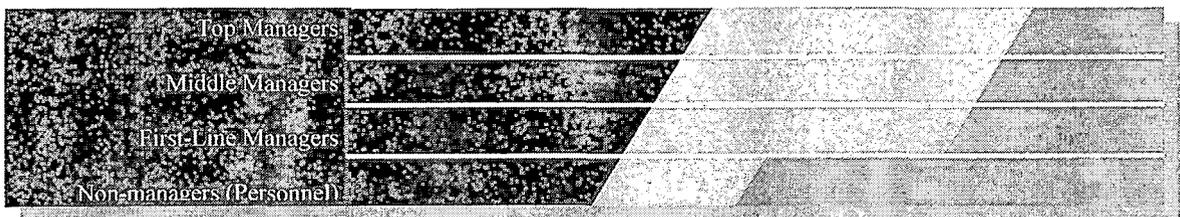
- tasks are divided and responsibility for their performance is assigned

Concept from the behavioural viewpoint of management (alternative to systems viewpoint)

An Alternative Definition

An organization

- involves the interactions and efforts of People
- in order to achieve Objectives
- channelled and coordinated through Structure
- directed and controlled via Management



Conceptual Skills People Skills Technical Skills
Diagram 2 - Skills of Management

1.3.3 FUNDAMENTAL MANAGEMENT SKILLS

Technical

Skills necessary to accomplish or understand the specific kind of work being done in an organization

Interpersonal

Ability to communicate with, understand, and motivate both individuals and groups

Conceptual

Ability to think in the abstract and to see the organization as a complete unit and to integrate and give direction to its diverse activities so that objectives are achieved

Diagnostic

Ability to visualize the most appropriate response to a situation

Communication

Abilities both to convey ideas and information effectively to others and to receive ideas and information effectively from others

Decision-Making

Ability to recognize and define problems and opportunities correctly and then to select an appropriate course of action to solve the problems and capitalize on opportunities

Time-Management

Ability to prioritize work, to work efficiently, and to delegate appropriately

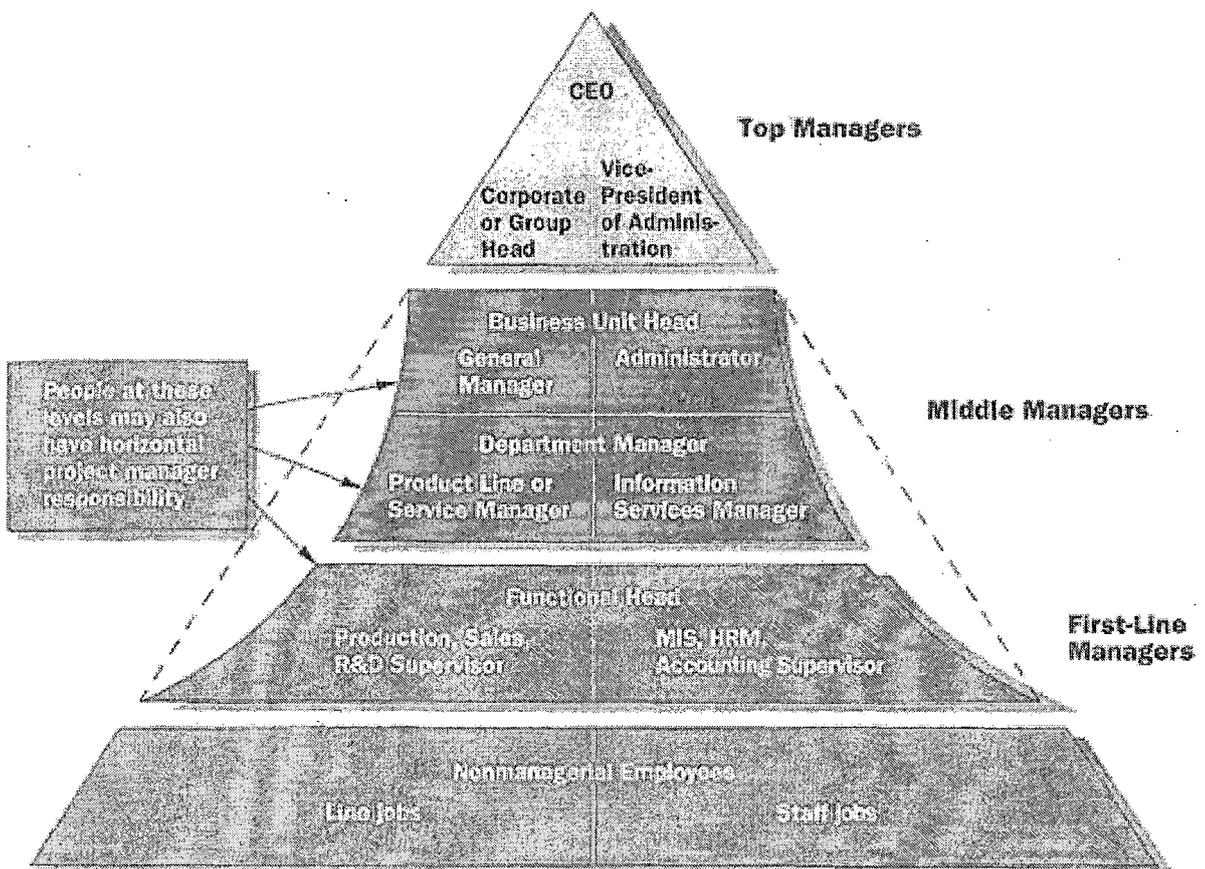


Diagram 3 - Levels of Management

1.4 MANAGEMENT OF TOURISM

1. **Define Goals/Objectives:** Before a community, stakeholders, government etc. can begin to attract tourism, it must clarify its goals and objectives. This assessment will help target the appropriate type of tourism.

- What kind of community do you want to have?
- How can tourism help achieve this goal?

2. **Identify Existing Resources/Attractions:** Managing natural, human and financial resources is an important component of tourism development. Most communities have existing resources and attractions that can draw visitors. Conduct an inventory of the things that one's community has to offer to tourists. Describe each type of attraction in terms of quality and quantity. Separate those by "core elements" or primary reasons tourists are attracted and "secondary elements" or supporting resources or those that contribute positively to the tourists' travel experience. When possible, get help from knowledgeable outsiders, such as tour and bus operators, travel clubs and recreation developers. They may see opportunities the locals are unaware of.

3. **Build Local Support:** Tourism requires support and one way to gain it is by informing and educating the community. Tourism as an idea should be introduced to the chamber of commerce, civic clubs, city council, or other community organizations and to various stakeholders. The community and its leaders can broaden support for tourism by securing financial commitments from public and private sources.

4. **Analyze Feasibility/Changes:** The pros and cons of tourism development in rural areas are numerous. Tourism provides new income and diversification to rural communities. Most of the money generated from outside visitors stay within the local economy. Many indirect benefits can also be realized from tourism. Visitors contribute to the tax revenues collected and can influence the quality of life by financing community facilities such as picnic spots, gardens, golf courses, restaurants, and shopping facilities. Community events intended for

tourists can also serve local residents. Most potential industries prefer locations that provide high quality services and recreational resources for their employees. If the community is a pleasant place, the visitor may become a permanent resident. On the other hand, developing and maintaining a tourist industry requires added costs and may put additional pressure on public services or natural resources. The cost of surveys, change analyses, promotions, insurance, fund raising, and operations are some points to consider. Tourism may also change the character of rural communities by creating increased congestion, new tourist developments, and other changes. One need to assess these carefully before one gets started.

5. Develop a Marketing Plan: This is perhaps the most important economic activity. One has to plan everything to the minutest detail for fail-safe approach. Marketing requires focusing on one's target customers. One has to begin by defining the market areas (types of people, geographic areas) where one can attract the most visitors. Then divide the market up by the length of trips that you think people will take. Finally, define the clientele that will be attracted to the community. For example, Sikkim may offer a nature preserve that would appeal to birdwatchers, hiking clubs, etc. When the market segments are determined it is time to create a written marketing plan. This plan helps identify the best combination of marketing strategies, prices, places and promotions to use.

6. Implement the Plan: One should establish what resources are available and what type of tourism one's community wants and needs and then can begin to implement the tourism plan. All interested parties should be actively involved in carrying out the tourism development plan.

7. Monitor/Evaluate Results: Throughout implementation, the community should monitor and evaluate the effects of tourism. This will be a good way to assess whether or not the plan is effective and if tourism is creating the response the community wanted to achieve.

Hence clearly it can be stated the change of tourism cannot only be studied but also it can be regulated with proper management of resources. Tourist destinations are a like product and like any product it too has a shelf life. Destinations are to be revitalized time and again to sustain tourist interest. Tourism is the only economic activity in certain societies. Sustainable tourism is a vital ingredient for such society and it can only be achieved with proper management.

The World Tourism Organization defines sustainable tourism as “tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be filled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems.”

Over the last 10 years sets of principles have been developed to try to operationalise the idea. These principles identify sustainable tourism as having four pillars economic, ecological, cultural and community sustainability.

1. **Economic Sustainability** - That is profitable in both the immediate and long term
2. **Ecological Sustainability** - Development that is compatible with the maintenance of essential ecological processes, biological diversity and biological resources
3. **Cultural Sustainability** - Increase people's control over their lives and is compatible with the culture and values of those affected and strengthen the community identity
4. **Local Sustainability** - That is designed to benefit local communities and generate/retain income in those communities

At the chapter six of this study a tourism management framework has been proposed for Sikkim keeping in mind the above principles. The frame work is elementary but the researcher feels that it will prove beneficial for all the stakeholders of tourism industry and may prove useful guidelines for future studies.

1.5 OVERVIEW OF LITERATURE

Tourism has emerged as one of the world's most important activities. It is the world's largest export industry. According to the World Tourism Organization, about 663 million tourists traveled internationally in 1999 and spent about US\$ 453 billion. The figures indicate that tourism has certainly become a major social phenomenon of the modern society with enormous economic consequences. The present revenue generation from tourism in India was placed at \$4.8 billion in year 2005 and efforts should be made to rise to ten billion dollars in three years.

Although the literature on the subject is scanty, some of the books discuss its theoretical concepts but exclusive literature over this is hardly available. Some modern tourism principles are available in various web sites, which have been incorporated.

1.5.1 Tourism Management and the Government

The Parliament of India had passed a resolution regarding the status of tourism and presented the same in the 48th Report, on 24th May 2001, which states that the seven sister States of North East and Sikkim are endowed with diverse tourist attractions. However, the flow of incoming tourists has been marginal for the reasons of lack of infrastructural and other related facilities in the various tourist spots, which have been included in the identified circuits. The book 2 paragraph 46 also attracts the attention of the Department of Tourism which invited the declared policy of the Government to earmark 10% of the budget allocation to the developmental projects in the North East Region. During 2000-2001, 10% of the budgetary allocation i.e. Rs.13.5 crores was set apart for the North East region. However, the various documents/papers submitted by the Department of Tourism did not indicate anything about the amount spent on the developmental activities undertaken in the North East Region. There are a lot many avenues in tourism sector in NE where tourism may be encouraged.

The governments of the north-eastern region should take steps on opening up new areas for tourism and may take steps on extending the tourism period from July to October. They should follow the initiatives taken by other governments in this regard. These States should

look at the Kerala Model where the authorities utilized Ayurveda to increase the tourism season to 11 months. Orissa Minister for Tourism Surjya Narayan Patro said his government was drawing up extensive plans to promote the monsoon season in the state. He said that the famous Rath Yatra during the monsoon season was a great attraction and hotel occupancy rates during the season were gradually growing. S. S. H Rehman, Chairman of CII National Council on Tourism said that efforts should be made to promote India as an all weather destination.

Technology Information of Forecasting & Assessment Council (TIFAC) has formulated a vision for the snow drift state, which was presented on the occasion of National Science Week, held at Gangtok on March 4, 1997.

Mr. Sreenivasa Shetty, Officer on Special Duty, TIFAC gave the formulation of the Vision 2020 for Sikkim was followed by a request by Mr. A.K. Pradhan, Secretary Department of Science & Technology, Sikkim. The Vision was formulated after studying and analysing the information on its natural resources, state of economy, tourist centres and identifying its strengths to create opportunities on the basis of technological perspectives and business opportunities

1.5.2 Sikkim and Tourism

There are many books on Sikkim but books related to Sikkim and tourism are very rare. Though much has been written on the physical beauty, the history, the demography of Sikkim etc. tourism as a study has not been stressed upon. Nevertheless almost all authors have mentioned tourism in their respective books, journals or articles and whatever topic was the central theme.

Prof. N. Sengupta in his book "*State Government and Politics: Sikkim*" (April 1985), Pg 114-117 had come to the conclusion that Sikkim government understood the importance of tourism as a revenue generation. Due to lack of large and medium industries, tourism is one of the most sustainable industries in the State thereby creating tremendous opportunities in

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terms of revenue generation and employment opportunities. With these potentials, the Government has not lagged behind and has therefore declared tourism is one of the topmost priorities in the over all developmental scenario of the State. The Tourism sector is strategically placed in the socio-economic development of the State thereby giving each and every citizen an opportunity to avail of the facilities. The government also understood that if tourism has stand the test of time certain legislation had to be enacted in order to protect the environment.

Mahendra P. Lama has beautifully elaborated the vital position of tourism in the state of Sikkim in his edited book “*SIKKIM: Society, Polity, Economy, Environment (2/e)*”.

Pranab K. Chakraborty in the article “Assessment of Tourism in Sikkim” in the M.P.Lama edited book “*SIKKIM: Society, Polity, Economy, Environment (2/e)*” also stated the importance of carrying capacity. Heavy influxes of tourists and commercial activities also have negative impact on tourism. Sikkim enjoys a good environment; aesthetic landscape and ecology in short a superior tourist spots.

R. L Sarkar in the article “*Dynamics of Tourism Development in Sikkim*” in the M.P.Lama edited book “*SIKKIM: Society, Polity, Economy, Environment (2000)*” is convinced that there is more steadiness of tourism industry in Sikkim. It means a sizeable population is depended on tourism as a mean of livelihood.

Ms Arundhati Ray and Mr. Sujoy Das have compiled in the travelogue *Sikkim: A Traveller's Guide* (2001) wonderful experience in visiting different places and meeting various kinds of people. After reading the book one can have concise view of socio -economic scenario of Sikkim as a whole.

Matraiye Chowdhury in the *Journal of Geographical Review* of India Volume 66 No. 4 (December 2004) had stated in the article “Development & Utilization of Tourism Resources

in Sikkim” that the government is moving in a planned & organized way towards developing tourism as one the major revenue earning economies of the state. The author has cautioned about the crossing the limit of acceptable change means going beyond the carrying capacity and toppling the ecological balance.

Matraiye Chowdhury mentioned in article “Community Development vis – a- vis Tourism Development in Sikkim. A study of Interdependence” published in the *Journal of Tourism* Volume V No.2 (2003) that tourism is means to the end of community development. Tourism management calls for joint planning involving the government, private sector & local community. A positive approach of the government agency helps in creating an environment conducive to the growth of tourism by improving infrastructure.

The *Hindu* (Kolkata Edition, May 29) published on 30th May 2001 in its business section announced that Sikkim Government has sought fresh investments in areas such as education, tourism, health, hydel power and food-processing sectors. Seeking a major partnership with the Confederation of Indian Industry (CII) in the new avenues of developmental process in the State. The many incentives offered by the State Government to private entrepreneurs in both new and traditional industries. At an interactive session organised by the Confederation of Indian Industry (CII), eastern region, Mr Pawan Chamling, Chief Minister of Sikkim, invited the private sector to come forward with the best of their capital, technology and management skills.

Madhumita Bhadra discusses in her book ‘*Sikkim, Democracy and Social Change*’ (1992) Pg 76 - 84 how the people have adapted to changed environment. The native people are docile and patient people but these characteristics are now rarely found in the people. This is primarily due to the fact that younger generation has been exposed to good life and comfort at a very young stage. In particular to the fact are East district people who are very demanding and contrary to the north district population. This is because of advent of tourism.

The concerned Government Department of tourism should prepare projects in human resource development and organise seminars, workshops having faculty members brought from outside the State as key-notes speakers in the field of the Tourism Industries for imparting training programmes to the local youths, travel operators, hotel and restaurant operators and taxi drivers, etc. This is with the intention of inculcating a spirit of professionalism so that people of the region are geared to take on any category of tourists that is intending to visit Sikkim and other North Eastern States, be it Indian or foreign.

1.5.3 Tourism Management and Environment

Tourism is a rather new phenomenon and it is of late understood to be key economic and social driver. With the advent of telecommunication, terrorism etc. tourism as an industry is affected more often than not. Examples of environmental changes does effect the tourism industry are SARS, Tsunami, 9/11, etc. These are the macro change in the environment. Micro environmental change like the role of stakeholders and availability of basic infrastructure plays an important role in tourism.

The prominent expert on tourism in India Tejvir Singh & Shalini Singh in their book '*Tourism Development in Critical Environments (Tourism Dynamics)*' mentioned the importance of carrying capacity. If a destination doesn't manages its carrying capacity in the right earnest the destination soon loses its tourist attraction.

G S Batra; A S Chawla stated that the sustainability of tourism is only possible when all the stake holders participated and work in an eco-friendly way in their book '*Tourism Management: A Global Perspective*' (2002) they had cited several case studies in which the success of ecotourism had been not a specific strategy but more a way of life. These habits had to be cultivated both for the host and for the tourist. They also pointed out that in most successful ecotourism destination provision for all necessities of tourist were kept in mind. Pointers and roadmaps at prominent public places were displayed.

Prakash Talwar edited the book '*Travel and Tourism Management*' comprising articles on ecological, socio-cultural and institutional impact of modernization in the Himalayas. In this book a study carried out by S.P. Punalekarin his write up '*Sociological and Ecological Dimensions of Tourism: A Select Bibliography*' highlighted the traditional socio-economic activities and their impact on tourism.

Consumerism embodies social practices as well as signifies social change. As leisure time and wealth increase, tourism consumption also increases. As expansion reaches the remotest corners of the world, the marketing and consumption models between guests and hosts have indicated several possibilities. Power, control and equality in tourism are articulated through race, class and gender in the practice of tourism. Men and women through interconnected economic, political, cultural, social and environmental dimension are involved in different ways in the construction and consumption of tourism. It is the recognition of these differing realities that shape tourism marketing, tourist motivation, and resident action. This process may be called the creation of stereotypes.

Kaul Virender edited a book comprising articles as the name suggests on *Tourism and the Economy* (2003). There were few articles which had glorified the impact of tourism but also some interesting article which stated how tourism actually benefited not the destination but economies from where tourist originated. The pilferages as stated that the tourist destination actually did not produce anything for tourist consumption. Thus there is very little benefit trickling down to host communities.

1.5.4 Tourism and Infrastructure

There is direct relationship between the infrastructure and tourism. A destination gets the patronage of tourist if it is well connected and developed.

Dr.N.S. Kaith had elaborated the importance of transport in his article "Hill Roads and Environment"(2000), in '*Envis bulletin - Himalayan Ecology & Development*', vol 8 no. 2, 2000 pages 41-43, in the up-gradation of spot as a tourist destination. The availability of

transport rejuvenates the society as whole. Tourist starts flowing in once a place is easily accessible.

Apart from efficient road infrastructure, Luxury Rail transport also plays an important role in developing tourism. Though in Sikkim laying rail tracks will be impossible but with improved technology even this can be a reality in times to come. Nevertheless Sikkim should be connected with airways which may be an added opportunity for tourism, yet to be tapped.

Dr. Panagiotis Tsigaris/Ms. Lian Dumouchel in their book "*Complex Systems in Tourism*" (April 2000) explored the application of studies in the science of complexity on tourism destination development. Accident of history, positive feedback, increasing returns, social multipliers, lock-in effects, non-linearity's, path dependency, evolution, self-organization, emergence, outbreaks and catastrophe are all phenomena that can be used to analyze tourism development and sustainability issues. There are a few important implications of studying complexity for tourism destination development. First, equilibrium outcomes can be unstable and/or inefficient. Second, decomposing the tourism system into parts, for examination purposes, is not possible. Third, predictability is very hard and requires nonlinear techniques.

Dr. H.P Bansal and Sunil Gupta of Garwal University, Shimla have studied the "Impact of Tourism on Hill Environment" (2002) and presented the same in a seminar organized by the Garwal University. They found that, in most of the Himalayan Regions, over exposure of land tourism has resulted in the degradation of the environment. Mass tourism carries with it the seeds of its own destruction. Unchecked seasonal tourist traffic has reached far beyond the carrying capacity of the area. Tourists carry litters, wrappers, polythene bags disturb the food chain. Infrastructural development is of great concerns for the destruction of ambience and appeal of a tourist spot.

When equations began to acquaint itself with the development, it was surprising to learn that not a single government or autonomous or semi autonomous body opposed development of tourism because the thrust of the government's propaganda was that tourism generated

income and employment. Several studies relating to tourism development indicate that the socio-cultural impacts of tourism also have negative aspects too. Tourism projects have also displaced local people and affected their traditional occupations. The environmental impacts of tourism have also been negative particularly in the hills. Tourism needs regulation rather than promotion. Not only regulation, but the issue of tourism needs to be debated so that there are people-centred objectives rather than growth-centred objectives.

Mohan D. and Tiwari, G. 1999, "Sustainable Transport Systems, Linkages Between Environmental Issues, Public Transport, Non-motorised Transport and Safety", *Economic and Political Weekly*, XXXIV:25, June 19 argued that the models of transport system in the West are not suitable for India. In west the transport system is planned keeping in mind that all the essentials public amenities like various offices, shopping complexes etc. are located at a distance thus avoiding congestion of traffic. This is not possible in India as Indian transports are classified as low cost strategy. Short distance and share of walking and non motorized travel characterized these urban centres. Rajeev Saraf also emphasized on re-looking the plan for road expansion and flyover, advance traffic control system and mass rapid transport system and have emphasized on better space utilization, innovative intersections designs by using round about and bus based public transport system

1.5.5 Tourism and Ecology

Dr.R.P. Tewari in his book *Earthquake hazards and mitigation in India with special reference to north eastern region* pages 105-122, discussed the various effects of natural disaster on number of human activities including tourism. He cited that nature also played a part in evolving human behaviour. The landslide during the monsoon months increases the perception of isolation that people generally associate with Sikkim. Natural disaster have desisted the people from venturing out. Terrorism also sways the sentiments of people in negative notations. Though geographically Sikkim is located in one of the most active seismic zone in the world but it is also the most peaceful of all the states.

A study should be made in an attempt to investigate into some of the important environmental issues as perceived by a cross-section of Sikkimese people. The study purported to examine the changes that occurred through the recent decades as perceived by the people in some of the environmental characteristics of the State in the midst of ongoing developmental agenda. The environmental issues such as biodiversity status, land use pattern, soil erosion and degradation, water quality and quantity, air and water pollution and the like is to be considered in the study. Further, perceived seriousness of such environmental issues, sources of environmental concerns, role of environment in economic sustainability should also be assessed in relation to socio-cultural, age and sex factors.

An attempt has been made to make an analysis of this short in the recent past. The study utilizes both quantitative and qualitative data. Data from governmental and non-governmental organisations dealing with environmental issues of the State were also gathered in order to reveal perceived institutional understanding on the concerned issues.

The findings of the study reveal that people in general perceive fast changes in the environmental situation of the State as measured by the selected characteristics indicating current/future environmental problem/degradation and ascribe these changes to be originating from interplay of demographic, socio-economic and political forces.

Tourism development and its influence on changing value systems. Tourism is an essentially modern activity that promotes 'tradition' as a unique and authentic product. In this process of commodification, not only is it important to define the other, but to brand them. These changes are reflected in identification with tourist behaviour, changes in family systems age and sex hierarchies in the struggle for economic power as well as changes in the social and political status of different sexes in different classes and different production systems.

1.6 TOURISM STRATEGY:

The Department of Tourism -Sikkim has taken up aggressive marketing strategy in India and abroad to promote Sikkim as tourist destination. In India the Department has participated in fairs like Travel and Tourism Fair, Delhi, Bombay and Ahmedabad, SATTE at Delhi and India Expo at Delhi and abroad the Department has sent delegations to ITB Berlin and MART in London. Apart from this the Department had hosted a number of renowned foreign and Indian Publishers and Travel Writers to Sikkim part from renowned television networks to cover the various facets of the tourism industry in Sikkim. This has been a tremendous success in terms of the increase in the arrivals of the tourists both of domestic and international. If the present trend of tourist flow continues, the North Eastern State along with SIKKIM, has receive an all time high 12 lakh foreign tourists in 2005.

As a first step towards participation of private parties in encouraging tourism , the State Tourism ministry should invite some private parties to run some of its hotels, cafeterias and restaurants. Among those that have to be leased out to private parties for a period of two, three and five years are either those not doing too well or those that are loss making ones. Sikkim has had its fair share of tourism this year. The percentage of foreign tourists has increased by 15 per cent this year as against last year's increase of six per cent and the percentage of domestic tourists has increased by 12 per cent.

1.6.1 The Importance of Branding To Tourism

Every tourist destination in the world has a "brand image". If developed carefully the brand serves to differentiate a destination from competing destinations. However some destinations do not have a brand strategy, and are supported by inconsistent advertising campaigns, creating a confused image to prospective customers. Image must be controlled by a clear projection of brand identity.

When consumers decide on a destination for a holiday or a business conference, several "brands" compete for their attention. A strong brand is differentiated from others, has several strong advantages when compared to others, and has an attractive appeal to consumers. In tourism, while factors such as cost of travel, convenience, and quality of facilities are

important, the strongest motivator is "image". Image puts a destination on the consumer's "shopping list" and creates an emotional appeal, which enhances that destination's chances of being chosen over others.

Formal advertising and promotion of a country as a tourist destination in other nations can also have an effect. If that image is unfocused or not clear, the destination will have difficulty competing with images created by competing countries. Advertising, PR and promotion must complement informal information obtained through word of mouth and personal recommendations, by either building upon the latter or correcting negative perceptions that may be incorrect.

Developing a strong image for any brand requires a carefully planned brand strategy based on:

- A well defined and unique brand personality
- Selection of the correct positioning strategies
- 'Themed' product development
- Consistent and appropriate advertising and promotion
- Careful brand guardianship

All the above must be built on a thorough understanding of consumer needs. Above all, the success of brand image development will depend on how the perceptions of consumers can be encouraged to believe that one destination is different and better than its competitors. This encourages consumer acquisition and retention, including extending length of stay.

The tourist season originally was from April, May and June. This is the time when Sikkim is flooded with tourists. Things have changed a lot in the past one decade. Now some tourists even come from the plains to experience the cold, even in the coldest of months of December and January. Another happening time is during the Autumn Vacation. These periods of tourist influx extend only for a period of one or at the most two weeks. During the autumn season, there are holidays in this part of this world.

The Government of Sikkim is trying to project Sikkim as a Tourist destination by hoisting various festivals in the off-season like Food Festival, Flower Festival, Cultural bonanza Week, Tourist Week etc. These promotions are usually held either prior to or after the tourist season thereby in a way extending the tourist season.

1.7 AIM OF STUDY

1. To identify the changes created by tourist activities in Sikkim.
2. To analyze the various social changes that occurred due to tourist activities.
3. To analyze the various economic changes that has occurred due to tourist activities.
4. To examine the role of the Government vis-à-vis the NGOs and the private entrepreneurs in *Tourism Management in Sikkim*.
5. To understand the perceptions of the tourists regarding the socioeconomic conditions of Sikkim
6. To understand the perceptions of the local residents and the business persons of Sikkim regarding the tourism scenario and the further scope and impact of the same .

1.7.1 Nature of the Study

This study is empirical by nature, as the researcher is concerned to develop principles by arriving at generalizations and the objective is to solve problems by improving knowledge, understanding skill and ability to make decisions. This study may also be seen as applied research as it has tried to test known theories. The researcher is also concerned about collecting facts related to the tourism industry and the socio-economic changes, the research can also be termed as fact gathering research.

1.7.2 Methodology

A detail study was carried out to gather data, both primary and secondary. They were compiled and SPSS (Statistical Package for Social Sciences) were used to analyzed the same. The step by step procedure followed is given below:

1.7.3 Sources of Data

There are two types of data available to a researcher, namely primary data and secondary data. Primary data are collected by researcher himself, whereas, secondary data are those that are collected by earlier researchers, government agencies, etc. and are of some use to a researcher. In the present study the researcher has made use of both secondary and primary data. Since the present study is first of its kind and earlier research work on a similar theme is not available the work had to be based more on primary data. Secondary data has been used to understand the frame, components and parameters of the problem undertaken.

The major secondary data sources which are used by the researcher are Sikkim Government Publications issued by the Department of Economics, Statistics, Monitoring and Evaluation and Ministry of Tourism, Government of Sikkim. The other sources are reports, records, journals, state publications, professional publications, individual firm publication, directories, books, magazines, newspapers, websites etc.

Primary data was used in order to fill the gaps and deficiencies and to update secondary data.

Sources of primary data for this study include:

1. Data collected by researcher by visiting the indigenous people, hotels and the travel agents, taxi stands, using observation methods
2. Data collected by one to one discussion with the indigenous people, hotels, travel agents and the taxi stands.
3. Data collected by making queries over telephone or email from professional and experts in the field of tourism management.
4. Data collected using interview schedule as an instrument of primary data collection.

For this purpose, following three different structured interview schedules were designed:

- a. Interview Schedule 1 for collecting Data from the tourist.
- b. Interview Schedule 2 for collecting Data from the hotels, travel agents, taxi drivers etc.
- c. Interview Schedule 3 for collecting Data from the indigeneous people.

The entire three interview schedule contains scaled questions viz Likert, Nominal, Ordinal scales etc

5. Data collected using intensive unstructured interviews (personal/telephonic) with government official and the bureaucratse of the state government.

1.7.4 Data Collection Methods

For this research work, following methods of data collection are used:

1.7.4.1 Secondary Data

The lists of journal referred are presented in the Appendix 4. In addition secondary data were collected from some books and journal list of which are given in the bibliography. Secondary information has been collected from the Directorate of Economics, Statistics, Monitoring & Evaluation, Government of Sikkim and from the Ministry of Tourism. The libraries consulted are of Sikkim Manipal Institute of Technology, Tashi Namgyal Memorial Library and North Bengal University as also the online library of Delnet. The researcher has actively referred the viewpoints posted in the discussion forum of Mountain Forum.

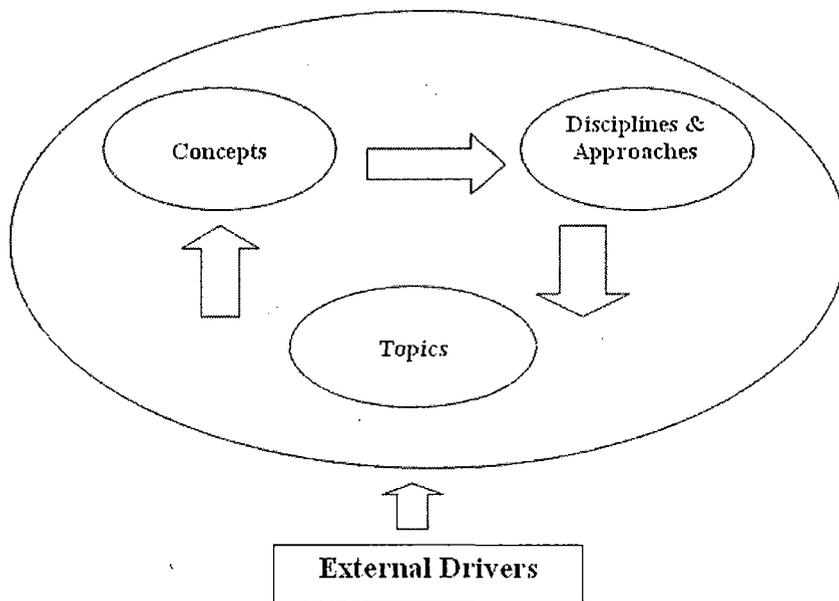


Diagram 4 - Research Methodology

1.7.1.2 Primary Data

1. Data collected using observation method. The researcher dwelled into his own experiences with tourism industry that dates back more than a decade in order to develop a holistic understanding of tourism activities and the change that it has over the society. Whatever gaps are found in personal experiences are duly filled via literature surveys and getting information from friends and ex-colleagues working in key position of various Tourism/ Service organization.
2. For collecting data by holding discussion with foreign and Indian tourism industry experts to seek their opinions, suggestion and information using online discussion forum the researcher joined an exclusive email networking community organized by Mountain Forum of tourism experts specific to high altitude regions around the globe. A list of tourism expert consulted is attached as Annexure 4.
3. For collecting data and making queries, telephone, personal contacts and email were done to professional and experts in the field of tourism and operation research from India New Zealand, Australia and America. Organizations/individuals too provided valuable inputs to complete this research work.
4. For collecting data from the tourist, willingness of tourist was given the first preference. The researcher recorded responses of tourists who were eager to be a part of the interview schedule. This was done to avoid any mis-representation of the interview schedule as it was found out by the researcher that at times the tourists were hurried up through the interview schedule due to variety of reasons like lack of time, other pre-occupations, etc. This eliminates the possibility that the interview schedule was done very light or not very seriously. Copy of the Interview Schedule -1 is attached as Appendix I.
5. For collecting data from the travel agents, tour operators and taxi drivers modus operandi adopted by the researcher was to get into conversation in local languages in an

informal setting and administer the interview in an informal settings. The researcher took ample care in covering the complete spectrum of the tourism industry. The mixes of businesses from the tourism industry are evenly covered so as to represent the whole population. Wherever possible an effort is made to crosscheck the information that was collected. Copy of the Interview Schedule -2 is attached as Appendix II.

6. Further, data was collected by holding several sessions of intensive interview schedule with the indigenous people. Randomly people were selected from the telephone dictionaries. The indigenous people or the people inhabiting in Sikkim for more than a decade were subjected to the Interview Schedule -3. This was done keeping in mind that these people will be able to segregate the socio-economic changes better. The interviews were personal as well as telephonic. Copy of the Interview Schedule -3 is attached as Appendix III.

7. This information is compared with the government data and data collected from various secondary sources.

1.8 UNIVERSE OF STUDY

The universe or population for a study is the specific group of people, firms, conditions and activities etc. that form the pivotal point of any research project. The population for this research work has been divided on the basis of geographical location and spread on all the four districts of Sikkim. The choice of places has been done in keeping with the two parameters in mind. They are the concentration of the indigenous people and places of tourist interest. Tourism industries have been further divided into and included in the research study are the hotel industry and the tour operators popularly known as travel agents. The hotels included in the study are based within the geographical location while the tour operator/travel agent may be or may not be based within the geographical location but are engaged in selling these destinations. It would be practically impossible to capture the feedbacks of every individual tourist but care has been taken to capture maximum available information's from

selected geographical area were closely observed, interviewed, success/failure stories were captured.

The places where the field work has been based are :

1. Gangtok (East District)
2. Namchi (South district)
3. Pelling (West District)
4. Lachung (North district)

1.8.1 Sampling Frame

A sampling frame may be defined as the listing of the general components of the individual units that comprise the defined population. For this research work the sampling frame consist of the following parameters described below:

Indigeneous People/ Residents/ Hosts: The people include all those who are associated with tourism industry viz. Tourist, Tour Operators, Taxi Drivers, Hotel owners and government officials. To study the socio-economic changes indigeneous people of the defined areas were included. Those people who have not been residing in the place for more than ten years have been excluded.

Tourist: People not residents of Sikkim but who have come for very short span of time were included. According to WTO tourists are people who are "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited". The distance between these two places is of no significance.

For the present purpose the researcher has defined tourists as those people who are visiting Sikkim not for any economic gain. Care has been taken that the tourists included in the research were within the vicinity of urban/rural areas already defined. The survey, observation and administration of the questionnaire of the tourist were done only in the stated geographical locations.

Hotels: The hotels located at the downtown area or the areas where tourist activities are the busiest have been included .

Tour Operators/Travel Agents/Businessperson: Any organization which is directly or indirectly involved with the tourism industry has been included. A direct tourist contact was the first preference for collecting the primary data. Although most of this sample frame was located in the designated geographical location, few data were collected from Siliguri and Kolkata too.

1.8.2 Sampling Method

Regardless of the method used to obtain the primary data, the researcher has to decide whether the information has to be obtained from every unit of the population under study or only a portion of the population will be used. Collection of data about each and every unit of population is called the census method. Approach where only few units of population study are considered for analysis is called sampling method.

It is apparent that because of the weather, money and geographical constraints, a census method was not possible for the present study. Therefore sampling method was the only option left with the researcher. There are two methods of sampling namely probability or non probability. As the researcher has some knowledge of the tourism industry, use of non probability rather than probability sampling, method, is considered to be more appropriate. Sampling method adopted is as follows:

1.8.2.1 Sampling Methods for Selection of Indigenous People/ Residents/ Hosts:

The indigenous people from the mentioned urban/rural area are selected by a method that combined Cluster sampling, random sampling and convenience sampling. List of people were selected from the telephone diaries keeping in mind the connection dates and thereafter people are chosen on random basis. Thus, only the people, whose names and telephone numbers are available, are contacted. The sample is expected to be near the state average as

care has been taken to take demographic aspects into considerations to the extent possible. Money and time constraints have not permitted a more extensive/intensive schedule.

1.8.2.2 Sampling methods for selection of Tourist:

The tourists floating in and around the places of interest were selected randomly. Still the researcher made a conscious effort in incorporating the widest possible spectrum of tourist e.g. Group tourists, Honeymooners, Leisure tourist, Repeat tourists, etc. The sample is thus healthy and should near the state average.

1.8.2.3 Sampling methods for selection of Tour Operators/Travel Agents/Hotels/Businessperson:

Non-probability methods are of three types, namely Judgment sampling, Convenience sampling and Quota sampling. A combination of Judgment and Convenience sampling techniques was decided upon for this study. Initially a tentative list of firms from large, medium and small categories was drawn using judgement sampling method. From this tentative list a final list was prepared based on convenience and their accessibility of the researcher.

1.8.3 Observational Units

1.8.3.1 Tourism industry:

The names of the hotels and the travel agencies selected for the survey are shown in the Table 1.1 & Table 1.2 Tourism industry in Sikkim is overwhelmingly Gangtok centric hence; selection of more hotels from Gangtok is unbiased. The Table 1.1 & Table 1.2 are incomplete because they include names of only a few selective hotels. Beside some other allied tourist business owners were also included. In total 231 establishments responses were recorded for the study.

Table 1.1 - Partial List of Hotels selected for the study

S No.	Geographical Zones	Name of the Selected Hotels
1.	East District (Gangtok)	The Nor-Khill, Hotel Bayul, Hungary Jack, Hotel Dalmere, Shilton Lodge, Hotel Tashi Tagay, Golden Heights, The Bliss Resort, Tibet Hotel, Chumbi Residency etc
2.	West District (Pelling)	Norbu Ghang Resort,
3.	North District (Lachung)	Marco Polo Resort, Blue Sky's Le Coxy Resort, The Aku Resort, the Everest Hotel etc
4.	South District (Namchi)	Hotel Mayal, Hotel Samdruptse, etc

Table 1.2 - Partial List of Travel Agency/ Tour Operators selected for the study

S No.	Name of the Travel Agency/ Tour Operators
1.	Greenwood Travel
2.	Khangri Tours & Treks
3.	Marcopolo World Travels
4.	Pardick Treks & Tours
5.	Potala Tours & Treks
6.	Shangrila Tours Travels
7.	Mystic Himalayan World Travels
8.	Tashila Tours & Travels

1.8.3.2 Indigeneous People Survey:

In total 220 native people responses were recorded for the study. The observational units for the responses are shown in the Table 1.3.

Table 1.3 - Observational units: Details for Residents Survey

S No.	Geographical Zones	Number of Respondents
1.	East District (Gangtok)	112
2.	West District (Pelling)	38
3.	North District (Lachung)	27
4.	South District (Namchi)	43

1.8.3.3 Survey of the Tourist:

The observational units for the survey of the tourists done by the researcher are shown in Table 1.4. The survey was done in the destination as mentioned below.

Table 1.4 - Observational units: Details for Tourists Survey

S No.	Geographical Zones	Number of Respondents
1.	East District (Gangtok)	96
2.	West District (Pelling)	74
3.	North District (Lachung)	53
4.	South District (Namchi)	50

During the survey, the researcher kept in mind the following framework in formulating the questionnaire and administering it. A few professionals were employed to administer the questionnaire .

Table 1.5 - The Tourism & Social Economic Changes Framework

Step	Answers the question	Tools used
The context	What is getting better? What is getting worse? In terms of the environmental, economic, social and political patterns that support or constraint development	Document review Interview Schedule (see Annex 4) Group interviews Village maps Environmental assessment Key informant interviews
Activities	Who does what? In terms of the developmental activities	Group and individual interviews Participant observation
Resources	Who has what? In terms of access to and control over resources and benefits	Document review Rapid appraisal of tenure Group and individual interviews Mapping
Work plan for success	What should be done? In terms of delivering extension services that will be sustainable, effective and equitable	Ranking techniques Consensus-oriented group discussions Participatory change monitoring

1.8.4 Analytical Methods

The data that is collected from a survey needs to be analyzed and interpreted to draw out meaningful conclusions. Analysis is the process of placing the data in an ordered form, combining them with existing information, and extracting meaning from them. Interpretations are the process of relating various bits of new information to other existing information. A large number of techniques are available for analyzing data. The data

generated from the research work was suitably applied into Statistical Package for Social Sciences. The responses to the interview schedule were all objective. They were converted into scales which have been later interpreted.

1.8.4.1 Responses

The questionnaires were designed to include both qualitative and quantitative data. There were other questions which was left open for the participants. The answer to the open or neutral question were typed and then clustered together under a sub-theme to come to an inference.

Some questions requested the participant to rank them in order of the respondents preference. Using a ranking method enables us to make qualitative, rather than quantitative statements (Ibid). Replies were deemed ineligible if skills were not ranked, or were all ranked equally. Ranking was done as per the priority felt by the participant. To identify the top response, an average rank was obtained for each skill/attribute and then re-ordered according to the average. To ensure this was representative, the medians were also examined and gave the same top response. Other statistical tests showed no significant difference. The researcher used the given formula to arrive at an average.

$$\frac{\sum(\text{Number of Respondents} * \text{Ranking})}{\text{Sample Size}}$$

An example of such a question is given below.

Example I

The following list presents skills/attributes most sought after by employers in graduates. Please rank the following according to your order of priority, 1 being the highest and 5 the lowest.

Skills /Attributes	Rank
Sound Academic Achievement	
Strong Verbal and Interpersonal Communication	

Skills	
Strong Written Communication Skills	
Team Player	
Self-Motivated/Self-Management/Self-Starter	

The other questions making up the various on a subscale consisted of various statement followed by a set of response option on a five point scale. The participants were requested to complete all the items by marking the appropriate response option that suited their perception. The five point scale was anchored at its extreme by strongly disagree/ Don't Know and strongly agree. An example of such a question is given below.

Example II

Police force should retain its emblem, decorations and dress code.

5	4	3	2	1
Strongly Concern	Concerned	Don't Concern	Strongly Don't Concern	No Opinion

It was decided to use 5 point scale rather than 7 point scale in the present study to indicate the level of agreement to the item content. This was done to simplify the questionnaire and shorten the administration time.

1.8.4.2 Scoring

It should be noted that total score on every sub scales was computed for every participants. Subsequently the totals were divided by the number of items in the subscales in order to yield subscale score per individual on a five point scale. Individual total scores ranged between 1 and 5, with a score of five indicating the most positive perception and total agreement with the items in the subscales. When means were calculated across a group of participants, the results were also expressed on a five point scale. On a scale ranging between 1 and 5, any mean of 3 and above indicates a positive perception and vice versa.

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Chapter 2 SIKKIM TOURISM – THE SCENARIO

SECTION I

SIKKIM: AN INTRODUCTION

2.1 SIKKIM: AN INTRODUCTION

Sikkim is a former Himalayan mountain kingdom that was, until recently, geographically and culturally isolated. It became an integral part of India from 26th April, 1975. As part of India, it is now governed by the Indian Constitution and democratic government, and has its own state parliament in Sikkimese capital city of Gangtok.

2.1.1 Origin of Name

Sikkim (or Sikkim) means crested land in Nepali. The term, which was coined by the invading Gorkhas, is derived from the Sanskrit word Shikhim which means "crested", and is the most widely accepted origin. Sikkim would thus owe its name to its almost entirely mountainous terrain. An alternative etymology suggests that the name originates in the Limbu words Su, which means "new", and Khim, which means "palace". Hence the term Sikkim may also mean "New Palace", in reference to the palace built by the state's first ruler, Panchen Namgyal. The Tibetan name for Sikkim is Denzong, which means the "valley of rice".

It is also possible that the name came from Su Him which means "Superb Snow", or "Superb Setting", supposedly the words of a newlywed Nepali princess when she first entered the palace as the bride of the local Lepcha king. During its reign, the Chogyal adopted the Tibetan translation of Sikkim, known as Vbras-ljong

It is the least populous state in India and the second smallest in area after Goa. The thumb-shaped state borders Nepal in the west, The People's Republic of China to the north and east, and Bhutan in the south-east. The Indian state of West Bengal borders Sikkim to its south. The predominant religions are Hinduism and Vajrayana Buddhism. Gangtok is the capital and largest town.

Sikkim has been divided into four districts and each district has further been bifurcated into two sub-divisions for administrative purpose. Sikkim state being a part of inner mountain ranges of Himalayas is hilly having varied elevation ranging from 300 to 8540 meters. But the habitable areas are only up to the altitude of 2100 meters, constituting only 20% of the total area of the state. The highest portion of Sikkim lies in its North West direction.

Ethnically Sikkim has mainly three groups of people viz. Nepalis, Bhutias and Lepchas. The local language is Nepali. English is the official language. The high serrated, snow capped spurs and peaks of Kanchenjunga (8546 m.) look attractive consisting of Kumbha Karna (7711 m.), Pendem (6706 m.), Narsingh (5825 m.), Kabru Dome (6545 m.), etc. A number of glaciers descends from eastern slopes of Khangchendzonga into Sikkim where snow clad line is found above 5300 mtrs. The biggest of them is Zemu, from whose snout above Lachen monastery rises the river Teesta. Teesta is the main river and its main tributaries are Zemu, Lachung, Rangyong, Dikchu, Rongli, Rangpo and Rangit which form the main channel of drainage from the north to the south.

2.1.2 Physical Features

Spanning Sikkim's western borders are the Khangchendzonga and the Singalila Range, a north-south spur of the Great Himalaya. The northern limits which reach out to the Tibetan Plateau are straddled by the Donkia Range while the eastern flank is bounded by the Chola Range. The average steepness is about 45 degrees. Sikkim encompasses the Lesser Himalaya, Central Himalaya, and the Tethys Himalaya. Although the trend of Great Himalaya is to run across in an east-west direction, the two ridges demarcating Sikkim's eastern and western sides, the Chola and the Singalila, follow a north-south pattern. Across the middle, another north-south ridge of lesser elevation separates the Rangeet Valley from the Teesta Valley.

Sikkim's two major rivers are the Teesta and the Rangeet. The turbulent Teesta, which has its source at the Chho Lhamu Lake in the Tibetan Plateau is an un-seeming little stream at first but gradually swells into a raging river as more tributaries converge into its path as it snakes through deep mountain valleys into the plains of Bengal. The gentler Rangeet has its source at the Rathong Glacier south of the Khangchendzonga massif. It meets with the Teesta at the valley dividing Sikkim and Bengal.

There are numerous perennial lakes in Sikkim among which, Khecheopalri, Gurudongmar, Chho Lhamu, Changu and Menmetsho are some of the more scenic.

2.1.3 Climate

From deep river valleys no more than 250 meters above sea level to the dizzy heights of Khangchendzonga at 8,586 meters, Sikkim harbours ecosystems of nearly every elevational stratum. In a matter of a few hours, one is able to ascend from sweltering tropical heat to cool alpine meadows. Facing the brunt of the North East Monsoon rains, it is also one of the wettest regions in the Himalayas due to its proximity to the Bay of Bengal and the mountain barriers of Northeast India.

Summers are extremely humid though not necessarily hot as temperatures vary according to altitude. In the lower and middle hills the maximum temperatures range between 25° C and 28° C down in the deep river valleys it can get stuffy but is never unbearably hot.

Winters are relatively cold at night but pleasant during the day. In the lower and middle hills, night temperatures average 5° C, and day temperatures hover around 15° C. The alpine region of course becomes very chilly, and temperatures remain well below freezing except during moments when sunlight can seep in through the clouds.

The Monsoon winds strike Sikkim between late May and early June, and there is incessant rain all across the state till late September. Around July and August, torrential downpours

sometimes last for several days at a stretch. Gangtok has an annual average rainfall of 325 cm.

2.1.4 Vegetation

The jungles in the lower parts are lush with creepers and crawlers beneath extensive canopies of tree ferns, plantain, bamboo, and several species of tall trees such as Kapok and Sal. The gigantic Sal is said to take a hundred years to grow, a hundred years to season, and has a hundred years of use before its decay.

The temperate forests have an interesting variety of trees and include oak, chestnuts, maple, birch, magnolia and rhododendron to name a few. Dendrobium orchids, from the giant hookeriana straddling the yokes of tall trees to the tightly-clustered densiflorum that flowers in a bunch the size of a baseball, can be seen in bloom during summer. In the soft humid soil amidst moss and shrubs are several terrestrial species, and includes several varieties of Paphiopedilum, the exotic 'ladies slipper'. In the cool temperate reaches where the earth gives way to granite, there is larch, fir, juniper and more rhododendrons. Here in the summertime, the meadows come alive with myriads of wildflowers. (Ref. PN Chopra Sikkim South Asia Books 1985)

2.1.5 Agriculture

Maize, rice, wheat, and barley are cultivated in terraced hillsides. Beans, potatoes, vegetables, fruits and tea are grown. Sikkim is one of the world's main producers of cardamom. While yaks and sheep are popular in the higher elevations, other livestock that are tended include cattle, pigs, sheep, goats, and poultry.

Agriculture is the major economic activity and is practiced on terraced field that has been laboriously created from steep hillsides. Sikkim is the largest producer of cardamom and also boasts to utilize largest area for its cultivation. Sikkimese economy broadly depends on the agriculture which provides livelihood to the majority of population in the state. However, its progress remained limited due to difficult topography and other natural barriers. As a result

all head sectors related to agriculture emerged, government is doing it's best to improve the situation.

2.1.6 Horticulture

Horticulture is one of the major economic activities of the people of Sikkim. Large Cardamom, ginger and turmeric are the principal crops while Mandarin orange, guava, mango, banana and so on are the principal fruits grown in the state. The department of Horticulture is deeply involved in motivating and providing technical guidance to local farmers. Sikkim is also a paradise for flowers. Gladioli, anthuriums, lilliums, primulas, rhododendrons, orchids as well as many other floral species thrive here. The state is home to an amazing 450 species of exotic orchids alone. There is immense potential for developing floriculture on a commercial basis here, and the department of Horticulture is making concerted efforts to turn this sector into an export-oriented industry. (<http://www.sikkim.nic.in/>)

2.1.7 Nature and Wildlife

Although a tour into Sikkim itself is a delightful experience of being close to nature with perpetual views of lush vegetation that accommodates an immense variety of life forms both animate and inanimate, a more dedicated approach towards the objective is bound to produce better results. Simple yet critical factors such as being in the right place at the right season and time is most important for the naturalist with an aspiration for close encounters with wildlife.

Sikkim's location encompasses two major zoological regions, the Oriental and the Palaearctic. Therefore there is prolific abundance of floral and faunal representation in a magnitude hard to evince for so tiny an area. Birds and butterflies number well above the 500 mark, and the variety in moths may run close to 2,000. Even the list for orchids stands at an

impressive count of 450, and at least 36 species of rhododendron have been recorded in the higher climes. (www.sikkiminfo.net/)

J. D. Hooker, the 19th Century English botanist catalogued 2,929 plant species in his 1849 expedition to Sikkim. Botanists today estimate there to be anywhere from 4,000 – 6,000 species in plant life. Superlatives aside, avid nature lovers have the benefit of viewing an immense variety in vegetation from the tropical to the alpine kind. The jungles at lower elevations are lush with creepers and crawlers that lie beneath canopies of tree ferns, plantain, bamboo, and several species of tall trees that includes the gigantic Sal, which is said to take a hundred years to grow, a hundred years to season, and have a hundred years of use before its decay. The temperate region is arrayed with yet some more interesting timberland and include oak, chestnuts, maple, birch, magnolia and rhododendron to name a few. And up in the cool temperate reaches where the earth begins to give way to granite, one will find larch, fir, juniper and more rhododendrons.

From two species of the rare Himalayan Blue Poppy to the hordes of variety in wild orchids, the wilderness of Sikkim is a Garden of Eden. Beginning in spring, flowering plants bloom all the way till late summer depending on the altitude. In urban areas, many Sikkimese people have taken to gardening, with an affinity especially for growing wild flowers. A visit to one of the several flower festivals held round the year in Gangtok will surprise everyone with the sights of potted wild flowers.

Some of the world's most endangered animal species such as the Snow Leopard, Blue Sheep, Kiang, Shapi and the Musk Deer are found in the alpine highlands. At lower elevations more prolific in vegetation, there are the Himalayan Black Bear, the Red Panda, the Clouded Leopard, the Common Leopard, Serow, Goral, Barking Deer, Wild Boar and a host of other lesser mammals.

Of the hundreds of birds that range the skies over Sikkim, none is more formidable than the magnificent Himalayan Griffon or the Bearded Vulture with its incredible wingspan, which

can be over 10 feet. Then there is the elegant Impeyan Pheasant with its flamboyant electric-blue plumage. The more common birds seen are kingfishers, woodpeckers, cuckoos, sunbirds, thrushes, babblers, bulbuls, finches, eagles, hawks, owls, pigeons, doves, jungle fowls and pheasants. Seasonal visitors include migratory species such as Demoiselle Cranes, Ruddy Shell Ducks and Cormorants. (Das Gupta Manas Sikkim, Problems and Prospects of Development/, South Asia Books 1986)

2.1.8 Demographic Features:

Sikkim is a multi-ethnic state. Broadly, the population can be divided into tribal and non-tribal groups. Lepchas, Bhutias, Sherpas are categorized as Scheduled Tribes. The Lepchas are the original inhabitants of the state. Compared to other ethnic groups, the Lepchas still maintain many of their traditional ways. The Bhutias comprise of Sikkimese Bhutia and Bhutia from Bhutan and Tibet. The Sherpas are a marginal ethnic group in the state. Over 70% populations consist of Nepalese. They are dominant ethnic group in the state. The people from the plain, mostly involved in trade and services represent a marginal group. East district is the most populated where as North's density only 7, is least populated. Sex ratio (females per thousand male) in 1991 was 878, where as it has declined and now is 875 (2001). There are only eight urban towns and urban population is 9.10% of total population. Schedule caste and schedule tribe population is 5.93 % and 22.36% respectively, North district is a tribal district and it has about 55.38% tribal population. Literacy rate is 56.94% (19th position), higher than the all India average literacy tare of 52.11%. (Economic Survey of Sikkim 2002)

2.2 ECONOMY AND RESOURCES

The economy of Sikkim is mainly based on agricultural and animal husbandry. Approximately 11% of the total geographical area is under agriculture. Agriculture is of the mixed type and still at the subsistence level rather than commercial level. The work force participation rate as per 2001 census is 49.54%. The female participation rate in Sikkim is also much higher than the national average. This is an important aspect if the hill economy, as productivity is low and hence all the able-bodied people are employed in agriculture and

other activities. Cultivators account for the greater majority of the people in the state. Their percentage is 57.84%. Agricultural laborers as a whole constitute only 7.81% of the workers in the state. House holds and other industries are negligible, but other worker (Tertiary Sector) at the state level represents a good percentage of population (Sikkim: Peoples Vision; Publisher: Department of Economics, Statistics, Monitoring and Evaluation, Government of Sikkim). The decreasing ratio of worker at the state level indicates the low level of economic diversification. The importance of agriculture can be judged by the high percentage of population approx. 65% engaged in it. Animal husbandry is an integral part of the household economy of the region. There are certain household industries also which substantially adds to household incomes. The past one and half decade has witnessed a tremendous upward swing in various development programmes giving a new thrust to Sikkim economy. This process has increased wage employment opportunities. Though most of the inhabitants are basically engaged in agriculture, they have diversified into tertiary jobs such as Government services.

Sikkim's economy is largely agrarian, based on traditional farming methods, on terraced slopes. The rural populace grows crops such as cardamom, oranges, apples, tea and orchids. Rice is grown on terraced hillsides in the southern reaches. Elaichi or Cardamom is the chief cash crop of Sikkim. Sikkim has the highest production and largest cultivated area of cardamom in India. Because of the hilly terrain, and lack of reliable transportation infrastructure, there are no large-scale industries. Breweries, distilleries, tanning and watch-making are the main industries. These are located in the southern reaches of the state, primarily in the towns of Melli and Jorethang. The state has an impressive growth rate of 8.3%, which is the second highest in the country after Delhi.

In recent years, the government of Sikkim is promoting tourism. Sikkim has a vast tourism potential and by tapping into this the state has grossed rich dividend. A fledgling industry the state has recently invested in is online gambling. The "Playwin" lottery, which is played on

custom-built terminals connected to the internet, has been a commercial success, with operations all over the country.

The opening up of the Nathula Pass in July 7, 2006 connecting Lhasa, Tibet to India is scheduled to give a boost to the local economy, though many minor issues are still to be resolved. The Pass, closed since the 1962 China – India war, was an offshoot of the ancient trade route, which was essential to the wool, fur and spice trade.

2.2.1 Mining

The state of Sikkim is endowed with rich geological resources. Among the minerals mined in Sikkim are copper, dolomite, limestone, graphite, mica, iron, and coal.

The department of mines and geology has been responsible for exploration and establishment of mineral resources, with the object of developing commercially exploitable mineral resources. Moderate to fair amount of success has been achieved during the investigation carried out by different agencies in certain sectors namely dolomite, coal, quartzite, graphite, lime stone, silliminite, talc, mineral water, thermal springs, building stone and materials for porcelain.

2.2.2 Industry

The policy of framework in regard to industrialization in Sikkim has to be formulated keeping in mind the particular factors endowments that the state has the limitations in regard to resources, particularly, minerals and industrial raw materials as well as man power. The state is not so rich in mineral resources and apart from the deposits of copper, lead and zinc, no other viable and exploitable mineral deposits have so far been discovered. While on the other hand the state enjoys a salubrious climate, a dust free atmosphere and peaceful industrial entrepreneurial talent, has also to be taken note of. In regard to industrial development, a number of small and medium units have been promoted in the state; for example, Sikkim Time Corporation (SITCO) and Government Institute of Handicraft and Handlooms.

2.2.3 Power

The innumerable streams and rivers flowing down the Himalayas have provided Sikkim with an immense potential for development of Hydro Electric Power. The demand for Power increased with the increase in the population. The number of urban centres and the pace of industrialization are picking up in the State and finally paving way for rural electrification (Sikkim Human Development Report 2001; Publisher: Department of Economics, Statistics, Monitoring and Evaluation, Government of Sikkim).

In the VII Plan the two Hydel Projects namely Rimbi Stage II and Rongnichu Stage II have been completed along with the Lachen Micro Hydel Project. Above all, Sikkim Government extended a total number of 3000 free connections under the scheme of extending two point free domestic connections to the poor masses and provided electrification to all the district headquarters, towns and 90% of the total revenue blocks. Sikkim stood first in rank along with 12 States in the cent percent village electrified. (Technology Information, Forecasting & Assessment Council (TIFAC) (Department Of Science & Technology); A Vision for Sikkim: Technology Perspectives & Business Opportunities; Presented: on the occasion of 'National Science Week' held during Feb - Mar, 1997 at Gangtok, Sikkim)

2.2.4 Livestock

In a predominantly rural economy such as Sikkim, animal husbandry activities form an extremely important element in the effort to bring about substantial improvements in living standards. The overall area available for agriculture operations is limited to about 15% of the geographical area of the state and with the increasing population, per capita land availability has been consistently declining, it is therefore, essential, that supplementary sources of income should be developed in order to provide not only the much needed support to the rural families but also to make available in increasing quantity, protein rich food items such as milk, egg, and meat. Adequate numbers of livestock like cattle, buffaloes, pigs, sheep's, goats, yaks and few other are reared in Sikkim. Yaks are reared in northeastern ranges bordering Tibet, Bhutan and western region bordering Nepal.

2.2.5 Tourism

It is considered as the backbone of Sikkim's economy. It has brought economic prosperity in Sikkim. With the salubrious climate, the natural beauty and the fine cultural heritage of Sikkim, the growth of tourism has immense possibilities. There are large numbers of places of tourist attraction particularly the snow clad mountains, the lakes and unspoiled forest areas and valleys of flowers. The advantage of having very fine monasteries in Sikkim can also be taken to attract Buddhist tourists from countries like Japan and the South Eastern countries.

SECTION 2

PLACES OF TOURIST INTEREST

2.3 PLACES OF TOURIST INTEREST

2.3.1 East Sikkim: Places of Tourist Interest

Gangtok is the capital of Sikkim and being so it is also the centre of tourist attraction. The town itself has remnants of Chogyal period in addition to parks, monasteries and other places of tourists interest. Tsamgo lake on the way to Nathula at the Indo-china border is another place frequented by the tourists. An account all these places are given below.



Diagram 5 - Map of East Sikkim

The important monasteries in the east district are given below.

Rumtek Dharma Chakra Centre

About 45 minutes drive from Gangtok, 24kms away, is the Rumtek Dharma Chakra Centre, the seat of the Kagyud order, one of the four major Tibetan Buddhist sects. Since the 1960s,

after the arrival of his Holiness the XVth Gyalwa Karmapa, the Centre houses some of the World's most unique religious scriptures and rare objects. Traditional in design, it is almost a replica of the original Kagyud headquarter in Tibet, It has over 300 centres overseas.

Pal Zurmang Kagyud Monastery

Zurmang Kagyud Monastery which is located at Lingdum, East Sikkim is at a distance of about 20kms from Gangtok. The present Gharwang Rimpoche is the 12th successive incarnation of the glorious emanation of Zurmang Gharwang. The monastery is a place worth visiting for its religious and exquisite architecture and serene atmosphere.

Gonzang Monastery

Gonzang Monastery near Tashi View Point was established in the year 1981. The founder of monastery is H.E.Tingkye Gonzang Rimpoche. He was recognized as an incarnation of Yolmo Terton: Ngakchang Shakya Zangpo, a 15th century Nyingmapa Terton. The monastery follows Jangter Tradition of Nyingmapa school of Tibetan Buddhism.

The trip to Nathula at a height of 14000 feet is a tourist attraction for it is the Indo China border but also people can experience cold and chilling climate. Besides being a religious trip to Baba ka Mandir and Tsamgo Lake the climate is also an attraction. It often snows out here.

Tsomgo Lake

It literally means the "Source of the Lake" in Bhutia language. It is located at a distance 38kms. from Gangtok. This serene lake is situated at an altitude of 3780 meters. The lake is about 1km long, oval in shape, 12 meters deep and is considered sacred by the local people. This placid lake remains frozen during the winter months.

Between May and August, it is possible to see a variety of flowers in bloom, including the Rhododendrons, various species of Primulas, Blue and Yellow Poppies, Irish etc. It is also an ideal habitat of the Red Panda and various species of birds. It is open for both the Foreigners and Indians. Foreign visitors have to be in a group of two or more and have to apply for the visitors' permit through a registered travel agency.

Baba Harbhajan Sing Memorial

Built in the memory of Harbhajan Sing Mandir, the memorial lies between the Nathu-La and the Jelep Passes. Legend has it that he appeared in a dream a few days after he went missing and expressed a desire that a monument be built in his memory. His fellow soldiers then built a monument that has over the years acquired the status of a pilgrimage. Believers leave a bottle of Water, which they collect a few days later to take home.

Nathula

56kms from Gangtok is Nathula Pass situated at an altitude of 14,450 feet at the border of India and China. It has one of the highest motorable roads and is richly covered with many varieties of alpine flora and fauna. A tranquil place to visit, Nathula is open only for Indian Nationals on Wednesday, Thursday, Saturday and Sunday. The visitors have to get a permit from the Tourism Department through a registered travel agency.

Following are the places one can visit from Gangtok:

Gangtok Ropeway

It takes the passengers to the highest point of the city of Gangtok, covering the distance of about 1km. in only seven minutes. Each cabin accommodates 24 passengers. The lower terminal station is located at Deorali market, the intermediate terminal at Nam-Nang and the upper terminal station is below the Secretariat (Tashiling.). One can truly enjoy the panoramic view and thrilling ride as the ropeway goes over the city.

Saramsa Garden

About 14kms from Gangtok is the Saramsa Garden, the home of Sikkim's many exotic orchids and other rare tropical and temperate plants. Established and maintained by the Department of Forests, it is an excellent recreation, leisure and picnic spot.

Jawaharlal Nehru Botanical Garden

It is situated an altitude ranging between 1800 meters to 2200 meters. Established in the year 1987, it comprises of virgin temperate forest of oak and as many as 50 different kinds of tree species. The garden is situated at a place, which is not only a scenic beauty for the tourists but also adjoins Rumtek Monastery and Fambongla Wildlife Sanctuary. It is open to the visitors from 1000 hrs to 1600hrs.

Water Garden

Water Garden at Martam Khola is on 31 A National Highway, 16kms south of Gangtok. It is an ideal spot for picnic with a small swimming pool for children.

Himalayan Zoological Park

8kms. away from Gangtok is the Himalayan Zoological Park which covers an area of 205 hectares, This area is also known as Bulbulay. One can spot the Red Pandas, barking deer's, spotted deer's, bears, in a semi natural habitat and many more animals.

Tashi View Point

Situated along the North Sikkim Highway, it is only 8kms from Gangtok. From this point one gets a breath taking view of Mt.Khang-chen Dzonga, one of the most graceful peaks in the world. Ideal time to visit is early in the morning.

Ganesh Tok

It is situated on a ridge at a distance of only 7kms from Gangtok. From this spot one can get a bird's eye view of sprawling Gangtok town, while across the hills Mt.Khang –Chen – Dzonga and Mt.Siniolchu loom over the horizon. A cafeteria serves hot tea, coffee and snacks.

Hanuman Tok

It is 11kms away from Gangtok town, above Ganesh Tok. It has a temple of Lord Hanuman where the devotees come and offer prayers. Because of its locational advantage the view of the mountain along the horizon is just magnificent especially on a clear sunny morning.

Sa-Ngor-Chotsong Centre

It is a Tibetan refugee monastic institution established in 1961 by His Eminence Luding Khen Rimpoche, Head of Ngorpa, Sub-Sect of the Sakya Order, with the blessing of HH Sakya Trizin and HH the Dalai Lama. This is the only monastery of Sakya Order of Tibetan Buddhism in Sikkim. It is located on a beautiful hill top at a distance of 5kms from Gangtok town.

Pastanga

Pastanga in Assam Lingzey is located at an altitude of 1425 meters (4676 feet). It is two hours drive from Gangtok. The enchanting little village provides magnificent view of the mountain ranges. One can wander up lush green mountain trails where one comes across beautiful waterfalls along the path. There are rare species of bamboos in dense rhododendron and magnolia forest.

The tourists are provided with home stay facilities with organized cultural programmeme and local handcrafts show. It is also worth while to visit traditional houses of ethnic communities which are one hundred and fifty years old. Pastanga is also the take off point for Khedi trekking route.

Fambong Lho Wildlife Sanctuary

Fambong Lho Wildlife Sanctuary is located at a distance of 25kms from Gangtok and has an area of 51.76 sq km. The main vegetation is oak, katus, kimbu, champa and thick bamboo forests and ferns. The sanctuary is also home to a large number of wild orchid, rhodoendrons, etc. The richly forested area is known to be the home for various species of wild animals and

birds. This area is located close to Gangtok, is being developed as a short trekking trail. A log House with two rooms is available at Golitar and Tumin. Apart from this, there are other sanctuaries like Kyongnolsa, Alpine, Shingba, Maenam Wildlife and Khang –chen- Dzonga National Park, Permission to visit these places is given by Chief Wildlife Warden (Wildlife), Forest Secretariat Deorali , Gangtok .

Aritar

The Aritar Lake (Ghati-Tso) near Rhenock about 3 hours drive from Gangtok is worth visiting. For those interested in spending a night or two in the peaceful environment, a trekker's hut, few lodges and a private resort are available at Aritar. Other attractions are visiting and exploring the way of living of the villages and also to the monasteries like Lingsay Monastery. A short trek in and around Aritar is possible. A night in an old British built Bungalow of 1895 located half km below the lake could be an enthralling experience.

Angling in Sikkim

Sikkim with its massive Bio-diversity is a heaven for adventure and nature lovers. With its river system and various altitudes, Sikkim is an Anglers delight. For an advent angler- the Mahasheer, the Katley and the Trout provide fond angling opportunity. The Teesta and Rangeet provide ample scope for Mahasheer and Katley. Angling during the pre and post monsoon season, can be done by laggering or spinning.

Amongst the alpine regions in East, North and West Sikkim, there is an ample opportunity for Trout Angling by Fly Fishing or Spinning. Ideal months are March and May and August-September.

2.3.2 West Sikkim: Places of Tourist Interest

The west district of Sikkim is important not only due to its exquisite natural beauty but also because in it is situated the most sacred regions from the point of view of Buddhism and the historical sites of Sikkim. The tourists usually stay at Pelling and from there undertake the excursions in different directions.



Diagram 6 - Map of West Sikkim

The important monasteries are:

Pemayangtse Monastery

Pemayangtse Monastery is one of the oldest monasteries in the State. Originally established by Lhatsun Chempo, one of the revered Lamas to have performed the consecration ceremony of the first Chogyal (Religious Monarch) of Sikkim. This ancient monastery belonging to the

Nyingma Sect has been considered as one of the premier monasteries in the State. It had been entrusted with the task to perform all religious functions of the erstwhile monarch. The Monastery, located on a hill top at an altitude of 6500ft. commands a magnificent panoramic view of Himalayan ranges, the surrounding hills and countryside.

Sanga-Choling Monastery

This monastery is situated on a ridge above Pelling and the famous Pemayangtse Monastery. Built in 1697 A.D. it is considered to be one of the oldest monasteries of the State. To reach the Monastery a road leads through rich forest area.

Dubdi Monastery

This was the first monastery established soon after the consecration ceremony of the first Chogyal. The monastery is located on a hill top above Yuksom surrounded by verdant forest. It can be approached by trekking only, negotiating steep slope for about half an hour. It is an ideal place for lamas seeking meditation recluse.

Tashiding Monastery

This monastery is constructed on top of a heart shaped hill with the back drop of the sacred Mt. Khang-chen-Dzonga. According to Buddhist scriptures, Guru Padma Sambhava (Guru Rimpoche) blessed the sacred land of Sikkim in the 18th Century A.D. from this spot. The monastery, however, was built in the 18th Century AD by Ngadak Sempa Chempo, one of the three lamas who had performed the consecration ceremony of the first Chogyal.

Tashiding is also famous for the most holy Chorten known as ‘Thong-Wa-Rang-Dol’, which literally means ‘Saviors by mere sight’. It is believed that the mere act of beholding it is supposed to have washed away all the sins of the devotees. Another important feature of Tashiding is the sacred water festival unique to this monastery only. Every year, on 14th and 15th day of the first Lunar month, the Bhumchu Ceremony is celebrated with devotees coming from far and near to get the blessing of the holy water. The Sacred holy water is

officially sealed for safety by the lamas of Monastery. It is taken out once a year on an auspicious occasion, only to be put back with some fresh additions. The sacred water, which is taken out is partly mixed with normal ware to be distributed among the thousand of devotees.

The history of the early days of Chogyal was created in this part of Sikkim in the following areas:

Rabdentse Ruins

This was the second capital of the erstwhile Kingdom after Yuksom and till the year 1814 A.D., the King of Sikkim ruled from this place. Today, the ruins lie hidden from the main road at a walking distance from the Hotel Mt. Pandim and the Pemayangtse Monastery. It can be approached by following a footpath which branches off from the main road just below the Pemayangtse Monastery. The Scenic view from the top of the ruins scanning across the valley to the mystic heights of Khang-chen Dzonga ranges is something to be cherished and etched in memory.

Khecheopalri Lake

The lake is situated at a distance of 25 kilo meters from Pelling, Khecheopalri Lake is considered to be one of the sacred lakes of the State both the Buddhist and the Hindus. The Lake remains hidden under the rich forest cover. The birds do not permit even a single leaf to float on the lake surface. There is a motor able road from Pemayangtse right up to the lake area.

For those interested in spending a night or two in the peaceful environment a trekker's hut is available. The hut presently managed by a private operator provides comfortable stay and a taste of local cuisine which may include 'chaang'-brew made by fermented millet. There is also a pilgrim's hut managed by the Tourism Department.

Yuksom

This was the erstwhile capital of Sikkim, where according to the historical records; the first Chogyal of the Kingdom of Sikkim was consecrated in 1641 A.D. by three learned lamas. The evidence of the consecration ceremony is still intact in Norbugang Chorten in the form of stone seats and foot prints of the Head Lama on a stone. Since the history of the state began from this place, these areas are now considered sacred by the people of Sikkim. Yuksom is connected by all weather roads from Pemayangtse, a distance of 32kms. The trek to Dzongri and to the base camp of the famous Mt.Khang-chen-Dzonga beings here.

In addition, there are other places of tourists interest which includes the following places:

Pelling

Pelling is a fast growing urban settlement. Situated at an altitude of 6,100ft, it offers a good view of the mountain ranges. Due to its locational advantages many hotels and lodges have mushroomed in and around Pelling.

Singshore Bridge/Uttarey

The highest bridge in Sikkim is located at a distance of about 25kms. from Pemayangtse. About 20 minutes drive is Uttarey a base camp for Adventure Tourism for Singalila Range trail; a place worth visiting.

Khang-Chen Dzonga Water Fall

About an hour drive from Pelling is Khang-Chen- Dzonga Water fall.

Rangit Water World

The water park is situated close to Legship one can avail of a serene white water rafting and boating facilities. Legship Shiva Mandir is a short drive from here.

Kongri-Labdang

Besides Tashiding Monastery there are other attractions in and around Tashiding like Sinon Monastery. Tso-Nim-Dawa (Pokhri Danra) Hungri Monastery and Pao –Hungri. The Paha Khola falls on the way to Kongri is worth visiting. The wild beehive on the side of the falls makes the visit more interesting. It is also a point for the trekkers visiting Kastur Orar adjoining Khang-Chen –Dzonga (Dzongri) trail. One can also visit Jhang Lhari Nyingpo, one of the most sacred caves of Sikkim from Labdang.

Varesy

It lies at 10,000 ft. It has a road access up to Hilley, an easy 4kms trek from there takes one up to the Varsey Rhododendron Sanctuary . One can also trek from Soreng and Dentam in West Sikkim. The place provides a magnificent view of the mountains. Visitors can halt at ‘Guras Kunj’ trekkers’ hut.

Soreng

Soreng is a picturesque village with beautiful landscape. It is about three hours drive from Pelling and four hours drive from Melli. A trek to Jhandi Danra from Soreng is a must to see various species of flowers and birds. Hotels and Lodges are available. Visit to villages for getting an insight in to the way of life of people is a must. A base camp for adventure tourism is being set up. A very challenging trekking route from Soreng to Dzongri via Rathong glacier is being opened for International trekkers and Mountaineers.

Rinchenpong-Kaluk

Situated at an altitude of 1700 meters the drive from Gangtok to Rinchenpong takes about four hours via Zoom. It is also accessible from Siliguri and Darjeeling via Jorethang.

It is a picturesque village with beautiful landscape and a panoramic view of Khang-Chen_Dzonga range. A visit Resum Moonastrey is an interesting experience. One can also trek to Khandi Danra/Melanpso which is richly forested area known to be the home to

various species of wild animals and birds. Accommodation is also available at Kaluk. A night halt in an old British Guest House could be an enthralling experience.

Hee Bermiok

It takes about four and half hours from Gangtok. One can also reach He Bermoik from Pelling, the journey taking one and a half hours. The main attractions are mountain biking, nature walk and visit to the villages, Sirijonga Yuma Mangheem, Sirijonga Holy Cave at Martam, Sirijonga Mandir etc. The adventure lovers can enjoy two and a half hour trek to Varsey.

Dentam

About an hour drive from Pelling is Dentam. It is famous for the Alpine Cheese factory, a product of Indo-Swiss collaboration.

Sirijonga Yuma Mangheem-Martam-West Sikkim

This Mangheem was constructed in 1996-97 in the memory of Sirijonga Tey-Ongshi.

Sirijonga Fooku and Wadhan (Cave)

After a 2km ride from Sirijonga Yuma Mangheem, one comes across a waterfall besides which lies a cave where Teongshi took refuge. This place is revered by the Limboo Community.

Limboo Cultural Centre, Tharpu, West Sikkim

This Centre was inaugurated on August 23rd, 2003. Each year, on this day, a function depicting the rich culture and heritage on various communities is organized. This Centre houses a hall, a museum and a library.

2.3.3 North Sikkim: Places of Tourist Interest

The alpine zone of North Sikkim is highly mountainous and sparsely populated. Tourists are attracted to this region due to the wonderful natural beauty, the mountain, the glaciers the pristine rivers and the rhododendrons. But as in others parts of Sikkim, this region too houses some old monasteries which bears the Sikkim tradition. The Lepcha reserved areas are also situated here.



Diagram 7 - Map of North Sikkim

The monasteries in North Sikkim are as follows:

Phensang Monastery

The place is situated on the gentle slope stretching from Kabi to Phodong with perhaps one of the best landscape in the region. The Phensang Monastery, under the Nyingmapa Buddhist Order, was built in 1721 during the time of Jigmee Pawo. It was gutted by the fire in 1947 and

rebuilt in 1948 through the efforts of the lamas. The annual festival of Chaam is performed on 28th and 29th days of the tenth month of Lunar Calendar (Tibetan Calendar)

Phodong Monastery

One of the six major monasteries in Sikkim Phodong monastery is located in the North approximately 38kms from Gangtok. 4kms beyond Phodong is the recently renovated Labrang Monastery, unique in its architectural design.

The historical sites are described as follows:

Kabilungchok

This historical place is 17kms from Gangtok on the North Sikkim Highway. This is where the historical treaty of blood brotherhood between the Lepcha Chief Te-Kung-Tek and the Bhutia Chief Khey-Bum-Sa was signed ritually. The spot where the ceremony took place is marked by a memorial stone pillar amidst the cover of dense forest.

Sirijonga Yuma Mangheem-Mangshila

This was constructed in 1983, the designs are similar to that of Sirijonga Yuma Mangheem-Martam, (West Sikkim). During January Maghey Sankranti is celebrated with enthusiasm and people of all communities from the neighborhood hamlets come and partake in the celebrations with fervor and gaiety. In recent years the festivity has gained so much popularity that people travel for hours to witness the cultural extravaganza.

Guru-Dongmar Lake (17,800 Ft.)

Guru-dongmar Lake is considered as one of the sacred lakes of the State both by the Buddhists and the Hindus. The lake remains milky in colour throughout the year and it is believed that Guru Padmasambhava touched the lake while he visited Tibet from this area.

The places of natural beauty in North Sikkim are:

Seven Sister Falls

The fall is located 32kms away from Gangtok is the Seven Sisters falls on the National Highway heading to North Sikkim. To facilitate the Tourist to savour the pristine beauty and to be with nature, Tourism Department has a waiting shed where tourists can take a break and shoot pictures. A must see picturesque beauty of nature.

Singhik

The place offers one of the most spectacular and closest views of Mt. Khang-chendzonga and its ranges. A well located Tourist Lodge provides accommodation for visitors. The area also has a number of interesting short nature trails for one to three days along the higher ridges of the surrounding hills. One can also savour the most graceful peak in the world. Mt. Siniolchu.

Rong Lungten Lee

This Lepcha traditional house at Namprikdang, Dzongu, was inaugurated on 05.01.2003. It is a replica of a traditional house and comprises of three rooms. The ceiling called 'PHAHONG' an attic is used to store valuable items. This house is open to tourists, both foreigners and domestic throughout the year and visitors can admire the antique artifacts displayed.

Namprikdang is situated at the confluence of two rivers- Kanaka and Teesta. Visitors will definitely admire the pristine beauty of the flora and fauna.

Chungthang

Chungthang, located near the confluence of Lachen and Lachung Chu and the starting point of River Teesta has emerged as a major subdivision settlement in North Sikkim. It is the nodal junction for the two passes, Lachen Lachung. The valley is believed to have been blessed by Guru Rimpoche and one can visit the Holy Guru Lhedo to see the foot in bio

diversity with a large variety of orchids, plants and wildlife. It is 95 kms from Lachen. It is predominantly a Lepcha region.

Lachung

It is a village situated at a height of 8000ft with a unique local self governing body called the dzumsa which substitutes the Panchayat. Lachung has emerged as a tourist destination with soaring popularity of Yumthang Valley which is just 25kms from here. The village, spread out on either side of Lachung Chu, has managed to retain its unique culture and tradition. The Lachung Monastery on the slope opposite the highway is a focal point of all religious functions of the local inhabitants. To get a glimpse of the religious functions performed on auspicious occasions a visit to the Monastery should form part of the tour itinerary.

Yumthang

Yumthang, at an elevation of 11,800ft and 140kms from Gangtok is a paradise for nature lovers, with a fascinating blend of flora and fauna and breathtaking scenic grandeur. The valley is also the home of Shingbha Rhododendron Sanctuary having 24 species of Rhododendrons. Yumthang Package tours are organized by the registered travel agents only.

Lachen

Lachen is situated at an altitude of 2750mtrs. It is about 6hours drive from Gangtok. The Lachen Monastery located on a top of the village commands a panoramic view of the surrounding hills and country side. Resorts, Hotels and Lodges are available for accommodation.

Thangu

Thangu situated at an altitude of 14,000 ft. it is about three hours drive from Lachen. It is small village where the visitors usually acclimatize before they proceed to Guru-Dongmar Lake, Muguthang or Cho Lhamu (source of River Teesta)

2.3.4 South Sikkim: Places of Tourist Interest

Namchi:

Namchi, meaning 'Sky High', nestled among the hills at an elevation of 5,500 ft commands panoramic view of the snow-capped mountains and vast stretches of valley. Atop Samdruptse hilltop near Namchi, recently erected is the worlds tallest statue of Guru Padmasambhava, the patron saint of both Hindus and the Buddhists.

Namchi being the headquarters of the south districts is the principal place of tourist attraction. From here excursion are carried out to different place be it Temi Tea garden, snow capped mountain view from Borong and Meenam hill or the Forest atmosphere at Ravangla.

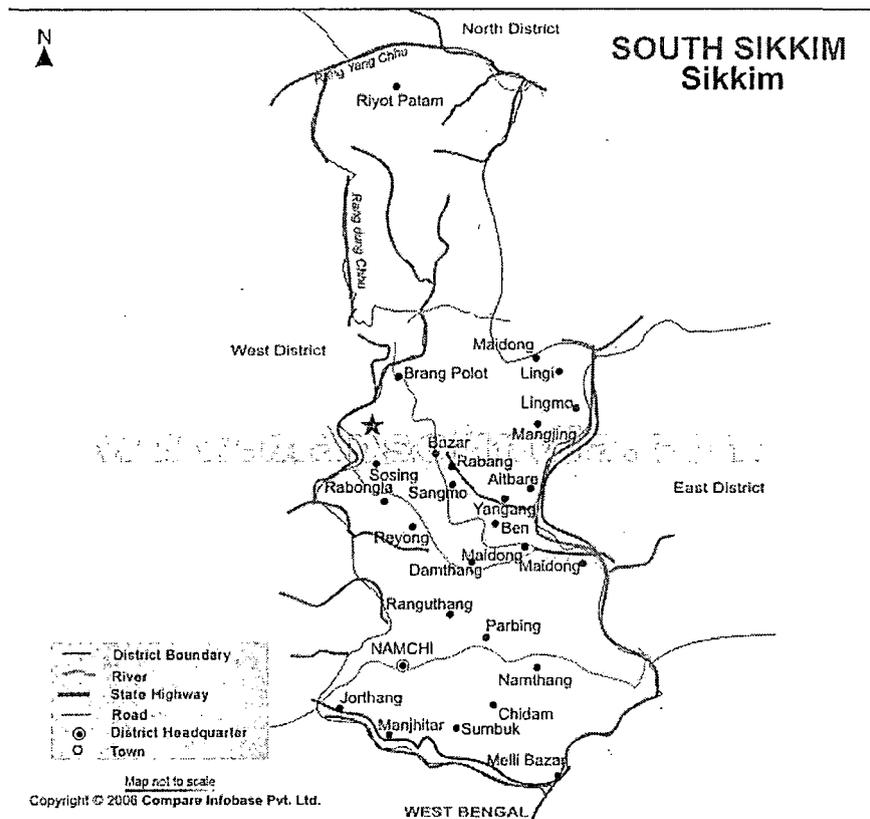


Diagram 8 - Map of South Sikkim

The places usually visited by tourists are as follows

Temi Tea Garden:

The one and only tea garden existing in the State produces one of the top quality teas in the international market. The tea garden is spread out on a gently hill slope originating from the Tendong Hill and provides a magnificent view for the surrounding villages. The visit to the factory could be an eye opener for those wanting to know more about tea processing methods.

Ravangla:

At the base of Menam Hill is Ravangla, a small township and transit to various tourist destinations in South and West Sikkim. It is also an upcoming tourist spot, and transit point for trekkers to Menam hill and Borong. There are accomodation facilities and numerous short nature trails. A trek down to the sacred cave 'Sher Chok Bephu', one of the four holiest caves in Sikkim, would be a memorable experiance.

Menam Hill:

Menam Hill towers above Tendong Hill on the other side over looking the Ravangla Bazar settlement. Situated at an altitude of 10,300 ft the scenic view from this height is, perhaps, unmatched in this part of the world. Mt. Khangchendzonga and its surrounding ranges looms above the dwarf the richly forested and rugged hill. On a clear sunny day, it is possible to see the plains of Bengal spanning across Kalimpong and Darjeeling Hills in the South, right across the Indo-China border towards the North. A short distance away is the legendary Bhaley Bhunga, a kind of rocky spur which juts out from the ridge top and remains suspended in the air above Yangang village.

Borong:

Facing the snow-capped mountains is Borong, motorable from Ravangla or a trek via Menam. A picturesque village, its beautiful landscape and magnificent view is also host to the hot spring, Borong TsaChu'. The trek trail, originating from Namchi or Damthang to Tendong - Ravangla - Menam - Borong (5-6 days) is one of the most interesting trails scaling

all the hill tops along the route. The trek can continue to Tashiding or terminate at Borong and drive back to Ravangla

2.4 SCOPE OF NON-CONVENTIONAL TOURISM

One can wander up lush green mountain trails in the very footsteps of early travelers. Marvel at the stupas, monasteries and temples. Acquaint oneself with a culture that is at once bizarre and fascinating with its endless intriguing rituals and festivals. Sikkim offers one a holiday that is more than a dream- a voyage of adventure and discovery.

2.4.1 Trekking

This is one the best ways to see the whole of Sikkim. The beauty of Sikkim will mesmerize everyone who ever decides to explore it on foot. It offers a variety of routes for tourist having different tastes.

Monastic Trek: (March-May/October –December)

Pemayangtse-Sangacholing- Khecheopalri-Dubdi-Sinon-Tashiding-Ralang

Rhododendron Trek ;(March- May)

Naya Bazaar- Hilley / Soreng- Varsey- Dentam- Pemayangtse.

Khang-Chen-Dzonga Trek; (Mid March-Mid June/ October-December)

Yuksom-Bakhim-Tshokha-Dzongri-Thangsing/Bikbari-Zemathang/Chaurigang-Goechala/Rathong glacier and back.

Coronation Trek ;(October-December)

Rumtek-Sang-Yangyang-Ravangla-Tashiding-Yuksom.

Khedi Trek; (October-December)

Assam Lingzey-Pa-shing Teng Kha 1425m (BaseCamp) - Chaukri Kharka-Do Bato-Khedi(7710m) –Sela Pass(3150m)-Do Basto-Tal Kharka-nubang-Passang Teng Kha.

Singlila Trek

Mid May and October

Uttarey-Chewabhanjang-Dhor-Sikkim Megu-Dafey Bihar-Gomanthan /Boktok pandga-Theshyapla –Bikbari –Dzongri- Tsoka- Yuksom

Kosturi Orar Trek

Mid March-Mid June/October-December

Yukosm- Dzongri- Thangsing- Kostori Orar- Labdang- Sinon- Tashiding.

Samartek Trek

Mid March / Mid June/ October- December

Kodong- Dokshing- TsenKhong- Lenchok- Samartek- Pakchong- Kungo- Kuling Nae (Cave) Gungramampo- Singhik Dak Bungalow.

Rinchenpong / Soreng Trek

April- June/ October- December

Kaluk- Rinchenpong Dak Bangalow- Rigsum Gumpa- Kaluk- Sribadam- Zhandi Dara-Soreng.

Himalaya Trek

April- June/ October- December

Namchi (Base Camp)- Tendong- Damthang- Ravangla- Maenam- Bhaley Dhunga-Yangyang- Sinchuthang- Bermoik- Parbing- Namchi.

2.4.2 White Water Action

Young and adventurous tourist can get attracted to the Teesta and Rangeet rivers sparkle. Here everyone can have some white water rafting action with every bend of the river revealing new panorama- gorges with vegetation covered vertical walls soaring from the swift waters, luxuriant waterfalls and tranquil lakes. This, however, is seasonal.

2.4.3 River Rafting

October- December (Best Season)

Teesta Experience

Makha- Siwani- Bardang- Rangpo

Rangeet Experience

Sikip- Jorethang- Majithar- Melli

2.4.4 Kayaking

Kayaking is undertaken on the Teesta and arranged for

2.4.5 Yak Ride / Safari

A Safari with a difference, an unique experience.

SECTION 3

TOURISM & SOCIO ECONOMIC CHANGES

2.5 TOURISM & SOCIO ECONOMIC CHANGES

Tourism is an industry of primary importance for the world economy. For some countries, tourism is the first source of income and foreign currency, and many local economies heavily depend on tourism. In this study an attempt has been made to highlight the relationship between socio economic changes and tourism. The researcher finds that the existing studies have but started unveiling the complexities of this relationship, by means of very heterogeneous approaches and scarcely comparable studies. A comprehensive, coherent quantitative message cannot yet be drawn from the literature. The research project investigates the changes tourism on the socio-economic systems of Sikkim

The impact of tourism on economy and physical environment of a country can be immense; tourism can contribute to social and cultural changes in host societies, including changes in value systems, traditional lifestyles, family relationships, individual behaviour or community structure.

2.6 SOCIAL CHANGES DUE TO TOURISM:

"Tourism is the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs. During their stay in the destination, tourists interact with local residents and the relationship brings about some changes in the host individuals' and host community's quality of life, value systems, labour division, family relationships, attitudes, behavioural patterns, ceremonies and creative expressions. The larger the cultural and economic difference between tourists and local residents, the more obvious and more significant these changes are.

Changes in the host community's quality of life are influenced by two major factors:

- The tourist-host relationship and
- The development of the industry itself.

Tourist-host encounters occur in three main contexts:

- Where the tourist is buying some good or service from the host,
- Where they are in the same place at the same time, and
- When they meet and share ideas and information

As the last type of encounter is far less common than the first two, tourism often fails in promoting mutual understanding among different nations and stereotypes prevail.

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 tourist usually stays in the destination for a short time, so there is no opportunity to develop the superficial relationship into a more meaningful one. The traditional spontaneous hospitality turns into commercial activity. Tourists are on holiday, served by locals, which results in different attitudes and behaviour. The obvious relative wealth of the tourists often leads to exploitative behaviour on the hosts' side.

The main changes brought in by the tourist-host relationship are the demonstration effect, when the hosts' behaviour is modified in order to imitate tourists; the change in language usage in the destination; the growth of alcoholism, crime, prostitution and gambling and the transformation (revitalisation or commoditisation) of the material and non-material forms of local culture.

In short the tourist impresses upon the residents/locals of their superiority in terms of culture, taste, habits, styles etc. The host fails to understand that the tourists are spending their leisure time in the destination. Every one is always casual in approach in an informal atmosphere. The laid back attitudes of the tourist inspire the host to behave as one of them. This often have negative consequences in the form alcoholism, crime, prostitution and gambling.

Besides the physical presence of tourists and their encounters with local residents, the development of the tourism industry also contributes to changes in the quality of life, social structure and social organisation of local residents. Rapid and intensive tourism development results in different and usually less favorable changes than organic and small-scale development.

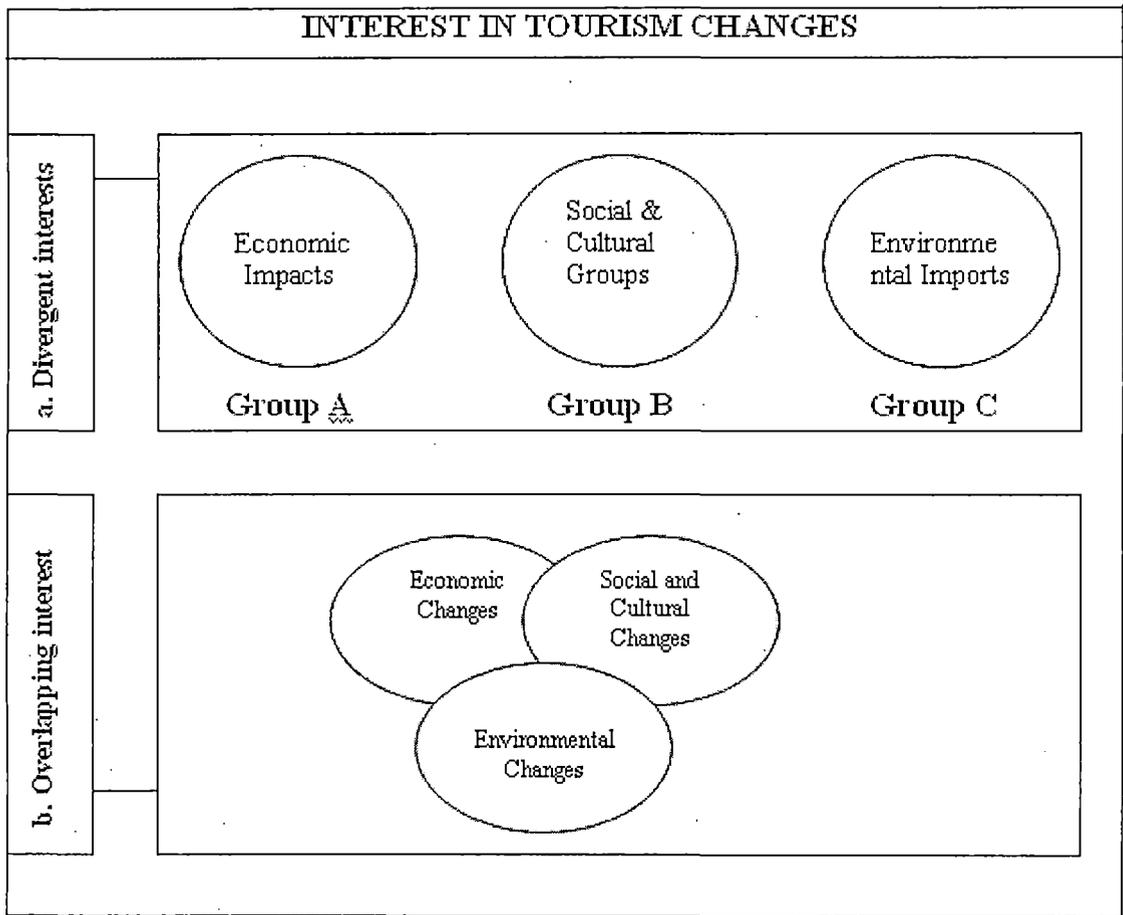


Diagram 9

The development of the tourism industry is often credited with generating new employment in the destination. However, much of this employment is seasonal, unskilled and low-paid, and the community's traditional work patterns might be seriously affected, resulting in the abandonment of agricultural occupations.

Other significant changes of tourism development are changes in the size and the demographic characteristics of the host population; increased mobility of women and young adults; infrastructure development in the destination, increased supply of services, and, consequently, improved quality of life for local residents.

The social and cultural characteristics of the host community are, of course, also continuously influenced by the political, economic, technological, social, cultural and natural aspects of their wider environment.

2.6.1 Change or Loss of Indigenous Identity and Values:

Tourism can cause change or loss of local identity and values, brought about by several closely related influences:

Commoditisation

All activities are catalogued and marketed in such a fashion that the host communities are made to feel that their customs and traditions are dramatised for the economic benefit and to match to tourist expectations. Local products are sold as souvenirs, arts and other commodities to the tourist for entertainment and remembrance.

Loss of Genuineness and Staged Authenticity

The host community at times performs shows as if they were "real life" constitutes "staged authenticity". This is done for commercialization purpose to meet the expectation of the tourists. While the interest shown by tourists also contributes to the sense of self-worth of the artists, and helps conserve a cultural tradition, cultural erosion may occur due to the commoditization of cultural goods. Village Tourism Defined: Here the tourist wants to experience the ways of indigenous people lead their life. They thus stay in a paying guest accommodation in the peoples' houses in the rural areas so as to get a slice of different living standard. Often, the villagers to please the guest (read tourist) often mock acts their living in form of their celebration, social customs, festivals, rituals etc.

Culture Clashes

Because tourism involves movement of people to different geographical locations, and establishment of social relations between people who would otherwise not meet, cultural clashes can take place as a result of differences in cultures, ethnic and religious groups, values and lifestyles, languages, and levels of prosperity.

Economic Inequality

Many tourists come from societies with different consumption patterns and lifestyles than what is current at the destination, seeking pleasure, spending large amounts of money and sometimes behaving in ways that even they would not accept at home. One effect is that local people that come in contact with these tourists may develop a sort of copying behaviour, as they want to live and behave in the same way. Especially in less developed countries, there is likely to be a growing distinction between the 'haves' and 'have-nots', which may increase social and sometimes ethnic tensions. One serious implication that could be understood the difference of income between the host and the tourist. Those who were serving the tourist were earning approximately $1/80^{\text{th}}$ & $1/6^{\text{th}}$ part of the foreign and domestic tourist's income. This wide anomaly does leave a negative change on the tourist.

2.7 ECONOMIC CHANGES DUE TO TOURISM

The main positive economic changes of tourism relate to foreign exchange earnings, contributions to government revenues, and generation of employment and business opportunities.

Foreign Exchange Earnings

Tourism expenditures and the export and import of related goods and services generate income to the host economy and can stimulate the investment necessary to finance growth in other economic sectors. Some countries seek to accelerate this growth by requiring visitors to

bring in a certain amount of foreign currency for each day of their stay and do not allow them to take it out of the country again at the end of the trip.

Contribution to Government Revenues

Government revenues from the tourism sector can be categorized as direct and indirect contributions. Direct contributions are generated by taxes on incomes from tourism employment and tourism businesses, and by direct levies on tourists such as departure taxes. Indirect contributions are those originated from taxes and duties levied on goods and services supplied to tourists.

Employment Generation

The rapid expansion of international tourism has led to significant employment creation. For example, the hotel accommodation sector alone provided around 11.3 million jobs worldwide in 1995.(W.T.O) Tourism can generate jobs directly through hotels, restaurants, nightclubs, taxis, and souvenir sales, and indirectly through the supply of goods and services needed by tourism-related businesses. According to the World Tourism Organisation, tourism supports some 7% of the world's workers.

Stimulation of Infrastructure Investment

Tourism can induce the local government to make infrastructure improvements such as better water and sewage systems, roads, electricity, telephone and public transport networks, all of which can improve the quality of life for residents as well as facilitate tourism.

Contribution to Local Economies

Tourism can be a significant, even essential, part of the local economy. As the environment is a basic component of the tourism industry's assets, tourism revenues are often used to measure the economic value of protected areas.

There are other local revenues that are not easily quantified, as not all tourist expenditures are formally registered in the macro-economic statistics. Money is earned from tourism through informal employment such as street vendors, informal guides, rickshaw drivers, etc. The positive side of informal or unreported employment is that the money is returned to the local economy, and has a great multiplier effect as it is spent over and over again. The World Travel and Tourism Council estimate that tourism generates an indirect contribution equal to 100% of direct tourism expenditures.

It has been said many times and by many stakeholders: Tourism is a double-edged activity. It has the potential to contribute in a positive manner to socio-economic achievements. At the same time, its fast and sometimes uncontrolled growth can be the major cause of degradation of the environment, and loss of local identity and traditional cultures.

Tourism's relationship with the environment is highly complex. There are obvious economic benefits involved for countries and societies, and obvious options for an increased interest in conservation and concern for nature and the protection of fragile environments. At the same time, there are equally obvious ecological risks of ecosystem and habitat depletion and destruction due to the pressure of growing tourism.

Tourism growth is difficult to control. Guiding development is a time-consuming process involving establishing policies, ongoing dialogue with stakeholders, and monitoring to determine if desired conditions are being met. Tourism activities require environmental change assessments and carrying capacity studies. At sites with limited budgets and staff, increasing tourism can stretch scarce resources taking managers away from protection efforts. While tourism's benefits can contribute to protection and restoration efforts, it can be difficult to strike a balance between economic gain and unacceptable changes.

Or thus summarized in a SCOPE (International Council for Science/Scientific Committee on Problems of the Environment) research programme and symposium on "Placing tourism in

the landscape of diversities", on the tourism–biodiversity interaction, opposition and possible symbiosis.

REVIEW

What becomes clear from the above discussion is that Sikkim is a small mountainous state with limited scope of agricultural or economic development. Due to its uneven terrain and often harsh climate the scope of agricultural expansion is limited. The same constraints limit the scope of growth of heavy industries as well. The mineral resources too are limited. However, the state is extremely rich when comes the question of resources in terms of natural beauty . One viable option for development is therefore tourism. As the section two describes, the scope is almost unlimited. Its pristine beauty, cultural heritage and scope of adventure tourism make the State extremely rich in terms of tourism potential. Accordingly the Government too is turning its attention towards tourism by opening up new places of tourist attraction and offering facilities for eco, cultural as well as adventure tourism in different ways.

Section three is a theoretical discussion regarding the extent of social and economic changes that tourism brings in a society. As the experience of the other countries show, 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.

The scope of tourism being so wide in Sikkim attempts have been made in the following chapters to identify the changes that tourism is bringing in Sikkim. This has been done though an understanding of the perceptions of the local residents and the business communities along with the perception of the tourists themselves regarding their impression of the socio economic conditions of Sikkim.

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Chapter 3 SIKKIM TOURISM

SECTION 1

THE SCOPE

3.1 THE TREND

Sikkim decided to join India in the year 1975. Trade from the earlier years has changed completely, now Sikkim enjoys some special privileges as per the terms of amalgamation with India. It had bargained hard with the Indian government to exact a number of facilities and agreement in its favour. There is no sales tax, fixed / flat income tax applicable in Sikkim. Now they have understood on how the open market policy benefits them and so want to open the state of Sikkim not only to the Indians but also look forward to embrace the opportunities that Nathula pass/border will throw up. The government is actually luring investment nowadays. It has practically converted the whole state into Special Economic Zones with minor alterations.

Sikkim Industrial Promotion and Incentive Act 2003 includes the following incentive scheme for the indigeneous people.

Table 3.1

6 A.	Subsidies on State Capital Investment
6 B.	Subsidies on Captive Power Generating Sets
6 C.	Special Incentives to Pioneer Unit (an investment in excess of Rs 3 crore)
6 D.	Special Incentives for Women Indigeneous people
6 E.	Stipend Support for EDP (Entrepreneurship Development Programme)
6 F.	Reimbursement of Stamp Duty and Registration Fee
6 G.	Local Employment Promotion Grant
6 H.	Subsidy on Cost Incurred on Quality Control Measures
6 I.	Subsidies on Consultancy Service
6 J.	Subsidy on Study Tours and In-plant Training
6 K.	Allotment of Land
6 L.	Subsidies on State Transport
6 M.	Subsidy for Technical Know-How
6 N.	Special Incentive for Agro and Food Processing Industries
8 I.	Power Subsidies
12 A.	Concessions on States and Central Sales Tax

It is disheartening to say that there are not many big companies interested in Sikkim. There are approximately 80 small and medium size project proposals lying with the government at this moment. The Government of Sikkim is not only stressing on rapid industrialization but is surely concerned about environment preservation. It is only approving the projects which are environment friendly. Perhaps that is the reason why there are no Ferro and Alloy industries. The Public Health Engineering Department and Urban Development & Housing Department are also concerned about the upkeep of the prevailing environment and has engaged an Australian consultancy “AUSAID” for the Waste and Water management.

3.1.1 Taking Cue from History

Internationally if one studies the economy the so called vibrant economy now, have all suffered from in-equal distributions of wealth at some point of time. Countries were and still are plagued with poverty; rich people were getting richer and poor people poorer. This is because of the fact that business and trade has got limited into the hands of the privileged few. Sikkim too is experiencing something similar even-though it enjoys one of the highest per capita in India but most of the wealth is in the hands of too few people. The liberalisation policy of the government has not yielded the required result. The subsequent generation of the Marwaris and Biharies has taken the lead in execution of all the government projects and tenders.

3.1.2 Trade, Investment and Industries

It is true that all of these processes relate as much to commercialization in general as to globalisation in particular. It is true that the I.T. revolution has improved communications. Technology is playing an increasingly important role in reducing the economic space between nations, the differences between steamship and aero planes, and between telegraphs and computers, is arguably of more quantitative than qualitative importance. The government

of Sikkim has failed to attract huge investment. Industrialisations will create jobs because of the improved communication and transport this is a viable option. The catch in this scenario is when investment dwindles and this leads to the closure of the units. The financial performance determines longevity of a unit, if for some reason the unit is closed then a lot of peoples gets laid off. A possibility, which instills a sense of insecurity, moreover the indigenous people are absorbed in jobs involving low or no skills. The jobs created by industrialisation involve low to medium skills. The vulnerable persons find difficulties in rehabilitating themselves. No specific skills are being imparted by the units which the people can utilize setting up there own factories. Derègulations have not facilitated any poverty reduction. Someone has rightly stated

“Give a man a fish, and you'll feed him for a day; Teach him to fish and he will never bother you again.”

3.1.3 Multi National Companies

It is in western part of the globe where mass production of goods took place, such huge production could not only suffice their requirement and the market got saturated. This drove the price of the goods down sooner than later and they began to look for other prospective market. They promoted the idea of globalisation in search of newer market and propounded that the developing countries will be benefiting the most in terms of cheaper-quality products. But is it true, had it been the case Sikkim would have been the most developed state by now for the fact that it had always encouraged trade but for its mountainous terrain nothing changed for considerable period of time. The transnational companies did not take much of interest in Sikkim in spite of the relaxation provided by the government because of low density of population.

3.1.4 Globalisation and Distribution

There are mainly three discrepancies as to the promises of globalization. They are 1) unequal distribution of wealth 2) concentration of technological development or innovation 3) limited mobility of population. Even after having kept its market considerable open Sikkim

could not attract any national manufacturing firm to set up their base. No international or national firms have shown any interest. Technologically Sikkim remains a laggard while rests of the states continue to reap the benefit. This is a clear case of marginalization.

3.1.5 Open Secrets

Liberalisation was done with the motive of good all round economic growth and to remove poverty. Emerging economies wanted to cash in on the new opportunities – greater capital inflow, improved technological products and access to wider markets. There are many examples around the globe for this exuberance particularly India and China. Manpower the abundant resource of these countries has been leveraged for economic growth. The buoyancy of growth is not parallel and uniform with the different parts of our country. The scenario is much different. Deregulation does give opportunities to the people for wealth generation but these opportunities are hardly distributed equally. States like Maharashtra and Gujarat have exploited the opportunities provided by trade and foreign investment. Sikkim's fortunes for trade and commerce have remained stand still over the past few decades. It is still the small business-persons who still are engaged in these activities. Allied to the belief that liberalisation accelerates growth is the contrary to the fact that poor people will be the main beneficiaries. The open market policies have not a uniform change on the GDP of all the states and Sikkim in particular. Even a small state like Goa or union territory of Pondicherry fares better than Sikkim. The table elaborates the facts

Table 3.2

Gross State Domestic Product of Different States at Constant Price						
State	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99
Andhra Pradesh	58227	61491	64966	69188	68015	75530
Arunachal Pradesh	872	883	1008	958	996	1072
Assam	15143	15572	16017	16487	16975	17273
Bihar	40633	43040	41269	48091	48027	49335
Delhi	20094	22298	23316	24993	26289	27827
Gujrat	50069	59734	63418	70638	72010	74911
Goa	2397	2515	2706	3119	3212	NA
Harayana	21953	23415	24056	26991	27357	29001
Himachal Pradesh	4651	5087	5372	5722	6083	6504
Jammu & Kashmir	NA	NA	NA	NA	NA	NA

Karnaka	42739	46209	49574	54784	57508	63570
Kerala	26603	28841	30302	31728	33254	35092
Madhya Pradesh	52752	54291	57157	60850	61428	65520
Maharashtra	122763	125214	140783	147531	157147	171766
Manipur	NA	NA	NA	NA	NA	NA
Meghalaya	1625	1690	1820	1925	2018	2164
Orissa	18613	19822	20960	20179	22358	23418
Pondicherry	1000	1011	1115	1403	1570	1792
Punjab	30238	31408	32776	35199	36321	38469
Rajasthan	33026	39123	40854	45599	49716	45704
Sikkim	377	372	411	456	520	559*
Tamil Nadu	57833	65735	68501	73762	78114	81292
Tripura	1762	1771	1934	2179	2397	2637
Uttar Pradesh	87962	94116	96842	103794	106162	109972
West Bengal	52785	56446	59685	63879	68611	73360
All India (GDP)	781345	835864	896990	964390	1012816	1081834

Source: Sikkim at a Glance 2001; Publisher: Department of Economics, Statistics, Monitoring and Evaluation, Government of Sikkim

This implies that when the conditions for successful participation in the global economy includes the following seven concentric conditions.

3.1.6 Rational Policies

Protectionism is required but only to that extent in which the local companies are to build their core competencies. Competition is a must for the market to mature up and should be encouraged within a regulatory framework. All round protectionism for the domestic industries is a recipe for disaster for the economic growth.

3.1.7 Being Realistic and Not Optimistic

Massive deregulation and incentive to the business communities will not yield the desired result. On the contrary disparity between the people may only increase. State should encourage indigenous industries and people to participate in trade extensively. Exclusive incentives to the local potential viable industry will boost economic growth.

3.1.8 Export Oriented Industries

Sikkim is small peaceful state with a smaller population; industries can not be set up only for local consumption. It should project itself as a viable option for the north eastern states. This

USP will considerably enhance its value added chain/sectors. Moreover added advantages like employment, productivity, competitiveness etc are integral part of this policy.

3.1.9 Better Surface Transport Facilities

Sikkim's low economic activities in terms of trade and industrialisation was because of its dependence on one trade route NH 31A but other alternative routes should be developed throughout the state. Also with the opening of the Nathula pass/border, opportunities are going to multiply. In order to capitalize on this opportunity it should build infrastructure. Tourism and other labour intensive industries will benefit the most.

3.1.10 Better Infrastructure

Production for world markets requires a marketing infrastructure, including roads, airports, cold storage and telecommunications. Movement up the value-added chain typically requires an increasingly sophisticated infrastructure. Public investment in this area is therefore vital.

3.1.11 Technical Know-How

As market becomes increasingly knowledge-intensive and rules of the game is ever changing. The workforces have to keep pace with these changes. Investment in education with special focus on universal primary education would appear to be of crucial significance, as would investment in training, and research and development.

The process of liberalisation and globalisation has been practiced since ages but that it has actually derived any considerable benefit is difficult to gauge. There is still wide spread anomalies in the wealth distribution. Poor people have not benefited from the trade and investment but only marginal improvement is there in their lifestyle because of growth in infrastructure. The gap between the poor and the rich people has remained the same or in some cases widened. The advantage of globalisation is that it strives to integrates various economies and create a bigger market. However the inherent weakness of Sikkim vis-à-vis other states poses a Himalayan task. Sikkim lacks infrastructure, capital skilled workforce

and sophisticated technology to cope up with competition. Investment and government intervention can re-shape the future of Sikkim. As someone has rightly comprehended globalisation in the following words

“Globalisation, which benefits only multi-national companies and takes away all sense of local or national pride and identity, is the biggest threat facing all the third world countries”

3.2 THE SCOPE OF TOURISM

Indigenous people are the backbone of any economy. Tourism is labour intensive industry. Few of us know if one invests 10 lakhs in any industry it will create 12 jobs; but if one invest the same amount in tourism it will create 48 jobs – direct or indirect. None of us seems to realize this. They have the major role in sustainable regional development as it affects the region’s social, political cultural and economical in more ways than one. In India we have very little large scale indigenous entrepreneurship, in-fact it will not be wrong to state that tourism is in the stage of infancy. The tourism sector has multiple small-scale indigenous people and our country can leverage the development of small-scale tourism indigenous entrepreneurship. It can have a say in the sustainable regional development by reinforcing the local culture and identity, diversifying tourism activities and keeping population locally as well as by minimizing environmental changes due to the small-scale character of rural tourism enterprises. It has been established, enterprises can particularly contribute to sustainable regional development through a policy of Corporate Social Responsibility (CSR), a concept where companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Though in India, we stress on public-private partnership for all round development.

Moreover, indigenous people’s participation can play an important role in improving the quality of life of the local people in Sikkim. Tourism incidentally creates jobs that require less or no training at all, local population can thus be easily employed. Growth of regionalism and ‘son of soil’ concept implies that social capital is a prerequisite condition for

indigenous entrepreneurship. That social capital at the level of the individual (sense of community) is seen as a pre-requisite for sustainability as it helps to avoid conflicts of interests. Often perception of tourism of being not suitable towards the community's interests can be warded-off; if some of the community members are reaping the benefits of tourism.

In a state like Sikkim where potential tourism indigenous people, e.g. farmers, horticulturist, etc can be seen as important stakeholders for sustainable regional development as they represent critical mass of the region. Their participation in sustainable regional development will add social, economic and ecological value to the region and keep scarce resources within the community of the region.

3.2.1 Impediments for Sustainable Development of Tourism Industry

In small scale tourism indigenous people are mostly engaged in periphery activities like food and drinks, souvenirs and gifts, services etc. The indigenous people's motivation is found lacking among the local population to make it big. Even the lodging industries are being leased to the third parties. Among the problems associated with indigenous people development in Sikkim, low skill level, lack of financial resources, lacks of information, lack of motivation, unwillingness to work hard were identified. There is no organised syndicate which encourages the flow of information, ideas, goods and services.

The main problem facing indigenous people regarding the tourism industry in Sikkim region is related to the short season. This creates problems to indigenous people e.g. in terms of difficulties to justify loans to financial organizations. Tourism can never be a year long occupation and has to be combined with agriculture or any other profession in order to sustain one livelihood.

The positive change is yet to be understood by the indigenous people here. The economic aspect is given relatively limited attention, which can make significant contributions to the economy. Lack of understanding of tourism in general by authorities prevents the allocation

of resources for tourism development. Moreover, it is difficult for indigenous people to obtain finances from financial institutions for tourism

There is a lack of cooperation between existing small tourism enterprises as well as a lack of collaboration between adjoining district municipalities. Tourists are harassed on a regular basis as they are made to hire different vehicles for traveling and sight seeing and this too differs in each district. However, ideas about cooperation among the tourism departments of adjoining municipalities have been recently launched. Destinations in Sikkim in spite of its pristine beauty have not been marketed well. There is a lack of information about tourism attractions in the region and information about tourism is not well communicated to the visitors, which means lack of promotion and marketing of the region.

There are other reasons for the dissonance between knowledge and practice in this regard. The elected government tends to discard the policies adopted by the previous government. Even the promising and popular policies are discarded to accommodate the party's self interest. This approach has not been successful in terms of creativity and innovation. Political parties should synergise each other and work towards the well being of the community development based on local entrepreneurial initiatives. The economic theory ascertains that the development of Sikkim can be based on stimulating local entrepreneurial talent and growth of existing and new companies. To support such development, the state government must develop links among key institutions creating public-private partnership for successful local community development.

3.2.2 Prospects for Sustainable Development

Based on the research undertaken, which included interviews and conversations with members of municipalities and consultants and with some indigenous people, the following opportunities came to light:

Excellent opportunities exist for indigenous people in the accommodation sector developing and operating campgrounds, game parks, holiday camps, hotels, bed-and-breakfast establishments and guesthouses. There are a lot of untapped and virgin destinations that can be utilized for tourism attractions and activities. This can be seen as a new type of sustenance for the indigenous people. Opportunities in transport for potential indigenous people are mostly in terms of car hire, rafting, bus services. Rafting is done but on a very small scale and in an unorganized fashion. Car rental as a concept has not been explored at all.

There is effort from the government to create indigenous entrepreneurship. Several tourism policies and incentives are offered. The government wants the local indigenous people to en-cash on the opportunities provided by opening of Nathula Pass/Border. The indigenous people are being issued permits and licenses for cross border trades and tourism.

There are also opportunities in the development of man-made attractions, e.g., theme parks, waterfront developments, zoos, parks, game reserves, arts and crafts galleries and cultural tourism, which includes cultural villages and festivals. Also, craftsmanship is a good opportunity for rural indigenous people, which is a connection with nature and a sense of place and culture. A good example is the world's tallest statue of Guru Padmasambhava Rimpoche built in Samdruptse hilltop near Namchi.

Support services, such as tour guides, marketing and training, could also offer good opportunities for indigeneous people. The fields of entertainment, restaurants, coffee shops, acting, traditional dancing and music represent some of the many opportunities.

Also, there is an opportunity to develop local gastronomy, which could play an important role not only because cuisine is important for a tourist experience but also because gastronomy can become an important source of local identity. This can also stimulate development and growth of small enterprises. Local people and tourists are showing a growing interest in locally produced products. Already Momo, Thupka, etc are having good

loyal following. For instance, initiatives like Sikkim Supreme, which is a brand name for locally produced food initiated by Government Fruit Preservation Factory located at Singtam East Sikkim, highlights the importance of locally produced food. Temi Tea and Alpine Cheese are also other good examples.

The following tourism models, which can also offer opportunities for enterprise development, can be proposed:

- Small and medium-sized tourism enterprises organized as cooperative at the village or community level. In this model, tourism is a way of increasing and diversifying sources of community income and employment.
- Small-sized tourism enterprises organized by individuals or families. As the only or key source of income for the self employed, these enterprises are a means of income for family subsistence. Examples can be found in individual taxi drivers & retail outlets.
- Small-sized tourism enterprises organized by individuals and families as a supplement to other rural livelihoods.

3.3 SWOT ANALYSIS

In the following table, the SWOT analysis for the indigenous people's development is shown. It gives an overview of the current situation of indigenous people socio-economic condition in Sikkim.

Strengths

- Rural characteristic of the region favourable for indigenous people's development
- Diversity of natural and cultural resources for start-ups
- Good tourism base and an increased demand for the product
- Safety and security (low rate of crime/ Most peaceful state of India)
- Development of women as an economic medium.

- Part of North Eastern region - gives opportunity to promote region for new business establishments

Weaknesses

- In equal distribution of wealth
- Poor entrepreneurial infrastructure
- Financing gaps for new and early stage firms
- Administrative obstacles
- Lack of promotion and stimulation
- Lack of competition
- Lack of collaboration among stakeholders within the tourism industry
- Lack of a common Sikkim identity
- Short season for tourism industry

Opportunities

- Economic growth and employment opportunities
- Development of networks among enterprises
- Strengthening and improving local identity
- Niche market opportunities
- Development of newer & untapped destination
- Opening of Nathula Pass/Border

Threats

- Migration of rural population to the adjacent urban areas
- Decline in agriculture
- Immigration from other parts of India wipes out the genuine culture of Sikkim
- Growth of Darjeeling, Kalimpong, Mirik as tourist destination

This analysis presented in the table above is based on interviews, on SWOT for Sikkim region and the tourism destination and on literature.

3.3.1 Strengths

Strengths relate to the key assets of the area that offer some basis upon which entrepreneurial development is dependent. An important asset of the region is diversity of natural and cultural resources together with rural characteristic of the region which provides a favourable environment for indigenous people development as well as for tourism development.

Tourism is the thrust area of the state government and the popularity of Sikkim as tourist destination is rising. These factors are also supported by the safety and security in the region, which are among the most important preconditions for entrepreneurial development. Thus, in order to maintain strengths, factors for active promotion of policies by local authorities and local tourism offices to increase the supply of indigenous people are necessary. Local farmers, tourism businesses and tourism organizations can initiate development of synergies of tourism and agriculture. Moreover, establishment of partnership among the stakeholders involved in entrepreneurial development will assure that promotional information about the region is accessible to all parties involved in entrepreneurial development process.

3.3.2 Weaknesses

Many of the weaknesses identified for Sikkim region reveal different signs of the same problem, which is a poor environment for indigenous people's development. The basic weaknesses are related to in-equal distribution of wealth, administrative obstacles as well as inadequate knowledge of government policy of indigenous people participation promotion scheme. This signifies to the need of promotion and stimulation of indigenous people through education and provision of awareness which are observed as weak point. The lack of collaboration among tourism stakeholders within the state leads to the lack of common Sikkim identity. There is also evidence of a short tourism season in the region, which limits

tourism indigenous people to operate. These factors constrain competitiveness of enterprises that limit general entrepreneurial development. Taken together, the identified weaknesses of Sikkim region highlight a need for actions to help enhance the environment in which indigenous people will succeed and to improve the competitiveness of existing businesses.

3.3.3 Opportunities

Opportunities identify potential sources of future benefits. In Sikkim, there are opportunities for economic growth and more jobs. These opportunities can be achieved after the weaknesses mentioned above are overcome. There is also a need for appropriate support to ensure that the area can build on the strengths identified earlier in order to take advantage of these opportunities.

There are opportunities to build an increased cooperation and linkages between enterprises. While a diversity of natural/cultural resources and a good tourism base were identified as strengths, the challenge is to improve linkages between communities, and strengthen and improve local identity which results in joint action to address common constraints. This could have tourism promotion benefits as well as helping to improve social unity within the area. The opening of Nathula pass/border beckons a wealth of opportunities. Market and product diversification are the most obvious sources of opportunity, especially for niche market - culture, heritage tourism, etc. Exploiting these opportunities will require that competitiveness issues are addressed, in terms of both operational efficiency and marketing. Encouraging innovation is important if success is to be achieved and sustained. This can be achieved through the supporting of potential indigenous people with innovative ideas, providing incentives and awards.

3.3.4 Threats

In case of Sikkim region, the main threats are related on the one hand to out migration of rural population to the urban areas and on the other hand immigration from other parts of

India, wiping out the genuine culture of Sikkim. Decline in agriculture is also a threat. This situation could be avoided by improving the bottom-up actions through a community-based approach and through appropriate combination of agriculture and tourism activities.

Therefore, there is a need to coordinate efforts to place Sikkim region on the map as a high quality area to do business or visit. In the tables below some possible policy implications are presented, more precisely, addressing each factor of the SWOT.

3.3.5 Policy Implications for SWOT Analysis

The following policy implications can influence the level of entrepreneurial activity in the region. They came to light through interviews and some suggestions are based on the literature about Sikkimis patterns and trends towards indigenous people policy and practice.

Tables 1, 2, 3 and 4 provide policy implications for each factor of the SWOT analysis.

Table 3.3 - Policy implications for Strengths

Strengths Policy Implications for Sikkim

Rural characteristic of the region favorable for indigenous people development	For Sikkim active promotion policies on local level will increase the supply of indigenous people in the region
Diversity of natural and cultural resources for start-ups	Incentives or financial support which can help indigenous people in the early stage of creating unique tourism product
Good tourism base and an increased demand for the product	Development of synergies between tourism and a wide adding value on local cultural and natural resources with substantial help from tourism
Safety and security (low crime rate)	Strengthening and sustaining safety and security will encourage potential indigenous people in the region
Part of North Eastern region	Regional promotion policies will give opportunities for new business establishments

Table 3.4 - Policy implications for Weaknesses

Weaknesses Policy Implications for Sikkim

Poor entrepreneurial culture and climate	Create widespread awareness of the benefits towards sustainable indigenous people to the economy and to society; include indigenous people development as part of regional development policy; target development policy measures at
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	groups of the population representing business owners
Poor entrepreneurial infrastructure	Provide business support programmes and services oriented to potential indigenous people; advisory services; mentorship; identify and encourage regional growth companies
Financing gaps for new and early stage firms	Financing gaps has to be filled by new venture capital funds; produce information on types and sources of financing, build financing databases
Administrative obstacles	Reduce administrative and regulatory procedures associated with business entry; simplify registration process; simplify licensing and permit requirements
Lack of competition	Actively promoting the importance of indigenous people in the economy – use of media, conferences and community events, introduce awards programmes for successful indigenous people and entrepreneurial behaviour
Low investment in people (lack of education and information)	Integrate education for indigenous people at all level of the education system;
Lack of competition	Competition policy through various programmes e.g. competition for producing the best business plan where winner will get an award of free entrepreneurial education
Lack of collaboration among stakeholders within the tourism industry	Close interaction and collaboration among supporting indigenous people with tourism stakeholders
Lack of common Sikkim identity	Collaborative actions of member municipalities for promotion of common regional identity through effective marketing which will encourage potential indigenous people
Short seasonality for tourism indigeneous people	More interaction of tourism with agriculture, e.g. farm tourism; Orchid/Flower/Food festival extension of season by cultural and historical events e.g. festivals; business tourism etc

Table 3.5 - Policy implications for Opportunities

Opportunities Policy Implications for Sikkim

Economic growth and employment opportunities	Policies encouraging indigenous people to innovate & create 'entrepreneurial economy' which leads to economic growth and raises employment level
Development of networks among enterprises	Facilitate effective networking, which provides support and contributes to a better understanding of business - this has to be assisted by regional and national policies; the synergy of business cluster produces outcomes not possible of any provider
Strengthening and improving local identity	Collaboration and cooperation of member municipalities; effective marketing of an area in

	which public sector may need to take the lead in close cooperation with the private sector
Niche market opportunities	Identify the market 'niches' through the unique cultural and natural heritage of the area
Development of innovation	Support efforts of emerging indigenous people with innovative ideas; indigenous people and innovation are both critical elements for 'entrepreneurial economy'
Development of women indigenous entrepreneurship	Encourage women to become entrepreneurs through better training in basic business skills in enterprise centres through mentoring, networks and training, etc

Table 3.6 - Policy implications for Threats

Threats Policy Implications for Sikkim

Migration of rural population to the urban areas	Creation of more entrepreneurial culture by appropriate policies mentioned above, which creates more entrepreneurial economy (more jobs, services and economic growth) and involvement of locals in the tourism activities may avoid migration of rural population
Decline in agriculture	Interaction between tourism and agriculture; synergies of different agricultural and tourism activities which adds value on local resources
Immigration from other parts of India wipes out the genuine culture of Sikkim	Involvement of local community in regional development, and local identity

The importance of small-scale entrepreneurship seems to be insignificant in the era of industrialisation and economies of scale. In tourism sector however small scale entrepreneurship tends to fill in the gaps that large scale entrepreneurship overlooks or fail to cover. Tourists have different and specific needs or in other words they like to be pampered. It is like giving them a personal/humane touch. Small scale entrepreneurship should not only be encouraged but also need to be protected but not on the terms of economic efficiency.

Basically every one will agree that there are three key elements to be successful indigenous people; innovations, ability to perceive profit opportunities and ability to take on risks.

Tourism & indigenous people is also akin to spread of awareness of a destination and is effective, when there is word of mouth publicity. Therefore a firm should try to develop the capacity for publicity and spread the good word around. An increase in entrepreneurship

among the region will foster competition. Competition is more conducive to better facilities and services which indirectly benefit the destination's promotion. Another important contribution of indigenous people entrepreneurship is that competitions foster diversity among the firms. Thus value chain builds up to the benefit of the community. The diversity of firms will lead to growth potential of a destination. The uniformity and variety of the different enterprises in one location will lead to increase in economic activity and better life.

SECTION 2

THE PROSPECTS

The objective of the previous section was to suggest the scope of socio-economic activities that can be used to develop Sikkim. It charts the process to be followed by government of Sikkim and stakeholders when developing an integrated tourism management plan. In terms of the vital importance of tourism as an economic activity the task of developing a management plan is no longer an exclusive preserve of the “expert” alone but a collaborative process that involves various stakeholders from within and outside Sikkim. One can only suggest a guide, a framework or a roadmap to be followed. The development of a management plan is a public participatory process that must be underpinned by the principles of transparency, consultation and honesty. However, Government of Sikkim has an indisputable primary obligation of developing a business plan that will be based on the management plan. The objective should be to produce benefits beyond their boundaries for the socio-economic benefit of communities that live in Sikkim and the intention to this effect should be reflected in the development of a management plan.

In this segment, tourism management and socio – economic changes that underpin tourism activities in Sikkim were identified. They have been evaluated and found to be in varied conditions, subject to various pressures. This tourism represents attributes that attracts tourists to Sikkim and should be used as indicators for measuring management effectiveness. The success of Sikkim tourism product and services will depend heavily on the active and competent management of the potential resources. This can be achieved through an adaptive management approach that focuses on:

- Sustainable use of resources;
- Limits of tourist use management;
- Environmental performance audit (with attributes);
- Sound financial, human resources, marketing and corporate governance practices;
- Proper grading of products and services;

- Setting of hospitality and quality assurance standards;
- Applying business management principles to conservation;
- Designing practical monitoring and evaluation plans to assess tourism performance;
- Active involvement of communities in protected area management; and
- Continuous tourism-research activities.

There is an urgent need for the professional management of tourism in Sikkim through a balanced and integrated tourism management framework as suggested in this study. Such a move will contribute to the effective management of Sikkim by generating sufficient revenue to implement all activities associated with its mandate. In an almost infinitely diverse world there can never be just one standard methodology or type of management plan. The challenge is to develop a systematically researched “toolbox” of approaches that are derived from a single broad conceptual framework over an extended period of time. This study alone is but a small step towards the establishment of a solid research baseline. An integrated approach that goes beyond the traditional focus on socio – economic change, as suggested in this framework, is but one of the many potential solutions to the lack of effective management of the tourism function in Sikkim.

The long-term sustainability of tourism rests on the ability of community leaders and tourism professionals to maximize its benefits and minimize its costs. The source of tourism changes into tourist-based causes and destination-based causes. This information, which was distilled from the tourism research, provides a framework for discussions, directions, and development regarding tourism. Formally addressing the changes of tourism facilitates planning that helps the local community create a sustainable tourism industry.

The changes of tourism can be brought about by three general categories and subcategories:

1. Economic

- Taxes

- Services

2. Social and cultural

Crowding and congestion

Community attitude

3. Environmental

Each category includes positive and negative changes. Not all changes are applicable to every community because conditions or resources differ. Community and tourism leaders must balance an array of changes that may either improve or negatively affect communities and their residents (Matraiye Chowdhury Journal of Tourism Volume V No.2 -2003) Leaders must be sensitive and visionary, and must avoid the temptation of glossing over certain difficulties, tourism development creates. Tourism leaders must also 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.

Conversely, community sensitivity to tourism means avoiding undue burdens on the industry that could thwart its success. Local leaders should not expect tourism to solve all community problems. Tourism is just one element of a community. While creative strategic development of tourism amenities and services can enhance the community or correct local deficiencies, tourism, like all business development, must assure that its products (attractions and services) attract customers. Overbearing rules and restrictions, and overburdening taxes can make tourism businesses less attractive or competitive.

3.4 UNDERSTANDING TOURISM CONFLICTS

Different groups are often concerned about different tourism changes. To generalize, where one group embraces the economic changes of tourism, and the other group experiences social and cultural changes, while another is affected by tourism's environmental changes. In theory, the interests of each group could be completely separate, for example, Group A could include the business community and people who are in need of the jobs offered by tourism.

Group B might include residents who feel displaced by an influx of visitors. Group C could be local outdoor enthusiasts concerned about changes in natural resources. In such a case, each group would have completely different outlooks on tourism. Ideally, all groups could be positively affected and would support the community's tourism efforts. However, when group interests are divergent, differing perspectives can make consensus on tourism development difficult.

In most cases, groups with interests in one area of tourism will also have interests or concerns about other tourism changes. In these situations, there are common areas of interest and a greater likelihood that each group will show more appreciation for the concerns of the other groups. Finding commonality provides a starting point for resolving tourism issues.

3.4.1 The Role of Planning

Specific plans and actions can increase tourism's benefits or decrease the gravity of a negative effect. It is important for local communities to understand the wide scope of changes and endeavour to agree on what positive changes to emphasize. It is wise to acknowledge and identify possible negative changes so actions can be taken to minimize or prevent them. A clear statement of the community's vision of tourism should be an integral part of a community's comprehensive plan. Active planning directs tourism toward the goals of the community, clarifying tourism's role and uniting multiple interests.

Planning is not enough. Active implementation and management of plans and prompt attention to emerging tourism issues will maximize positive and minimize negative changes. Monitoring and addressing community attitudes should be an ongoing part of the management effort. Good monitoring efforts can identify trouble areas and give leaders and government an opportunity to defuse community reactions and make timely changes before a crisis occurs. Unfortunately, few communities are so proactive.

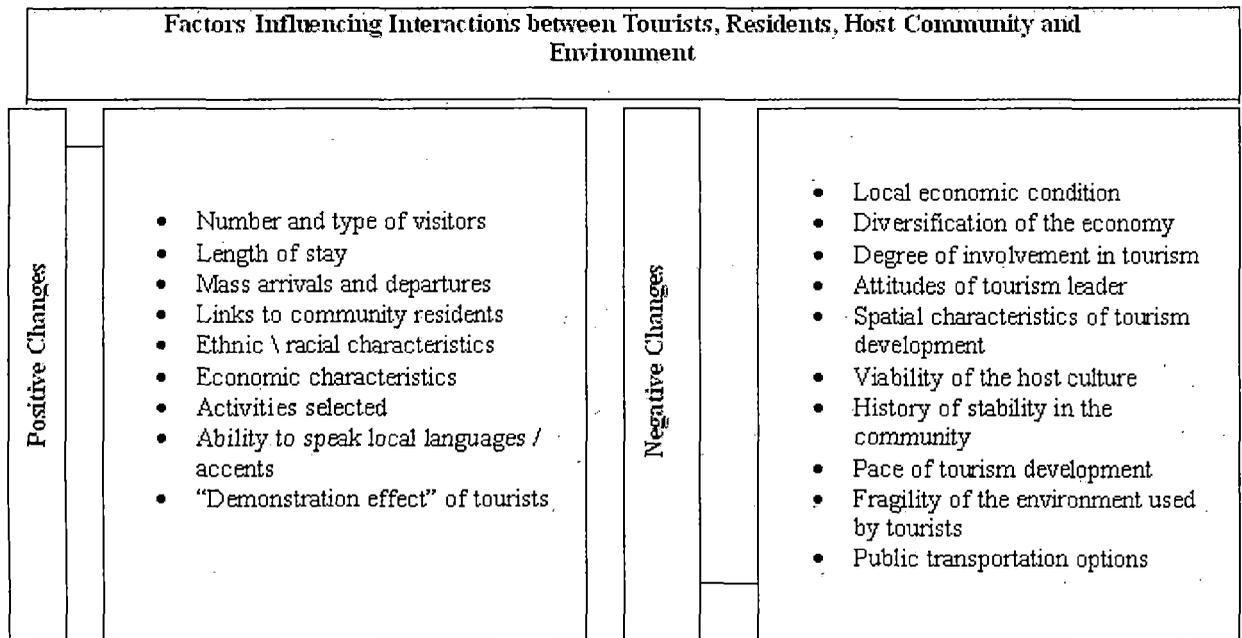


Diagram 10 - Factors Influencing Interactions Between Tourists, Residents, Host Communities and Environment

3.5 TOURISM CHANGES

A goal of developing the tourism industry in a community is maximizing selected positive changes while minimizing potential negative changes. First, it is essential to identify the possible changes. Tourism researchers have identified a large number of changes. Grouping the changes into categories shows the types of changes that could result from developing tourism in a community. In Sikkim, people in the tourism industry are conversant in English in spite of little or no education.

A community will not experience every change. Some are dependent on particular natural resource features (mountains, monastery) or development and spatial patterns (special "tourist zones"). The natural view of Kanchendzonga and the hanging garden at Namchi is a good example. Others relate to the social condition of the community, particularly the ability to culturally or socially connect with tourists. Still others relate to types and intensity of

tourism developments, i.e., approval or hostility toward tourist activities. (<http://www.thecornerhouse.org.uk> - 1993)

3.5.1 Elaboration of Tourism Changes

Understanding that tourism development may result in many and complex changes suggests that local elected officials, the tourism industry, and community residents need to work cooperatively and carefully to plan for its growth and development. Planning can help create an industry that enhances a community with minimal costs and disruptions in other aspects of community life. Having broad community involvement and embracing different perspectives during planning helps identify and resolve concerns that would otherwise create problems later.

3.5.1 Economic

Tourism increases employment opportunities. Additional jobs, ranging from low-wage entry-level to high-paying professional positions in management and technical fields, generate income and raise standards of living. Particularly in rural areas, the diversification created by tourism helps communities that are possibly dependent on only one industry. As tourism grows, additional opportunities are created for investment, development, and infrastructure spending. Tourism often induces improvements in public utilities such as water, sewer, sidewalks, lighting, parking, public restrooms, litter control, and landscaping. Such improvements benefit tourists and residents alike. Likewise, tourism encourages improvements in transport infrastructure resulting in upgraded roads, helicopter service, public transportation, and non-traditional transportation (e.g., trails). Tourism encourages new elements to join the retail mix, increasing opportunities for shopping and adding healthy competitiveness. It often increases a community's tax revenues. Lodging and sales taxes most notably increase but additional tax revenues include air travel and other transportation taxes, business taxes, and fuel taxes. New jobs generate more income tax revenues.

When considering the economic changes of tourism, it is essential to understand that tourism businesses often include a significant number of low-paying jobs, often at minimum wage or less. These jobs are often seasonal, causing under-employment or unemployment during off-seasons. Labor may be imported, rather than hired locally, especially if particular skills or expertise is required, or if local labor is unavailable. Some tourism-related businesses are volatile and high-risk ventures that are unsustainable.

Greater demand for goods, services, land, and housing may increase prices that in turn will increase the cost of living. Tourism businesses may claim land that could have higher-value or other uses. Additionally, non-local owners and corporations may export profits out of the community. The community may have to generate funds (possibly through increased taxes) to maintain roads and transportation systems that have become more heavily used. Similarly, if additional infrastructure (water, sewer, power, fuel, medical, etc.) is required, additional taxes may also be needed to pay for them.

3.5.2 Social and Cultural

The social and cultural ramifications of tourism warrant careful consideration, as changes can either become assets or detriments to communities. According to Chi Nakane (1966) the influxes of tourists bring diverse values to the community and influence behaviours and family life. Individuals and the collective community might try to please tourists or adopt tourist behaviours. Interactions between residents and tourists can change creative expression by providing new opportunities (positive) or by stifling individuality with new restrictions (negative). Increased tourism can push a community to adopt a different moral conduct such as improved understanding between sexes (positive) or increased illicit drug use (negative). Safety and health facilities and staffing tend to increase at the same time safety problems such as crime and accidents increase. Traditional ceremonies may be renewed and revived by tourist interest or lost in alternative activities.

Community organizations can be invigorated by facing the opportunities of tourism or overwhelmed by its associated problems. Calamities such as natural disasters, energy

shortages, terrorism, political upheaval, disease outbreak, a chemical spill, or even widespread negative publicity could shut down tourism abruptly but sometimes can attract curious visitors.

According to World Tourism Organisation, tourism can improve the quality of life in an area by increasing the number of attractions, recreational opportunities, and services. Tourism offers resident's opportunities to meet interesting people, make friendships, learn about the world, and expose themselves to new perspectives. Experiencing different cultural practices enriches experiences, broadens horizons, and increases insight and appreciation for different approaches to living. Often, dwindling interest in host cultures is revived by reawakening cultural heritage as part of tourism development, which increases demand for historical and cultural exhibits. This interest by tourists in local culture and history provides opportunities to support preservation of historical artifacts and architecture. By learning more about others, their differences become less threatening and more interesting. At the same time, tourism often promotes higher levels of psychological satisfaction from opportunities created by tourism development and through interactions with travellers.

Tourism also comes with a dark social and cultural side. Illegal activities tend to increase in the relaxed atmosphere of tourist areas. Increased underage drinking has become a problem. It is easier to be anonymous where strangers are taken for granted; bustling tourist traffic can increase the presence of smugglers and buyers of smuggled products. Lifestyle changes such as alterations in local travel patterns to avoid tourist congestion and the avoidance of downtown shopping can damage a community socially and culturally. Hotels, restaurants, and shops can push tourism development into residential areas, forcing changes in the physical structure of a community. Development of tourist facilities in prime locations may cause locals to be or feel excluded from those resources. As local ethnic culture alters to fit the needs of tourism, language and cultural practices may change.

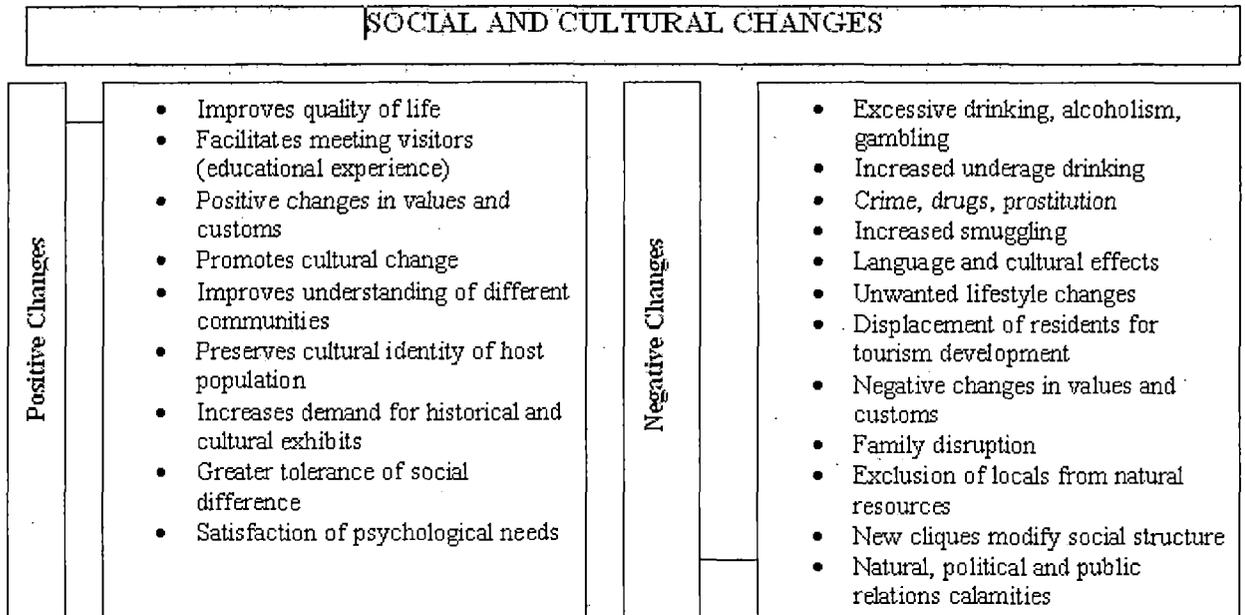


Diagram 11 - Social and Cultural Changes

3.6 SOURCES OF CHANGES

Knowing the nature of tourism changes won't automatically lead to solutions. It is equally important to identify the sources of these changes (see table below) and how they influence interactions between tourists and residents, the host community, and the environment. These change sources can be divided into two groups:

3.6.1 Tourist Factors and Destination Factors

Tourist factors are those which tourists bring to the destination and include such elements as demographic characteristics, social differences, and numbers of visitors. Destination factors are those that are part of the destination itself, such as travel linkage and circulation, local acceptance of tourism, and local vitality and leadership.

3.7 TOURIST FACTORS

3.7.1 Number and Type of Visitors

- **Numbers:** small numbers of tourists are often relatively unobtrusive and may be a curiosity or an interesting diversion for community residents. As visitor numbers increase and they become commonplace, locals may ignore them. When the number of visitors reaches a point that residents feel a sense of displacement, obstruction, loss of community, or safety threat, resentment and resistance may result. Even in Sikkim the inflow of international tourist has not reached a high number and there is a sense of prying when they reach here but with the passage of time this will dwindle.
- **Demographics:** family status, age, education, profession, etc., influence the actions and activities of tourists and their local visibility.
- **Transportation:** private vehicle or rental car, bus, train, air, or passenger ship dictates tourists' movements, influences whether choices are pre-selected, and affects the ease of reaching attractions and services.

3.7.2 Length of Stay

- Day trips have less economic change. Actually people do not utilize the lodging facilities at Gangtok and prefer staying in Siliguri.
- Short (2-5 day) stays in a place maximize per-day economic change for regional driving destinations, i.e., tourist spending is maximized and the pace can be hectic.
- Tourists who stay longer have wider range of needs and may spread the direct economic change more broadly in the community. Seasonal visitors (Employees 1-6 months) may take more interest in non-tourism community matters.
- Annual events can create a large economic change in a short period. The flower festival in Gangtok has loyal following and it is getting famous every year.

3.7.3 Mass Arrivals and Departures

- How and when people arrive (trains, airoplanes, opening of festival) and depart influences traffic congestion and the availability of attractions and services to tourists.
- Smaller lodgings and restaurants can't accommodate large groups. In Sikkim adjoining hotels are utilized to accommodate bigger groups.
- Transportation options and availability may limit the choice of attractions and services. Tourist often obliterates visiting North Sikkim citing improper transportations.

3.7.4 Links to Community Residents

- Reduced economic impact when staying with friends or relatives.
- Better understanding of community values.
- High potential for repeat visitation. There are more repeat visits to places like Gangtok, Pelling etc if one has some one known staying there.

3.7.5 Ethnic/Racial Characteristics

- When the tourist population differs greatly in ethnic or racial origin or economic status from the local population, more consideration of resident concerns is needed to reduce the potential for resentment, social conflict, and crime. Careful planning and ongoing education can reduce points of conflict.

3.7.6 Economic Characteristics

- Influences spending choices.
- Higher incomes may give tourists greater access to environment and have higher negative impact on the environment.

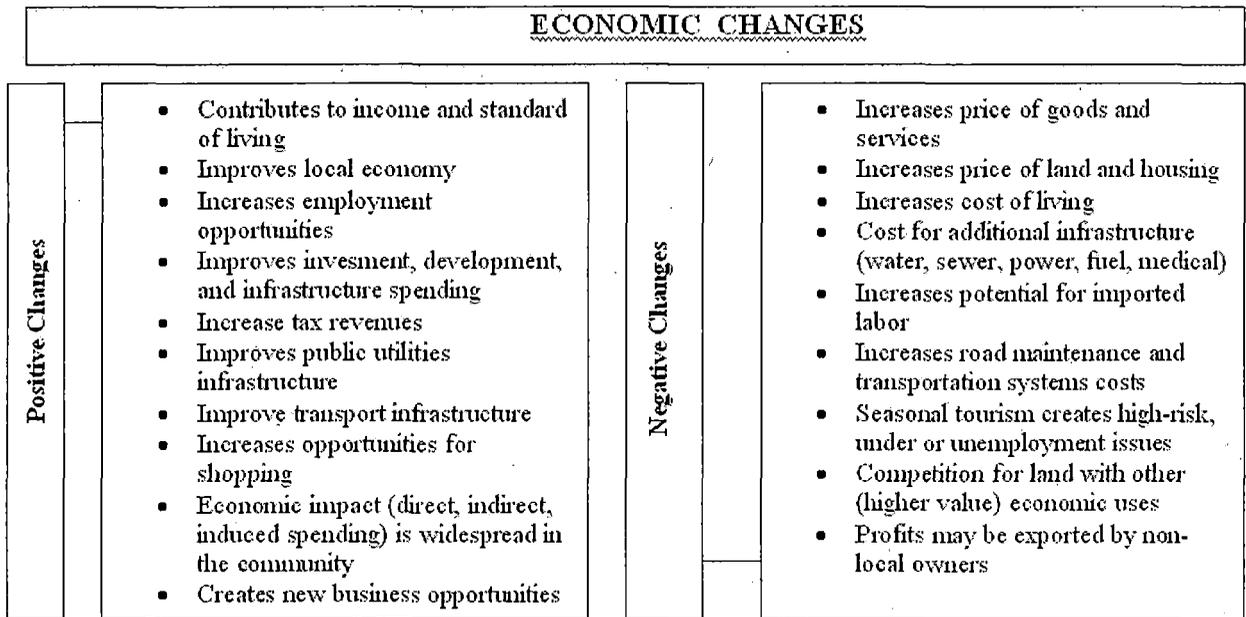


Diagram 12 - Economic Changes

3.7.7 Activities Selected

- Educational, cultural, and historical tourism often has lower social and environmental impact. Tourist visiting the monasteries and the holy lake maintains more tranquility than when they are near Teesta or a Mountain View point.
- Recreational activities may have a greater impact on the environment.
- Entertainment activities may conflict with the social values of local residents.

3.7.8 Ability to Speak Local Language/Accents

- Perceived as making more meaningful connections with local people and culture. The state language is Nepali and when one speaks in Nepali, it effuses an elaborate answer.

3.7.9 "Demonstration Effect" of Tourists

- Local residents copying behaviours of tourists can add new dimensions to local culture but sometimes the behaviour is not appropriate to local values.

- Locals copying negative behaviour of vacationers (excessive drinking, inappropriate dress, casual attitude, etc.) create social problems. Despite the fact that there are only two cinema halls in Sikkim, Hindi movies in general and Hindi songs in particular are a rage out here.

3.8 DESTINATION FACTORS

3.8.1 Local Economic State

- Economies do benefit from tourism. However, government officials should plan so that new tourism developments are sustainable.
- Towns with strong economies can look for tourism that complements other community goals such as preservation of historic buildings, creation of recreational amenities, and expansion of food/lodging options.

3.8.2 Diversification of the Economy

- Economic diversity helps reduce the influence of negative impacts to the host community. If tourism has a poor year / season, other economic activities may offset the impact and vice versa.

3.8.3 Degree of Local Involvement in Tourism and Attitudes of Tourism Leaders

- Local involvement helps align tourism with the attitudes of the rest of the community. Local ownership and management of tourism businesses keep profits from leaving the community. In most cases, if tourism businesses are cooperative in responding to residents' concerns, the industry will have strong local support. There is mushrooming of small enterprise happening all over Sikkim due to the growth in tourism.

3.9 SPATIAL CHARACTERISTICS OF TOURISM DEVELOPMENT

- Separation of active tourist areas from residential areas reduces conflict.

- Shared commercial areas. A mix of resident-oriented and tourist-oriented businesses adds to the vibrancy of the retail area. Domination of tourist-oriented businesses pushes locals elsewhere and may create resentment.
- Shared cultural or recreational amenities (parks, museums, plazas, beaches, gardens) can be more successful with tourism. In-fact tourism improves the quality of living standard as the facilities meant of tourist are also enjoyed by the locals.
- Tourist strips can clog streets and may restrict resident access to public resources, especially beaches and shorelines.
- Exclusive tourist developments can create a class structure and local resentment.

3.9.1 Viability of the Host Culture

- A strong and active local culture combats tourism's tendency to change a community. The learning centre of Buddhism at Rumtek Dharma Chakra is second most important place after Dharamshala at Himachal Pradesh outside Tibet.
- Active programmes to educate tourists in local cultural practices (especially public taboos) help reduce conflicts.
- Pride in culture influences tourists to honor local customs and adhere to cultural restrictions.

3.9.2 History of Stability in the Community

- Strong local economies give leaders more options in influencing tourism development to fit the community. Sikkim enjoys political stability of sorts as the ruling political party is in power for consecutive terms giving the government the opportunity to execute their policies.
- Strong community leaders and active planning can place tourism more appropriately within the community's geography and can support suitable tourism projects while resisting inappropriate ones. Alternate route to tourist destinations should be developed to reach Gangtok from Siliguri.

3.9.3 Pace of Tourism Development

- Slower development provides time for residents and leaders to reassess tourism growth and make changes that better serve the community. Rapid development can strain a community's infrastructure and lead to serious resident dissatisfaction. Negative environmental impacts are also more likely.

3.9.4 Fragility of the Environment Used by Tourists

- Many of the most sought-after environments for tourism are also the most fragile. Extra effort to plan appropriate access and use of fragile environments helps insure their long-term viability and continued attractiveness for tourism. Landslide in Sikkim has a crippling effect in the economy.

3.9.5 Public Transportation Options

- Availability of local public transportation (bus, trolley, cab, shuttle, trains) and alternative transportation corridors (bicycle, pedestrian) can reduce auto congestion. Poor access can make facilities inaccessible for motor coach or public transit. High altitude weather often make transportation from a place to another in Sikkim unattainable.

REVIEW

We have begun this chapter with a discussion about the general facts regarding the status of industries in Sikkim- the benefits the state is getting from the central government and the constraints in general faced by the state. In this context we have also discussed the problems and prospects of growth of sustainable tourism in Sikkim. In the SWOT analysis we have highlighted the strengths, weaknesses, opportunities and threats experienced and faced by the economic scenario in general and tourism industry in particular. Taking all the aspects into account, we have attempted to highlight the policy implications of all the four factors. The third section is an in depth analysis of the changes that result from different types of

tourist activities – long as well as short term. Sikkim is a small mountainous state with fragile environment and delicate demographic balance. The scope of industrial development is limited and even in this era of globalization it has failed to benefit from the opening up of Indian economy. Tourism is the only option that has a scope of expansion but a careless policy may lead to destruction of the environment and fail to maintain the cultural specialities. Hence these factors have to be kept in mind while formulating a viable and long term tourism policy for Sikkim.

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Chapter 4

Tourism Related Economic Changes In Sikkim

The objective of this chapter is to measure the degree of economic changes brought about by tourism in Sikkim. In other words, an attempt has been made to measure the economic impact of tourism. Tourism is a full-fledged industry in Sikkim. After agriculture it provides the maximum employment to the people (Sikkim Human Development Report 2001). Apparently, people from all walks of life whether an old person or a housewife are in some way or the other related to the tourism industry. They are either managing a retail outlet or just keeping accounts of their business. The economic contribution of tourism will be manifold if unreported or indirect contributions are taken into account.

4.1 REPRESENTATIONS BY TOURISTS

Tourists are the central figure in this industry. It is for them to feel comfortable and relaxed that the success of the industry depends upon. Our survey (Annexure 1) also ascertained this fact. Most of the questions were directed towards their trip and the survey was kept deliberately small as the tourists often objected to long interviews, as they perceived it to be interference in their indulgence. Nevertheless essential data as the economic strata of the society they were interested on was also evoked. A subtle effort was made to find out the expenditure patterns of the tourist. Also, tourists are the ones who tend to give more vague answer as our pilot study showed. The survey thus had several questions, which were twisted to give the same answer. This was done to reinforce the integrity of the tourist.

Approximately 20% of the sample completed the questionnaire in the month of December 2005 to February 2006 and the remaining 80% were completed in during March – April 2006.

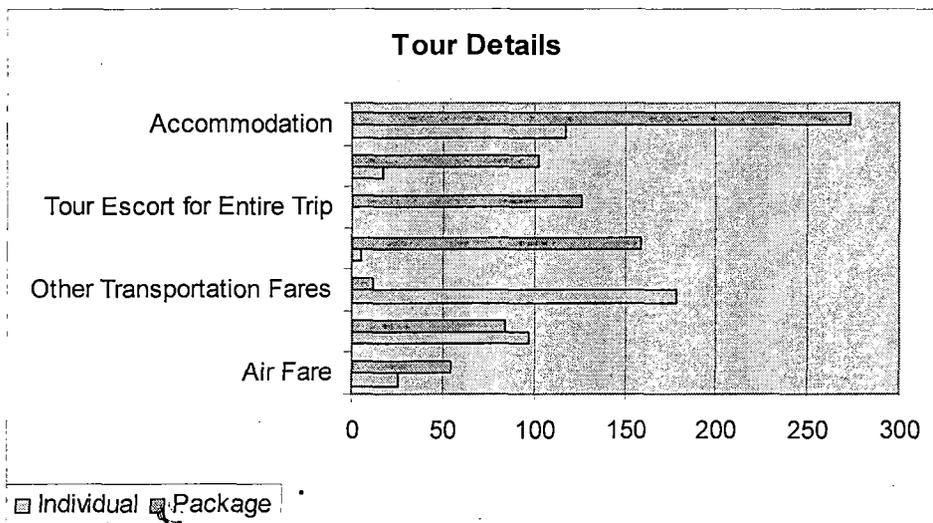
The researcher did an extensive survey on the entire four districts Usually only group leaders, individuals, young couples etc were interviewed. Although approximately 550 questionnaires were administered, only 273 samples could be included in the study others being incomplete or contradictory.

The administered questionnaire consisted of 6 pages (see Annexure 1) including a small paragraph stating the general objectives of the study and requested the participants to complete the questionnaire. No personal information was solicited. The remaining pages of the questionnaire consisted of four sub headings namely Travel Planning, Travel Choice, Travel Opinion and Preference and Demographic.

Table 4.1 – Structure of Tour Details

Tour details	Individual	Package
Air Fare	26	54
Rental Vehicle	97	84
Other Transportation Fares	178	12
Food	05	159
Tour Escort for Entire Trip	01	126
Commercial Guided Tour	17	102
Accommodation	117	273

Figure 4.1



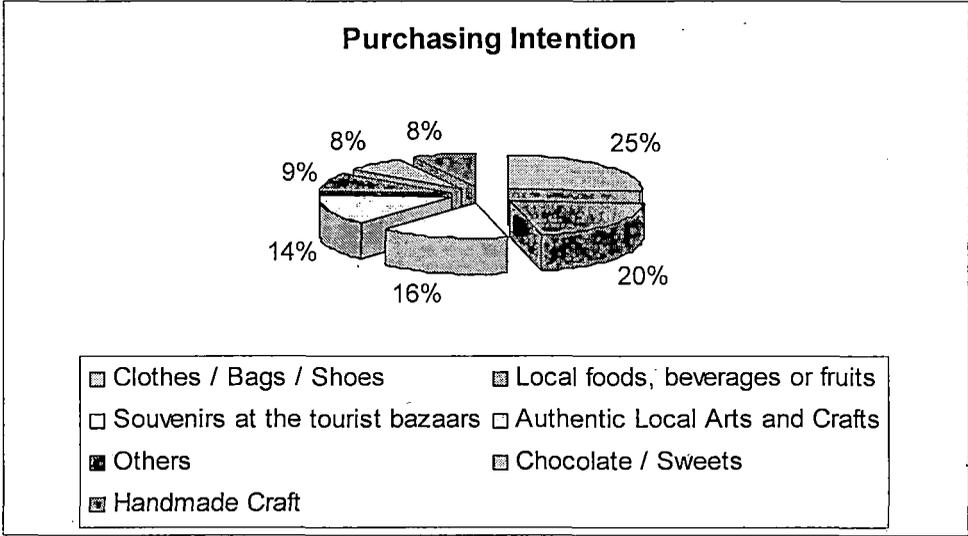
The above table elaborates the fact that a package tour as per one's interpretation includes mostly accommodation, guided tour and food. Neither airfares nor pick-ups from the nearest railway station or airports are included in package tours. Distance between Gangtok and the

nearest airport and railway station is 120 k.m and 114 k.m respectively. This journey by road is annoying as it is both uncomfortable and expensive. The taxi drivers charge manifold than the actual fare. Tourists before beginning or the end of their trip are left with negative feelings. Tour package must include both pick up and drop in to the respective point of departure. The tour operator must be enterprising to make out this sort of problems.

Table 4.2 – Purchasing Intention of Tourist

Marketing Intention	n	%
Clothes / Bags / Shoes	71	25.9
Local foods, beverages or fruits	55	20
Souvenirs at the tourist bazaars	43	15.54
Authentic Local Arts and Crafts	38	14.09
Others	24	9.09
Chocolate / Sweets	21	7.72
Handmade Craft	21	7.72
Total	273	100

Figure 4.2



Tourists are the people, who are not only interested in visiting new places and knowing newer culture, meeting people, etc in short unwinding themselves in a new environment. This does have a direct impact in the economy of tourist destination but also there are some indirect impacts. The tourists also want to create memories for themselves and in the process

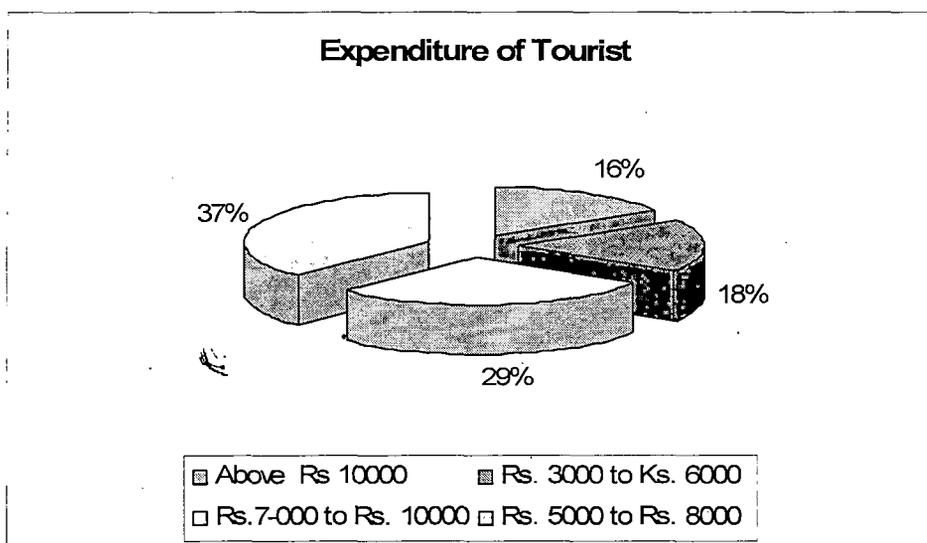
make some purchases for themselves and their families. This indirect impact could be felt by the growth of shopping centres. These shops cater to the requirement of tourist. The researcher through his survey could easily point out that leather; rexin products were popular with the tourist.

Bags are a favourite of the middle-aged tourist and shoes are quite popular with the younger tourist. Tourist wanted to purchase or had intention of purchasing shawls in the name of clothes. Also cardigans and pullover consisted of other purchases. The survey also pointed lesser fascination for brand than previously perceived. Local spirits and food followed by souvenirs and gifts were popular with tourists. The Village crafts were not very high on the wish list of tourist. This came as a surprise as the government were stressing on to the local handicrafts or the things that depicted the local culture.

Table 4.3 – Expenditure of Tourist per Head

Expenditure of Tourist	n	%
Above Rs. 10000	45	16.36
Rs. 3000 to Rs. 6000	48	17.72
Rs. 7-000 to Rs. 10000	78	28.63
Rs. 5000 to Rs. 8000	102	37.27
Total	273	100

Figure 4.3



Talking of expenditure incurred by the tourists most of the respondents were of the opinion that they have not kept track of their expenditure, only on persistent queries the table number 4.3 was formulated. The table might not give an accurate picture but will provide resourceful insight towards the profile of tourist and the impact they make while visiting a place. The researcher had framed this question in the survey (Annexure 1) classifying low-income tourist, middle-income tourist, upper income tourist and high-end tourist. The answer or the options were also not watertight as there is some overlapping with one another. As can be seen - it is the middle-income group which ventures into Sikkim more often than any other group. Also one can clearly state that the state attracts tourists from all walks of life, as the high-end tourist and low-income tourist are almost neck-to-neck when it comes to presence. One gets a clear picture that no segment can be ignored as the entire segment has sizeable presence.

4.2 REPRESENTATIONS OF RESIDENTS

The local populations are the backbone of this study. They are the peoples who must have felt changes more often than anybody else due to spread of tourism. The survey (Annexure 3) was done to ascertain this fact. Most of the questions were directed in such a way so as to ascertain the changes that have taken place in the community or the society they live. The economy of Sikkim and the means of livelihood of the people or the changes thereof as perceived by the residents were recorded. Also the quality of life, living standard and basic infrastructural facilities were studied.

The people participated voluntarily in the survey and agreed to complete the questionnaire when approached by the researcher. Approximately 60% of the sample completed the questionnaire in the month of December 2005 to February 2006 and the remaining 40% were completed during March – April 2006.

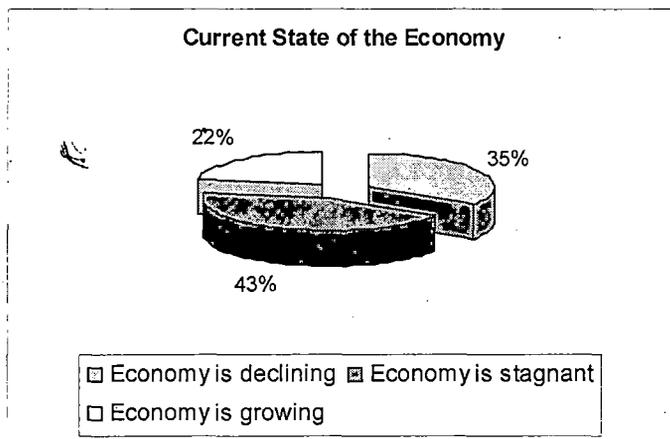
Entire four districts have been covered by the survey. A combination of random and to certain extent convenience sampling was done to select the respondents. Usually only one person per household was interviewed, the researcher deliberately took responses only from

persons who have attained the age of 25 years. Although approximately 550 questionnaires were administered, only 220 samples were included in the study as the others had to be rejected due to one reason or other. The administered questionnaire consisted of 10 pages (see Annexure I) including a small paragraph stating the general objectives of the study and requested the participants to complete the questionnaire. No personal information was solicited. The remaining pages of the questionnaire consisted of four sub heading namely General; Community; Demographics; and Employment.

Table 4.4 - The Current State of the Economy and Economic Development in Sikkim as Perceived by Residents

Perception	n	%
Economy is declining	76	34.5
Economy is stagnant	96	43.6
Economy is growing	48	21.8
Total	220	100

Figure 4.4



Out of a total of 220 residents interviewed for the survey, 35 percent feel that the economy is declining, 22 percent feel that the economy is growing and to 43 percent residents the economy is stagnant. This indicates that in the residents' perception not much of a change is taking place as far as economy is concerned or the changes are very slow. It appeared that

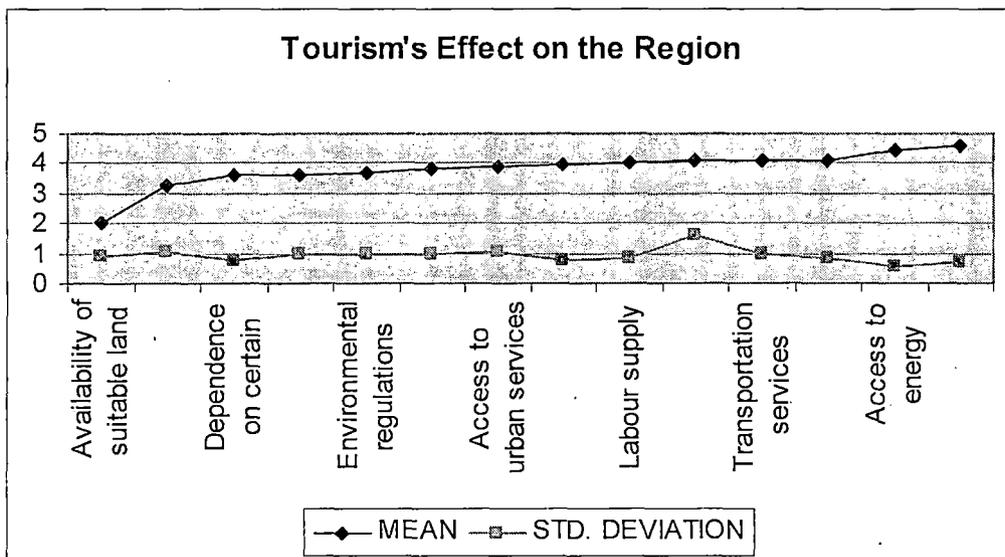
many of the respondents did not give a favourable response because they didn't like to give a happy picture about themselves to strange people. In reality however things appear to have definitely improved as indicated by the mobile phones used by the huge number of residents.

Table 4.5 - Residents' Mean Response to Tourism's Effect on the Region *

Variable	Mean	Std. dev.
Availability of suitable land	2.04	0.89
Zoning	3.23	1.03
Dependence on certain industries	3.59	0.76
Intergovernmental relations	3.62	0.97
Environmental regulations and standards	3.69	0.98
Sikkim govt. procedures	3.83	0.94
Access to urban services	3.89	1.07
Community govt. procedures	3.96	0.75
Labour supply	4.01	0.82
Land use planning	4.09	1.60
Transportation services	4.12	0.96
Availability of raw materials	4.13	0.80
Access to energy supplies	4.45	0.56
Tax structure	4.56	0.67

- * Response range ranked from 1 to 5
- 1 = Significantly worsen
- 2 = Worsen somewhat
- 3 = Not make any difference
- 4 = Improve somewhat
- 5 = Significantly improve

Figure 4.5



The participants were requested to indicate their views on the effects of tourism in the region based on variables like availability of land, zoning, labour, supply, transportation, raw materials and others.

They felt that:

The availability of suitable land had somewhat declined (mean of 2.04 at rank 2) with a standard deviation of 0.89. Zoning did not make any difference and this response deviated from the average response by 1.03. Hence the responses could also be classified against the fourth rank where the participants feel that zoning had somewhat improved the region.

Again average number of respondents felt that dependence on certain industries were not at all impacting on the region while a standard deviation of 1.79 indicate strongly that they could also mean that dependence on certain industries did in fact somewhat improve the region. The participants feel that the increased relations between governments did not make any difference to the region and standard deviation was by 0.97.

Environment regulations and standards had an average response rate that indicated no differences were felt in the region with a standard deviation of 0.98. Sikkim Government procedures received an average of 3.83 and rank category fell to “did not make any difference while standard deviation was 0.94. Access to urban services was felt to have had made not much difference but a standard deviation of 1.07 suggest the responses could also be classified in the next higher ranking category of “improved somewhat. With a standard deviation of 0.75 and mean of 3.96 it was felt that community government procedures did not make any difference to the region. Labour supply had somewhat improved the region. Land use planning had somewhat improved the region and a standard deviation of 1.6 takes this response average to the next higher response average of “significantly improved” the region. Transportation services has somewhat improved the region. Availability of raw materials has improved the region. Access to energy supplies as a variable has an average response that

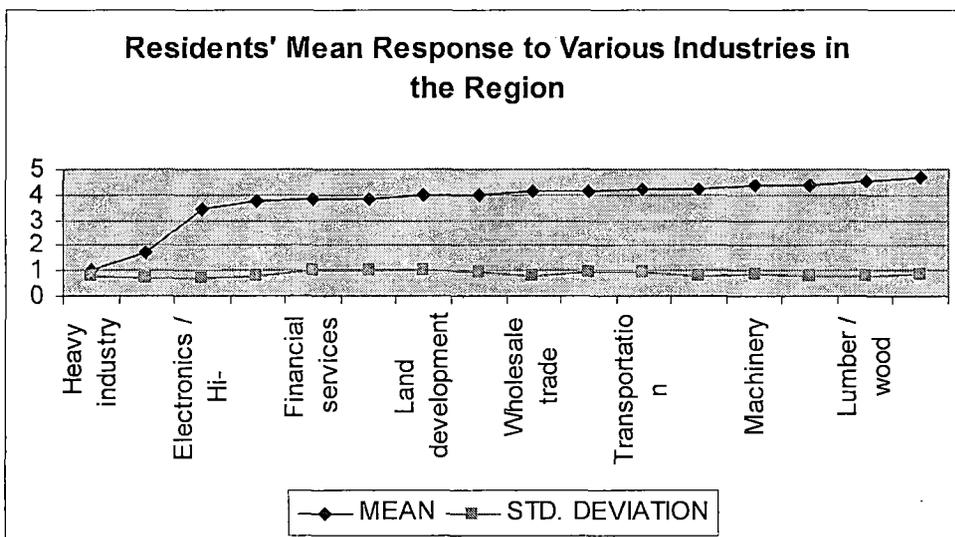
says “somewhat improved” with a standard deviation of 0.56. The tax structure also falls in the category of somewhat improved with a standard deviation of 0 .67

Table 4.6 - Residents' Mean Response to Various Industries in the Region*

Variable	Mean	Std. dev.
Heavy industry	0.98	0.77
Manufacturing	1.71	0.67
Electronics / Hi-technology	3.46	0.69
Education	3.77	0.82
Financial services	3.83	1.04
Government	3.83	1.01
Land development	3.95	1.03
Construction	3.97	0.91
Wholesale trade	4.12	0.76
Retail trade	4.15	0.92
Transportation	4.21	0.90
Light industry	4.22	0.75
Machinery	4.36	0.89
Food processing	4.40	0.82
Lumber / wood products	4.57	0.77
Tourism	4.66	0.85

- * Response range was 1-5
- 1 = Significantly decrease the activity
- 2 = Decrease somewhat the activity
- 3 = Not make any difference to the activity
- 4 = Increase somewhat the activity
- 5 = Significantly increase the activity

Figure 4.6



The residents, when it comes to heavy industries have an average response stating heavy industries should be decreased significantly. This average response deviates by a standard deviation of 0.77 and comes close to the second category of response range that says the heavy industries should be decreased slightly. Manufacturing also should be decreased from its present volume of business.

Electronics and high technology need to be left alone in its present state of business with a standard deviation of 0.69. This means there are some respondents out there who feel the activity should be somewhat increased. Education meets with a similar response only this time the standard deviation is 0.88, which suggests a strong tendency of the average response to sway toward the higher range of response category, labeled – “increase somewhat the activity.” The variables Government, financial services, land development and construction all have averages which are over 3.5 and standard deviation of over 1 and in the fourth case (construction) a deviation of .91. This means there is definitely a large portion of the respondents who feel that these activities should be somewhat increased even though the average number of people want the activities to undergo no change.

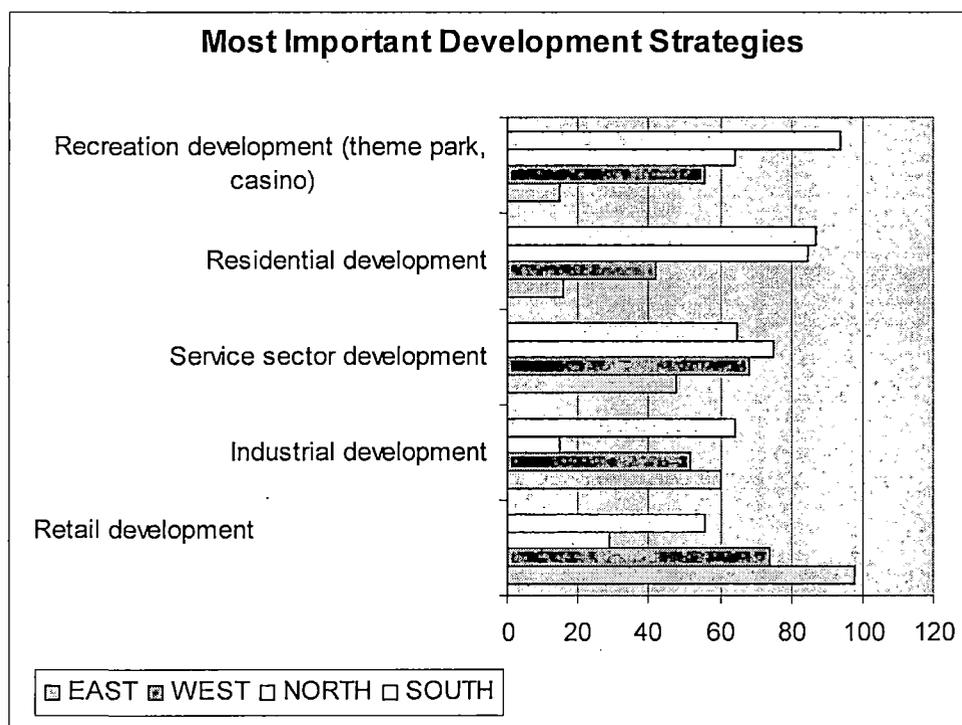
Wholesale, Retail, Transportation, Light industry, machinery, food processing, lumber, wood products, and tourism all record an average response of over 4 and the implication suggests the majority want to see these activities increased somewhat more than its current level. In case of retail industry, transport and machinery, where the standard deviation is close to and above 0.9 the respondents want to see a significant rise in the level of activities.

Table 4.7 - Distribution of Respondents District Wise as to the Most Important Development Strategies

Business	East	West	North	South
Retail development	98	74	29	56
Industrial development	60	52	15	64

Service sector development	48	68	75	65
Residential development	16	42	85	87
Recreation development (theme park, casino)	15	56	64	94

Figure 4.7

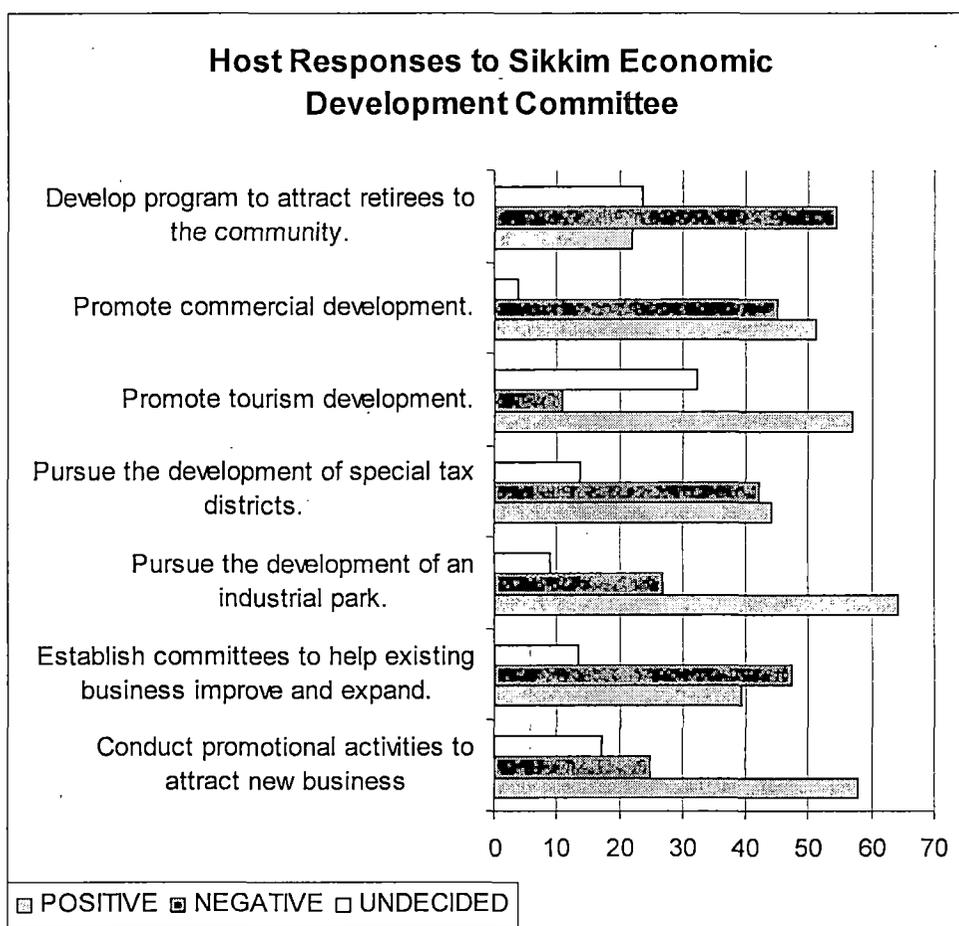


Barring North Sikkim, all three corners of the state see retail industry as the most important development strategy to be implemented. Industrial development is seen as an important development strategy in East and South Sikkim. For the northerners the most important development projects mean residential, service sector and recreational and in that order. Recreational development is viewed in South Sikkim at the top of the list in terms of developmental strategies. There is a dearth of good retail shops and the prices are on the higher side. The residents have a feeling that with more competition the margin for the traders will fall and with it the prices. East and the South districts are densely populated and the people favoured setting up of industries, as this will provide large-scale employment. The residents of North and West district are looking towards tourism as an alternative means of employment apart from agriculture.

Table 4.8 - Host Responses to Should Sikkim Economic Development Committee Pursue the Following Policies (% of the Population)

Attitudinal/Behavioural	Positive	Negative	Undecided
Conduct promotional activities to attract new business	57.7	24.9	17.4
Establish committees to help existing business improve and expand.	39.3	47.4	13.3
Pursue the development of an industrial park.	64.3	26.7	9
Pursue the development of special tax districts.	44.2	42.1	13.7
Promote tourism development.	56.8	11	32.2
Promote commercial development.	51.2	45	3.8
Develop programmes to attract retirees to the community.	21.9	54.3	23.8

Figure 4.8

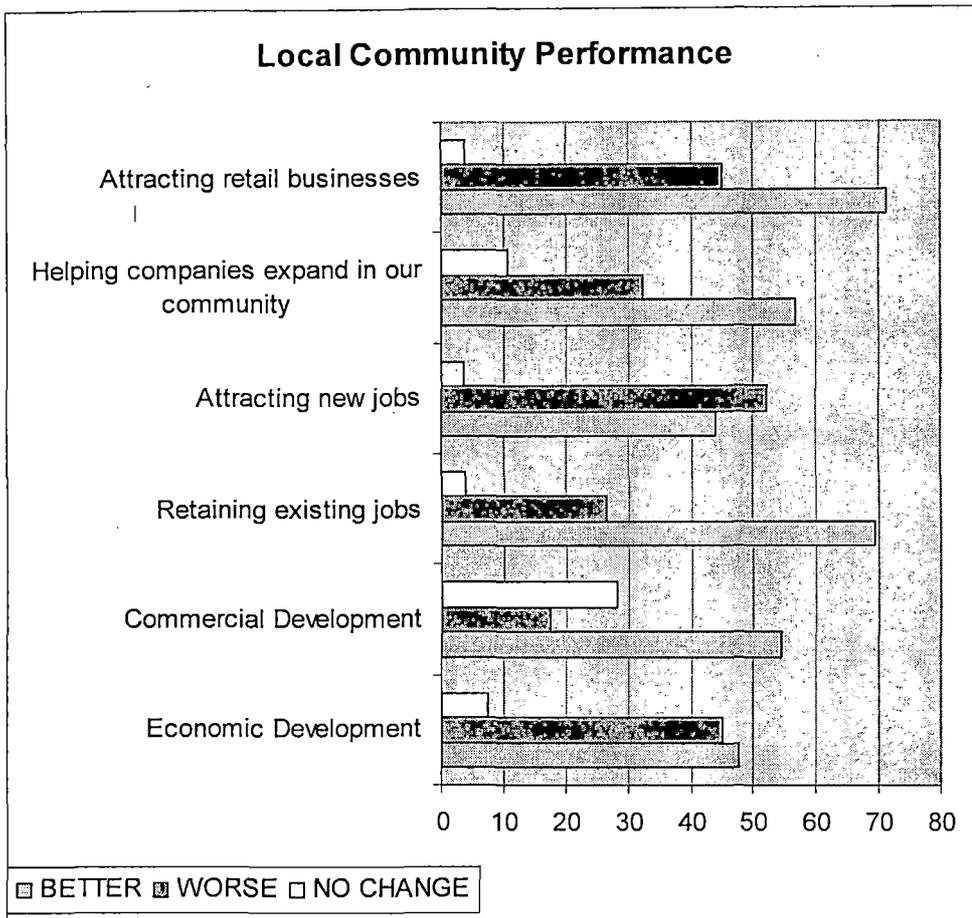


When it comes to government policies, more than half the number of respondents surveyed wanted to see promotional schemes by the government implemented to attract new business ventures in the state. Less than half of the respondents express they wanted committees installed to develop existing industries and business sectors. Instead the majority want to see an industrial park been established in the state. The majority views development of tourism and commercial complexes favourably. It was felt that people blamed the government for all the mishaps and they do not owe their responsibility towards the society.

Table 4.9 - Host Responses to Local Community Performance under the following heads (% of the Population)

Parameter	Better	Worse	No Change
Economic Development	47.7	44.9	7.4
Commercial Development	54.3	17.4	28.3
Retaining existing jobs	69.3	26.7	4
Attracting new jobs	44.2	52.1	3.7
Helping companies expand in our community	56.8	32.5	10.7
Attracting retail businesses	71.2	45	3.8

Figure 4.9

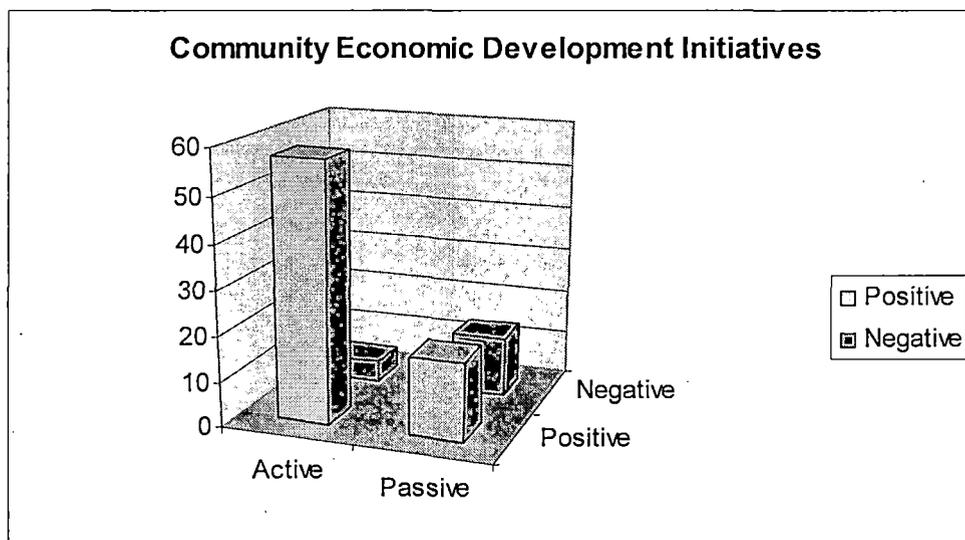


In this category, the majority feels that industrial developments, retention of jobs, helping companies to expand, commercial development and attracting retail business have been better. A strong majority expressed dissatisfaction with the current level of job creation schemes initiated by government policies. The people of Sikkim have laid back attitude and are satisfied with what they have. Not being entrepreneurial is big disadvantage for them, as they do not want to slog hard. Sikkim is a good potential for entrepreneurial talent. One has to understand that development can only be done if there is good private-public partnership.

Table 4.10 - Host Responses to Volunteer and become involved in Community Economic Development Initiatives (% of the Population)

Host Responses	Active	Passive
Positive	57.7	17.4
Negative	4.5	13.6

Figure 4.10



People overwhelmingly supported and were more than willing to volunteer for community's economic development projects and would welcome such initiatives. Any programme that enhances living standard and provided employment to the community are welcome. A good guess would be that the people are overwhelmingly materialistic. In lieu of money people are ready to extend all sorts of cooperation and help. The lure of hard currency is very strong among the people.

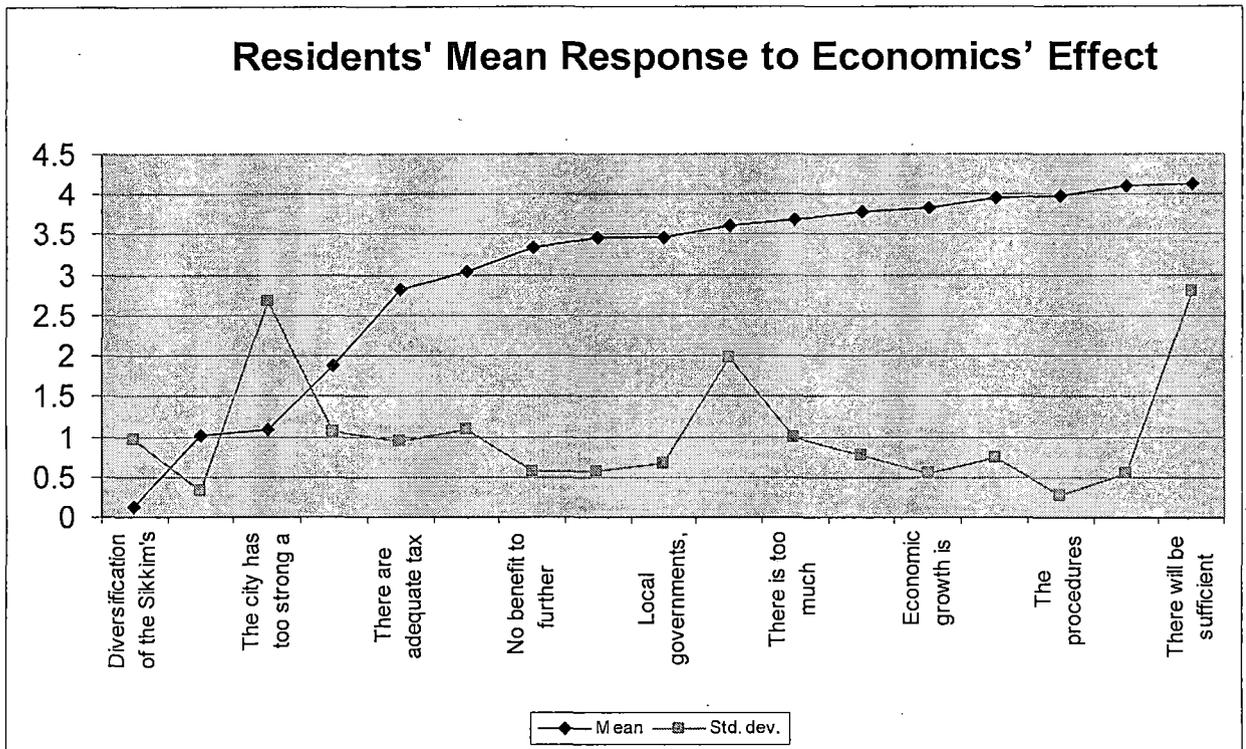
Table 4.11 - Residents' Mean Response to Economics' Effect on the Region *

Variable	Mean	Std. dev.
Diversification of Sikkim's economy will not solve the employment problems	0.12	0.96
Continued economic growth in Sikkim will have a negative impact on the quality of life	1.01	0.32
The city has too strong a voice in the economic improvement process	1.09	2.67

used in Sikkim		
Economic development in Sikkim will not adversely affect the quality of the environment	1.89	1.07
There are adequate tax incentives to attract new industries / companies to Sikkim	2.83	0.94
The current economic situation in Sikkim is caused by events that have occurred outside Sikkim	3.04	1.09
No benefit to further economic growth in Sikkim	3.33	0.57
There is too much land in Sikkim being diverted to industrial use	3.45	0.56
Local governments, by their regulations, seem to indicate that they did not really encourage economic growth	3.46	0.67
Economic diversification is not good for Sikkim	3.62	1.97
There is too much governmental planning for land use in Sikkim	3.69	0.98
There is a strong leadership in Sikkim to promote economic growth and diversification	3.79	0.76
Economic growth is good for Sikkim	3.83	0.54
Any industrial use of land that provides additional jobs is good for Sikkim	3.96	0.75
The procedures required by local government for land development in Sikkim require too much time	3.98	0.26
Diversifying Sikkim's economy will improve the quality of life in Sikkim	4.11	0.54
There will be sufficient supplies of energy available to sustain economic growth in Sikkim	4.13	2.80

- * - Response range was 1-5
1 = Don't Know or No Opinion
2 = Strongly Disagree
3 = Disagree
4 = Agree
5 = Strongly Agree

Figure 4.11



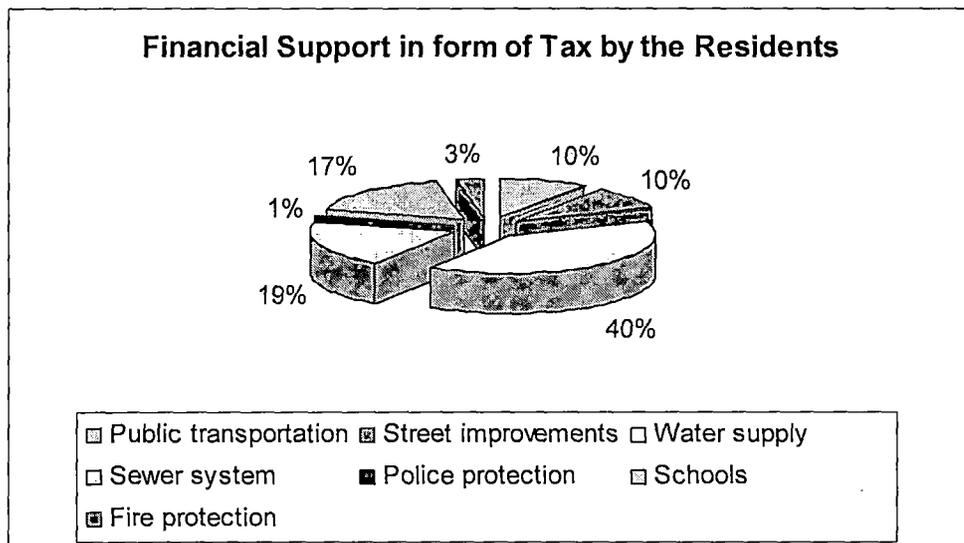
As far as the effects of economy are concerned, the respondents agree that just mere diversification of economic activities will not lead to healthy and improved living standard. The mere fact that people are not very sure of any economic forum being present, lack of consistent government policy and environmental concern is low as per the residents. A leadership in promotion of economic growth is lacking in Sikkim and so is economic diversification. Government rules and regulations are complicated and long for one to take any investment decision. The citizens strongly feel the government should promote new industries by initiating more reduction in tax incentives. The citizens agree that there will be sufficient supplies of energy available for future industrial growth and they are unsure whether diversification policies in economic activities are good for Sikkim. Environment and economic development is mutually exclusive to one another as per the residents. The people are ready to go through any degree of change for a better life style. They fail to recognize that ambience and environment are the prime reason for tourists to visit Sikkim. The people

however subscribe to the fact that any development outside the state has direct implications in the numbers of tourist.

Table 4.12 - Financial Support in form of Tax by the Residents required to Promote Economic Growth and Diversification in Sikkim

Impact	n	%
Public transportation	22	10
Street improvements	21	9.09
Water supply	88	40.0
Sewer system	42	19.09
Police protection	2	0.09
Schools	38	17.27
Fire protection	7	3.18

Figure 4.12

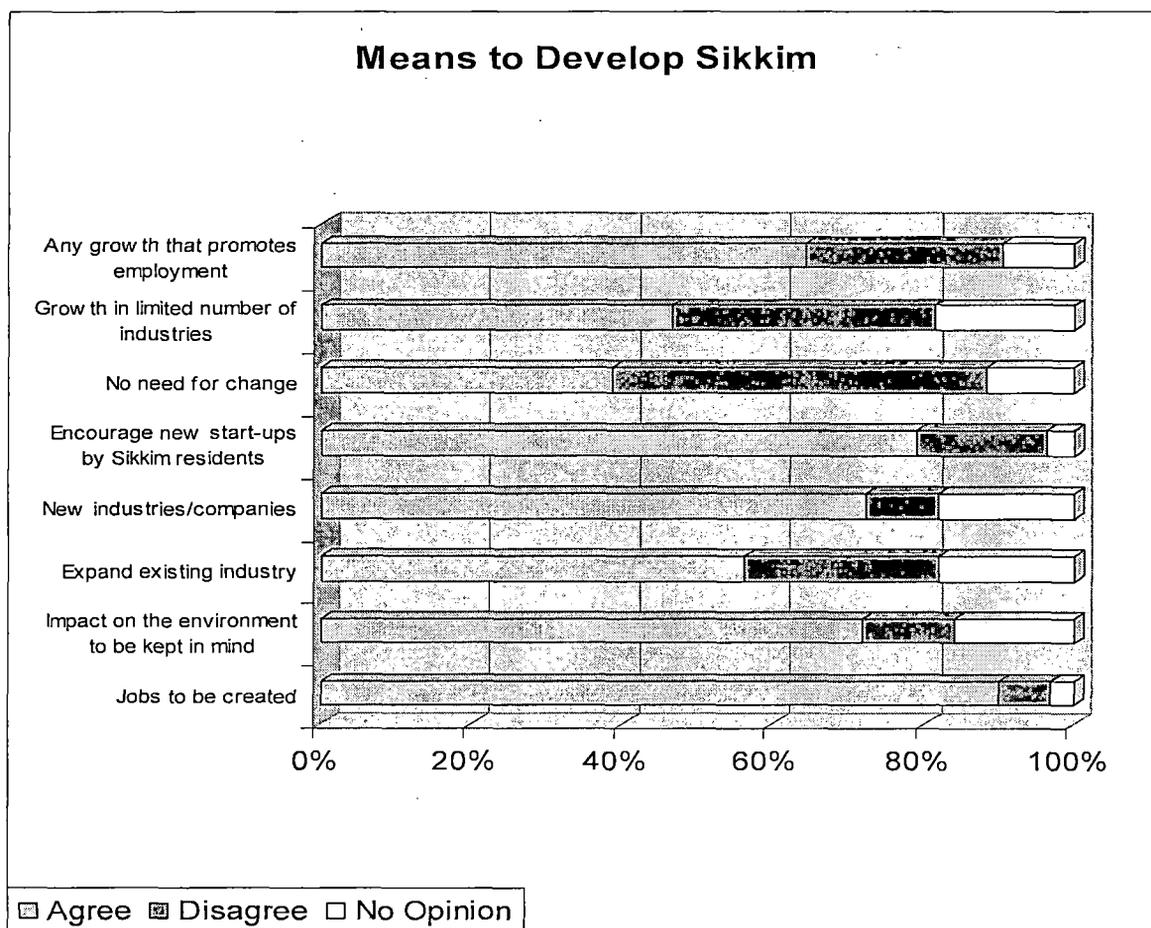


People indicated that sewerage; security & waste management are the areas on which they wanted their tax money to be utilized. In other words they want to create an atmosphere to attract tourist and promote tourism. Residents are aware of their strength of their state and want a concrete effort to make tourism a success.

Table 4.13 - Means to Develop Sikkim

Economic Priorities	Agree	Disagree	No Opinion
Jobs to be created	198	15	7
Impact on the environment to be kept in mind	158	27	35
Expand existing industry	124	56	40
New industries/companies	159	21	40
Encourage new start-ups by Sikkim residents	174	38	8
No need for change	85	109	26
Growth in limited number of industries	103	76	41
Any growth that promotes employment	142	57	21

Figure 4.13



In terms of priority of economic activities, the citizens view job creation at the top of the list followed by new industrial development and environmental impact of industrialization in the

State. A strong concurrence is there among the people on development of indigenous enterprises and they expect the government initiatives installed in place to fuel such entrepreneurial ventures. Most citizens agree that a change is required. Employment generation is the pivotal issue; only the manifestation is different in the form of setting up of new ventures, expansion of existing industries or concessions given by the government to promote industrial growth.

Table 4.14 - Residents' Mean Response to Sikkim's Economy *

Variable	Mean	Std. dev.
The local school system provides adequate training to youth in our community to prepare them for employment.	1.45	1.56
Local tax resource should not be used to develop new jobs in Sikkim.	1.71	1.35
Political leaders are willing to provide economic support to create more jobs in Sikkim.	1.89	0.97
Our community should encourage and plan for industrial development.	2.13	0.93
Sikkim should provide childcare services for their employees.	2.13	0.80
Adequate resources are being used to develop new jobs in Sikkim.	2.43	0.84
Local financial institutions provide adequate funding for business loans.	2.92	0.56
City/Village leaders are willing to provide economic support to create more jobs in Sikkim.	2.96	0.65
There are sufficient opportunities for earning an income in Sikkim.	3.07	0.49
Local businesses serve the needs of residents in our community.	3.09	1.11
Local jobs can help create new tax resources for Sikkim.	3.12	1.07
We should do more in our community to create new jobs.	3.19	0.96
Citizens of our community have a positive attitude toward attracting new business and industry.	3.69	0.78

* - Response range was 1-5

1 = Don't Know or No Opinion

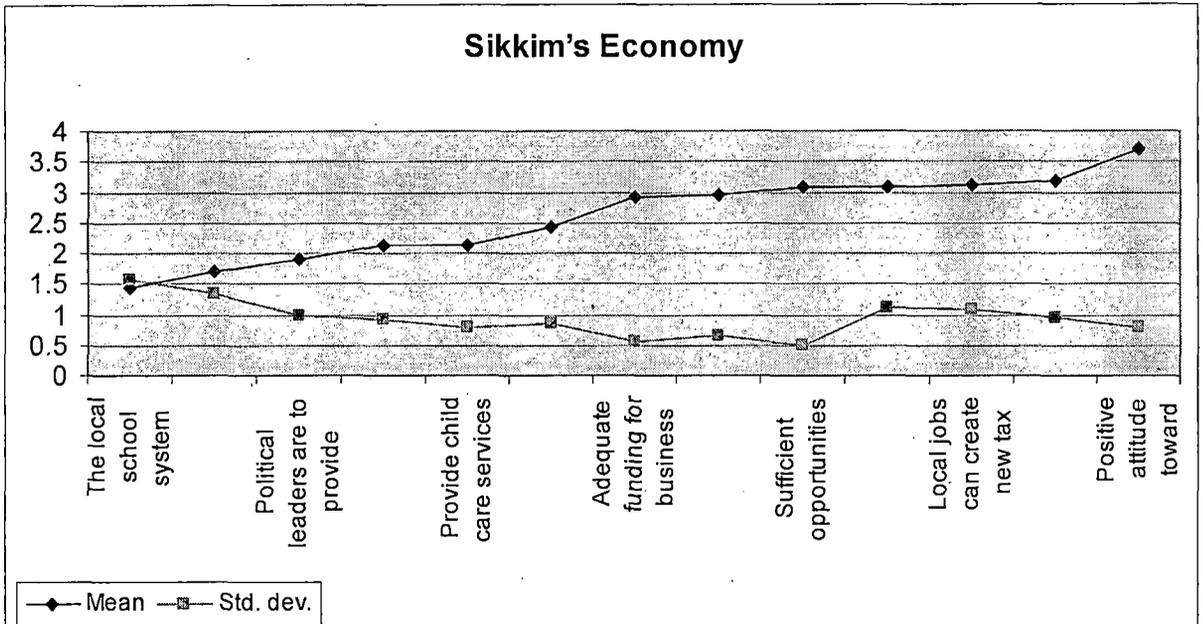
2 = Strongly Disagree

3 = Disagree

4 = Agree

5 = Strongly Agree

Figure 4.14



With a mean in the range of 3, the citizens feel that sufficient opportunities for earning are lacking in the state. Inadequate resources are being used to develop jobs and more governmental initiatives are required than private endeavours by citizens. Local jobs cannot create any additional revenue resources. Citizens welcome the move by government to attract new business and industry. Village heads and panchayats do not seem to be doing enough and local businesses are not enough to serve the needs of residents. Child care services are not solicited by the public and no one is sure if the local school systems provide adequate training and qualification to the youth in their preparation for employment.

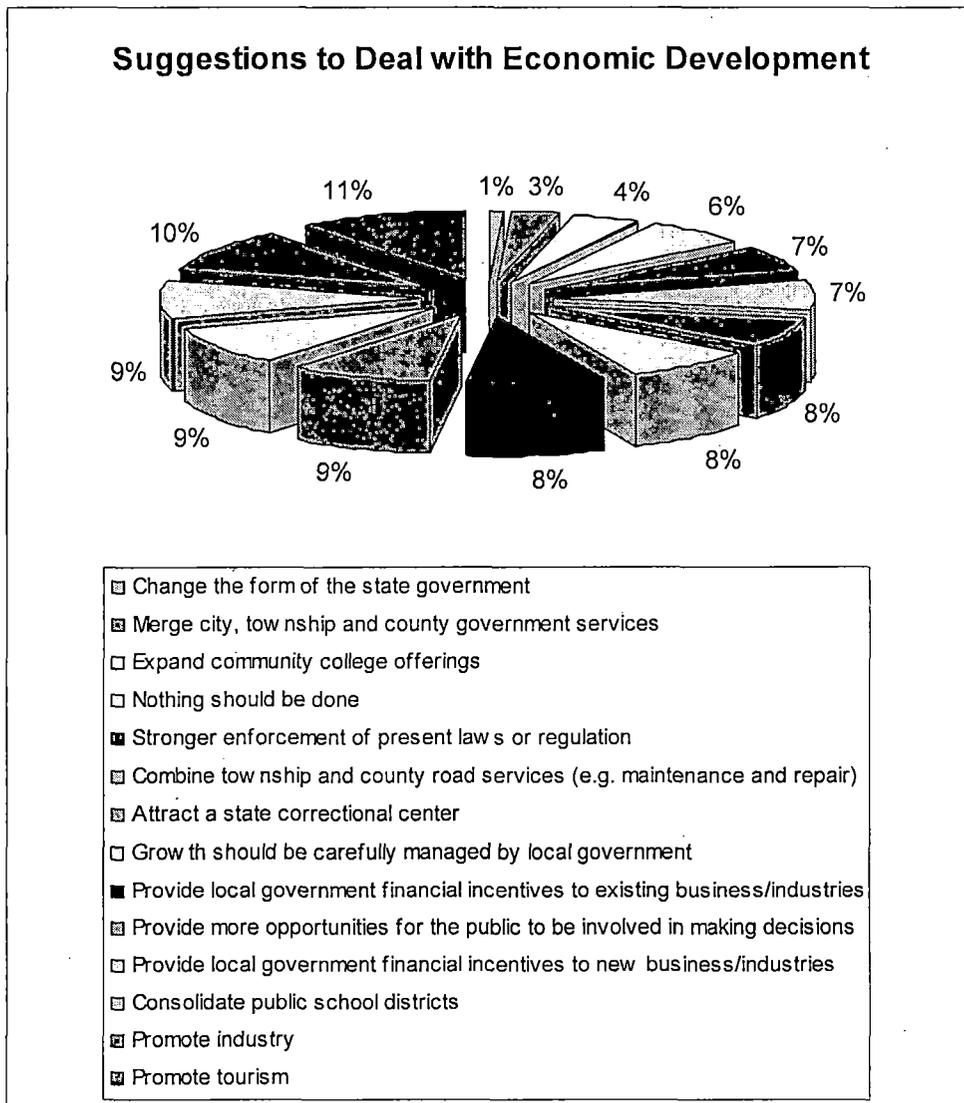
Table 4.15 - Respondents Suggestions to Deal with Economic Development*

Suggestions	Weightage*
Change the form of the state government	1.03
Merge city, township and county government services	3.56
Expand community college offerings	5.23
Nothing should be done	7.56
Stronger enforcement of present laws or regulation	7.98
Combine township and county road services (e.g. maintenance and repair)	8.27
Attract a state correctional centre	9.20

Growth should be carefully managed by local government	9.81
Provide local government financial incentives to existing business/industries	10.23
Provide more opportunities for the public to be involved in making decisions	10.86
Provide local government financial incentives to new business/industries	11.02
Consolidate public school districts	11.20
Promote industry	12.28
Promote tourism	12.96

- $\sum(\text{Number of Respondents} * \text{Ranking}) / \text{Sample Size}$
- On a scale rating of 14

Figure 4.15



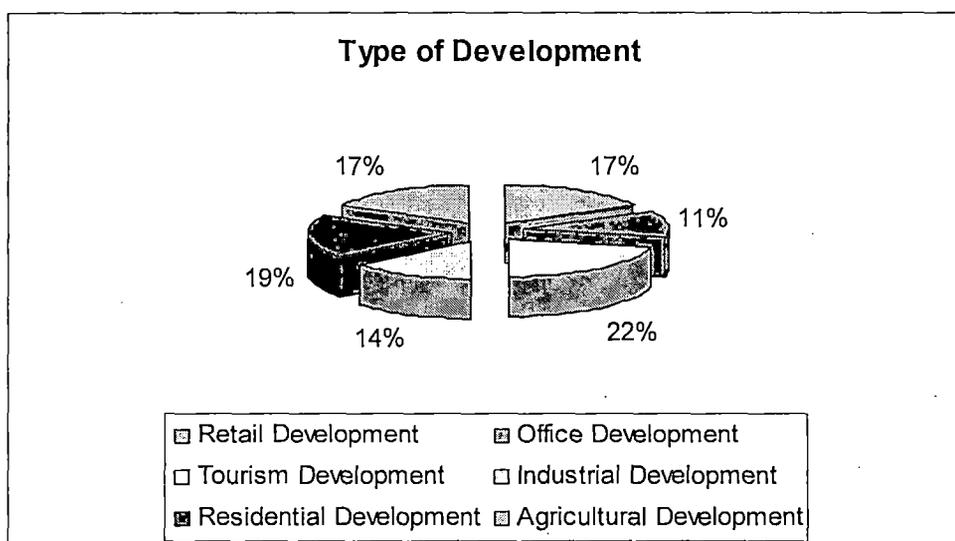
The survey indicated that the people were satisfied with the political system and the government's various initiatives. The people were quite aware about their requirements and the cumulative ranking clearly showed the importance of education centres (5.23), state correctional centres (9.20), local governance namely panchayat raj (9.81), public participation in vital issues (10.86) and incentive to economic activities (10.23). Setting of industries (12.28) and promoting tourism (12.96) were clearly the option that maximum people favoured.

Table 4.16 - Respondents Suggestions to the Type of Development

Suggestions	Weightage*
Office Development	2.51
Industrial Development	3.29
Agricultural Development	3.96
Retail Development	4.02
Residential Development	4.28
Tourism Development	4.98

- $\sum(\text{Number of Respondents} * \text{Ranking}) / \text{Sample Size}$
- On a scale rating of 6

Figure 4.16



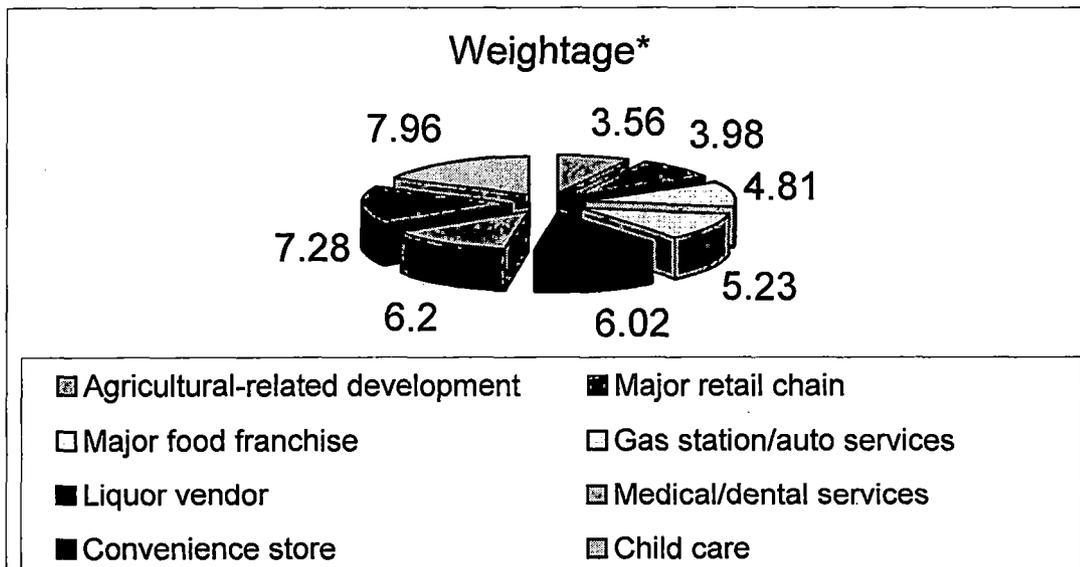
The researcher could infer that the people welcome any and every kind of development. Though some people came up with query requesting elaboration on 'office development' but maximum peoples didn't even bother to ask about and gave a higher ranking irrespective of their understanding.

Table 4.17 - Respondents Suggestions Regarding the Types of Commercial Development

Suggestions	Weightage*
Agricultural-related development	3.56
Major retail chain	3.98
Major food franchise	4.81
Gas station/auto services	5.23
Liquor vendor	6.02
Medical/dental services	6.20
Convenience store	7.28
Child care	7.96

- $\sum(\text{Number of Respondents} * \text{Ranking}) / \text{Sample Size}$
- On a scale rating of 8

Figure 4.17



As can be seen the participants have stressed upon development in general and services in particular. Availability of childcare facilities in form of primary health centres and schools attracted the highest response. Convenience store and medical services became the next priority sector for the residents. Availability of day-to-day consumables and medicines was more important than setting of major food chain or retail chain.

4.3 REPRESENTATIONS BY BUSINESSPERSONS

Business owners are the people who reap the benefit of any and every industry. They are also the ones who feel the heat when the industry performs badly. In general the survey (Annexure 2) was done to ascertain this fact. Most of the questions were directed towards their business and survey kept deliberately excluded the turnover of their business as the business – owners were not comfortable in divulging their business detail. Nevertheless essential data as the number of clients state of the business, future plan of the business - owners etc were utilised to ascertain the changes that tourism ushered in. The business - owners participated voluntarily in the survey. They agreed to complete a questionnaire when approached by the researcher. Approximately 30% of the sample completed the questionnaire in the month of December 2005 to February 2006 and the remaining 70% were completed during March – April 2006.

A combination of random and to certain extent convenience sampling was done to select the businesspersons, usually only shopping area; hotels, restaurants, taxi owners, travel agencies etc i.e. establishments directly related to tourism industry were interviewed. Only those who are in business for more than five years were interviewed. The following results are derived from 231 questionnaires.

The administered questionnaire consisted of 7 pages (see Annexure 2) including a small paragraph stating the general objectives of the study and requested the participants to complete the questionnaire. No personal information was solicited. The remaining pages of the questionnaire consisted of four sub heading namely About your Business; Business Needs; Future Plans for Your Business and The Tourism Industry.

Before going into the actual survey results a short discussion regarding the ownership of business enterprises will give an idea regarding the nature of the peoples' involvement in the business and the economic impact of the same on Sikkim.

The survey of 231 business establishments was done to find out who runs the business. The properties and the licenses are all issued in the name of the indigenous people of whom only five accommodation facilities in Sikkim are managed locally, 34 are managed by someone who does not reside in the State, 2 are part of a franchise and 9 are not for profit organizations. There are just 4 restaurants managed by local people, 22 are managed by people who live outside Sikkim and 7 are part of a franchise. In the retail sector, 4 are not-for-profit organizations, 8 belong to franchisees, 15 are managed by people living outside Sikkim and there are 14 retail outlets managed by local residents. In terms of amusement and recreation, 4 are locally managed, 9 by non-residents, 4 are part of franchisees. In the transport business, 28 are managed by locals, 29 by non-residents; one is a part of a franchisee. The lodging industry in majority is managed by a non-Sikkimese where the property is given on a lease for a royalty, similarly in the restaurant business. The local people manage small eateries and do set up restaurant, as this will mean employing more manpower. Retail or trading business is the only commercial arena where there is equal representation of the natives and non-natives. The transport business are skewed towards the non-natives because point of entry whether New Jalpaiguri railway station or Bagdogra airport are located outside Sikkim. Sikkimese usually shy away from the businesses which involves large capital outlay and large scale employment.

Interestingly in every type of establishments, the majority of the owners belong to people outside Sikkim. The revenue from these establishments are also received and spent outside Sikkim. As a result some other state benefits from the revenue earned in these areas in Sikkim. The following case studies will give an idea about the nature of business in Sikkim.

CASE 1

Bimal Agrawal the grandfather had arrived in 1950's all the way to Singtam on foot from Siliguri. He had started doing business on a very small scale by running a grocery shop in Yangang (Singtam). In five years time he diversified into trading of ginger and large

cardamoms and minted his money. He also developed good contact with men in power, which was exploited in the later stage by his two sons when they became government contractors. Here is an example of an entrepreneur who exploited business opportunities when Sikkim was relatively outside the political map of India and has again done the same when Sikkim became a part of India. Earlier in 1950s to 1980s the Agrawal family did business when the population was few and the competition was thin but with improved transportation they changed their business module. Now they are a strong advocate of development as his grandfather has seen some very difficult times in Sikkim and would not like anyone to experience the same. They are fully aware that the avenue of tourism is the driving force behind the building the infrastructure. Now the opening of the Nathula pass and proposed airport at Jorethang is the two opportunities they want to exploit.

Lesson: Opportunities in Sikkim are plentiful. It is up to the indigenous people to have entrepreneurial outlook.

CASE 2

Mr. Raju Pradhan from Ranipool is good example of how the growth of tourism has helped in realizing a good life. He started his career as a taxi driver in the route of New Jalpaiguri – Siliguri. Today he is the owner of 18 taxis (6 Tata Sumo, 5 Mahindra Cammander & 7 Maruti Omni) all of which are acquired on hire-purchase scheme financed by the bank. All this in a span of 14 years is by no means a less achievement. Mr. Pradhan worked as a driver for two years as a driver and bought a second hand jeep for eighty thousands and drove this before long he bought a second vehicle. This process continued before long the bank came forward to finance his business. He is yet to clear the payments for three vehicles. He has grand plans for his business. He understands the transport business and its intricacies very well. Persons both from Sikkim and West Bengal own the vehicles plying in Sikkim use to transport tourist. The registration number of the taxis differs. The owners from West Bengal grab the bulk of the businesses. He has diversified business by employing the Maruti Omni to ply only within Sikkim exclusively for the tourists. He has contacted with all the hotels and

lodging establishment for providing vehicles to tourists in return for commission. He also has three commercial licenses to ply within Sikkim. Three Mahindra Commander transports passengers on the commercial route between Rangpo and Gangtok. This way he has fragmented the revenue generation under different segments and does not depend on any one route. At times when there is a dearth of drivers and there is demand, he himself transports the tourist to their destinations. Clients are given the first preference and he goes to any extent to see them having a comfortable sight seeing in Sikkim.

Lesson: Tourism is the fastest growing industry in Sikkim. People can explore various prospects in the service industry.

CASE 3

Mr. A Sanyal is a resident of Kolkata but manages a hotel in Pelling. He even manages a hotel in Puri. He is running these hotels along with two other partners. There are eight employees including a manager and all the partners, one by one, visit Pelling once in every two months. He has taken the 21-room property on lease for two years. He cites that all the hotels in Pelling are run by non-Sikkimese except two. The business model for the hospitality industry is very simple for the indigenous people. They develop/construct a property and give it on a lease for a period one to two years for a princely sum. Only if the licensee is very familiar the payment might be made in installment otherwise it is paid upfront. The hotel upkeep is usually looked after by the ladies of the house while the gents are engaged in some other trading business or are in government service. The likes of Mr. A Sanyal are free to conduct the business as per their strategies. The only drawback is that every strategy like pricing of the room, the charges of the services, etc are all determined by the cost of license fees paid. The licensee likes to recover the investment as quickly as possible and absolutely do not have any guest relationship strategies nor do they look after the decor of the lodging properties. There are three hotels in Pelling with proper interior decoration or theme. This might be the reason why in spite of the tremendous potential in Sikkim there are no five star hotels or many decent hotels. For any industry to stand on its own require a concrete effort is required from its entire stakeholder specially the proprietors.

This is not the same in Sikkim as everyone involved in hotel industry are there for a short span of time and profit making is the only motive.

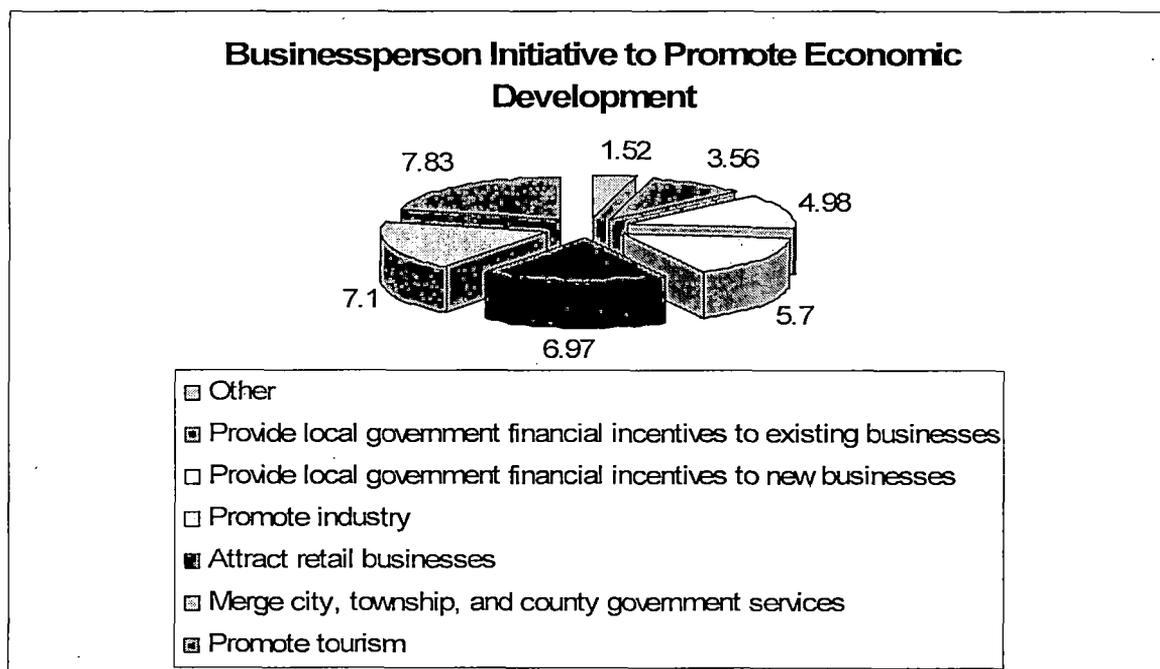
Lesson: the hospitality industry is suffering because of the short term approach adopted by the stakeholders. There is ample scope for developing the hospitality sector in Sikkim.

Table 4.18 - Businessperson Initiative to Promote Economic Development

Suggestions	Weightage*
Other	1.52
Provide local government financial incentives to existing businesses	3.56
Provide local government financial incentives to new businesses	4.98
Promote industry	5.70
Attract retail businesses	6.97
Merge city, township, and county government services	7.10
Promote tourism	7.83

- $\sum(\text{Number of Respondents} * \text{Ranking}) / \text{Sample Size}$
- On a scale rating of 8

Figure 4.18

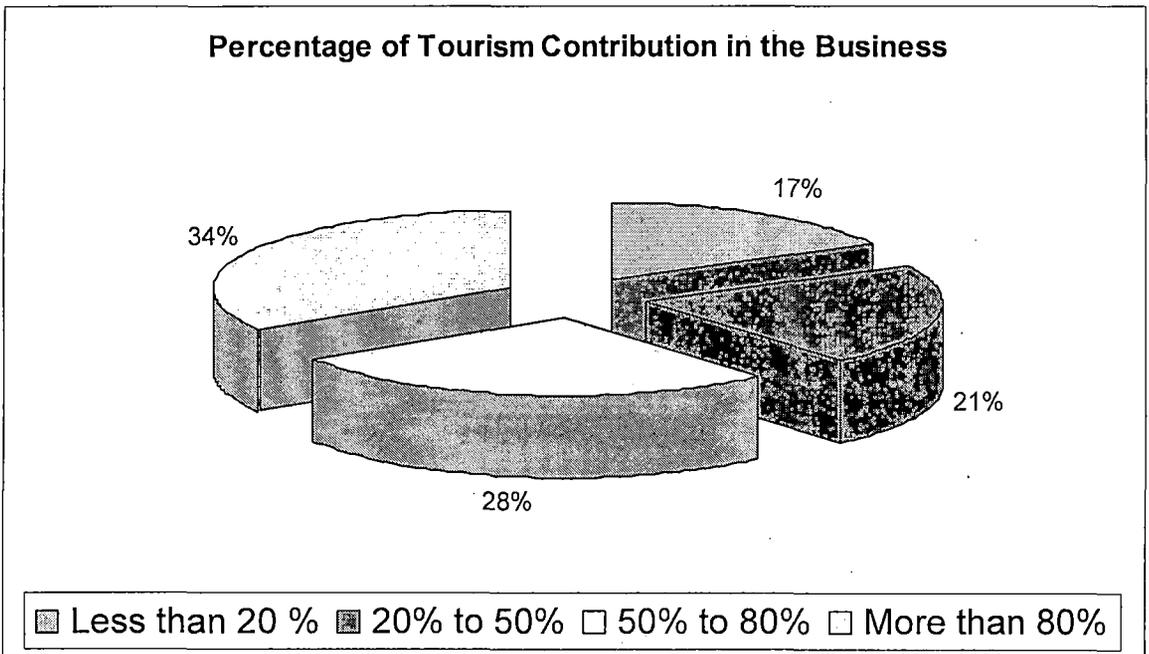


As a vehicle of an economic development the business owners stated that tourism (7.83) played the most vital influence followed by setting township (7.10), to attract retail clients (6.97), setting up of new industries (5.70) and various incentives to new (4.98) and existing (3.56) business. Here the key driver to the economic development is tourism.

Table 4.19 – Businesspersons’ Estimate of the Percentage of Tourism Contribution in the Business

State	n	%
Less than 20 %	40	17.31
20% to 50%	49	21.21
50% to 80%	64	27.70
More than 80%	78	33.76
Total	231	100

Figure 4.19

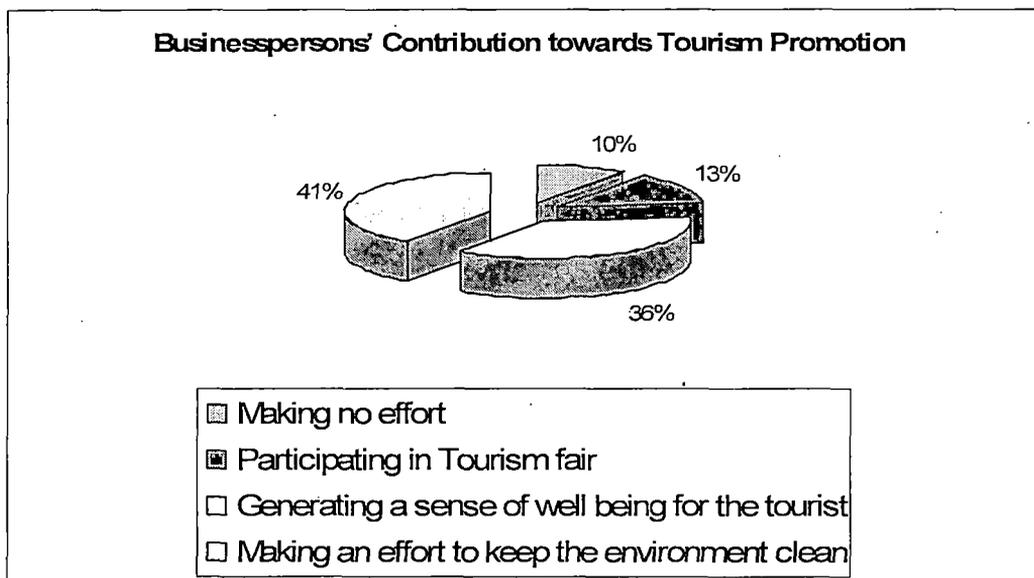


33.76% of the total responses attributed that more than 80% of their business comes from tourist’s while only 17.31% (approximately half) comes from the less than 20% of tourist’s. This amplifies that the business is more tourism centric.

Table 4.20 – Businesspersons’ Contribution towards Tourism Promotion

State	n	%
Making no effort	23	9.95
Participating in Tourism fair	31	13.41
Generating a sense of well being for the tourist	84	36.36
Making an effort to keep the environment clean	93	40.25
Total	231	100

Figure 4.20



Decoration of their establishments, interiors and exteriors included, maintaining a clean hygienic and clean environment attracted the maximum responses (40.25) followed by pampering of tourist in the form of greetings and being hospitable (36.36). Participation of tourism fair were restricted to government organization and also due to government compulsion that some travel agencies did participated

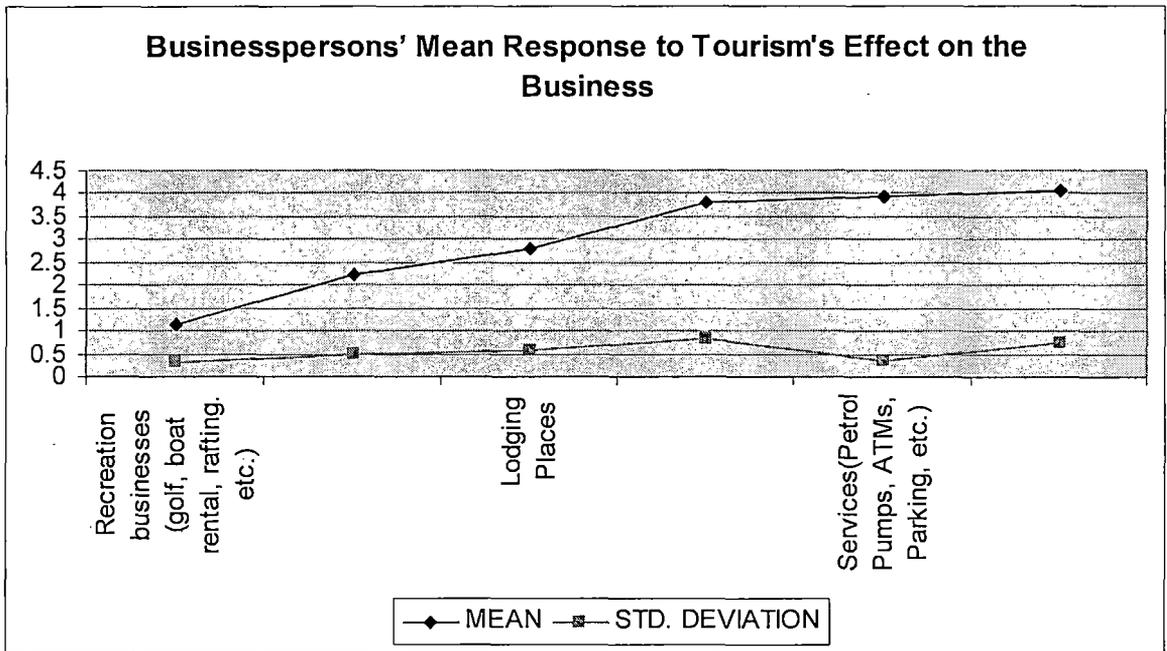
Table 4.21- Businesspersons’ Mean Response to Tourism's Effect on the Business

Variable	Mean	Std. dev.
Recreation businesses (golf, boat rental, rafting. etc.)	1.12	0.29
Retail Stores	2.25	0.49
Lodging Places	2.78	0.57

Eating/Drinking Places	3.81	0.85
Services (Petrol Pumps, ATMs, Parking, etc.)	3.94	0.35
Tourist attractions	4.06	0.74

** - Response range was 1-5
 1 = Significantly decrease
 2 = Decrease somewhat
 3 = Not make any difference
 4 = Increase somewhat
 5 = Significantly increase

Figure 4.21



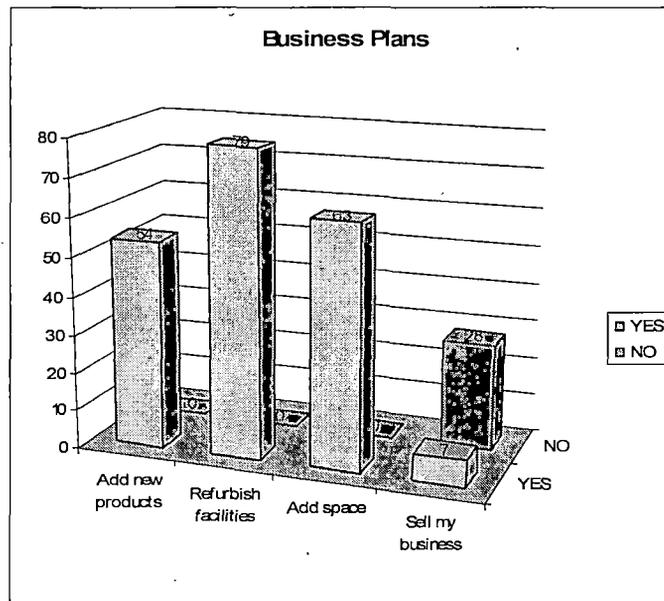
Tourist attraction (4.06), services (3.94), restaurant (3.81), hotels (2.25), shops (2.25) and other periphery activities (1.12) in that order were cited as the reasons for good business.

Table 4.22 - Businesspersons' Mean Response toward their Business Plans in near future

Changes / improvements in business	Yes	No
Add new products	54	0
Refurbish facilities	79	0
Add space	63	0
Sell my business	7	28

Total	203	28
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Figure 4.22



As can be seen from the figure that almost 99% (cumulative) of the business persons are not willing to deviate to any other occupation. Almost 98% (cumulative) are thinking diversifying their business in one-way or the other. This elaborates the fact the business atmosphere is more conducive and profitable.

REVIEW

Business in Sikkim is skewed towards tourism. The money generated by the tourist's expenditure is spent over and over again and it has a multiplier effect. It was observed that even a non-tourists business makes decent commercial activities during tourist season. The carpet seller, the vehicle dealer, FMCG (Fast Moving Consumer Goods) items etc. all makes more sales during tourists' season. This strengthens the fact that tourism is pivotal to all commercial activities. This is indicated by the residents' response that promotion of tourism is an important means of development and nearly 34 % of businessmen said that tourism's contribution to their business is more than 80%. The people though put the onus on to the

government to attract more tourists. Everyone wants to reap the rich dividend that the tourists season brings with it but they remain a passive participants to the development of the tourism industry.

Chapter 5

Tourism Related Social Changes In Sikkim

Maitreyee Choudhury in her article Community Development and Tourism : The Sikkim Experience in the Eastern Himalayas (Online article Mountain Forum) has discussed the role that tourism can play in the community development of the state. She points out that the livelihood options of the people being limited ,the scope of agricultural development in the state having almost reached the saturation point and the scope of heavy industry almost ruled out, the people are turning towards tourism as an option of development. Maitreyee Choudhury has also given the reasons of wide acceptance of tourism by the people . These are –

- It generates income by providing direct as well as indirect employment to the local residents. For example, in villages like Pelling in West Sikkim or Lachung in North Sikkim, tourism has opened opportunities for earning a livelihood by means of lodge-keeping, portering and transport services where, even a decade ago, the local residents depended primarily on agriculture.
- It diversifies the economy by introducing tertiary activities and new infrastructures to areas that are basically rural. It helps develop local expertise in certain professional services, such as guides, interpreters, etc. Existing tertiary sectors like trade and transport receive additional impetus and become more organized. The village of Yuksom in remote West Sikkim amply supports this statement: Since the village is located on a mountaineering route, it stores most of the necessary provisions required by the trekking and mountaineering groups. The local residents have successfully diversified their economy by providing food (both processed and unprocessed), fuel (kerosene oil, gas cylinders, etc.), porters and pack animals (yaks), guides and interpreters, camping accessories and minor repair works. The local communities have wrought remarkable changes and improvements in the quality of life by tapping the opportunities offered by tourism.

- It stimulates the village economy by generating demand for additional agricultural produce and bringing welcome changes to the local market. In Sikkim, the farmers in most of the villages have taken keen interest in diversifying crops and increasing the output, especially during the peak tourist seasons. For example in the villages of Sombaria and Hilley, falling en route to the tourist destination Varsey in West Sikkim, farmers are producing vegetables in place of some traditional crops and have substantially increased the output.
- Tourism is believed to be a boon by many villagers since it promotes local industries, such as, food and beverage processing, souvenir and handicrafts, etc. The production of indigenous fermented food, viz. *churpi*, *kinema*, *gundruk*, etc. and local beverages, viz. *chang*, *janr*, *rakhshi*, etc. increases due to the influx of tourists and the subsequent rise in local purchasing power. Similarly, local handicraft industries, such as, carpet weaving, woodcarving, *thanka* [religious scroll] painting, mask making, artifacts, etc. grow to meet the demands of the tourists.
- The young educated segment of the Sikkimese, both rural and urban, consider tourism as the best prospective area of investment and opt for professional training in tourism management, hotel management, catering, etc. Even those who are less educated or uneducated are learning the skills of lodge operating, guiding, driving, cooking and serving for the tourists. Irrespective of locational, educational or financial backgrounds, an average Sikkimese feels that association with tourism activities makes him richer both financially and in terms of experience.

In the previous chapter we have also seen how far reaching the impact of tourism has been on the economy and how the people look forward to the expansion of tourism for their overall development. The situation being so, the impact of tourism is no more restricted to the economy alone. It has influenced the overall attitude and lifestyle of the people.

One social change that has emerged as a result of tourism is the emergence of host community and again this has been thoroughly discussed by Maitreyee Choudhury in the above-mentioned article. While a positive approach of the governmental agencies help create an environment conducive to the growth of tourism by improving the infrastructure

monitoring the quality of services marketing tourism products and sharing revenues between the local bodies and the central exchequer, the local communities and the N.G.O.s help develop the programmes and implement these. She refers to the collaborative Sikkim Biodiversity and Eco tourism Project of 1996 – A joint venture of the Government agency, an N.G.O. and the local communities of Yoksam in West Sikkim. On the basis of the inputs provided by the participants a full fledged tourism plan was developed wherein the local communities willingly participated, made their contribution and attended the training courses. This experience served as a model and the ball started rolling. The Yaksam community members even started acting as resource persons for other eco-tourism plannings for other destinations like in Khecheopalri Lake etc. The recent development in the Ro Ro village is another case in example. Ro-Ro Village, more popularly called Dhakal Goan is located on the bank of river Ro-Ro around half a kilometer from Ranipool on the Siliguri-Gangtok National highway. Very near to Gangtok city, but the village exhibits a perfect village traditions and cultures. Located on the bank of river ro-ro, the village is beautiful and very peaceful. The famous Rumtek Monastery is seen opposite of the village and the famous Epica Garden is at a walking distance from the village.

Ro Ro villagers have joined together to promote a kind of low-impact tourism (a combination of cultural tourism, sustainable agriculture and environmental conservation) that encourages foreigners to spend time among them, staying either in community built guest-houses or the homes of individual families. Tourism was very limited when the initiative was started; however the leaders of the villagers feared that their fragile culture might be damaged if a community-controlled infrastructure were not put in place. The villagers were also concerned about possible exploitation of their dances, festivals, and art by outsiders. The villagers of Ro-Ro Village have spared minimum one room for the visiting tourist some houses have up to five double bedded rooms for such guests. Ro-Ro village is the base camp for tracking to Pastenga, Kedi or Rumtek Monastery. The naturally beautiful Ro-Ro river offers riverbank playing, angling and riverbank rock garden for the visiting tourist. Tourist can try all traditional Sikkimees dishes, all traditional dresses; enjoy village tracking and angling in the river Ro-Ro. The popular Sikkimese foods that are served here are *Cel Roti*, *zero*, *khabjay*,

chewra, bhutayko makai, satu, gundruk ko jhol, kalo dal, makai ko roti, kodoko roti, phafad ko roti among others. Guests are offered varied types of houses to stay in viz. mud houses, wooden houses or standard cemented houses. Camp fire is made almost daily during the winter where people while enjoying the heat of the fire, sing songs turn by turn while some others dance as per the tune. Real Jhankri Dances (Witch Doctor's performance) are seen as and when. The villagers, as and when, any foreign tourists are staying in the village organize local cultural programmes. After a hectic tour and tracking schedule, its a good place to spend time fishing in the river or simply sleeping on the rocks on the river bank followed by an evening with local cultural programmes, Jhankri dance, bon fire and traditional hospitality

Income is shared amongst the community via a rotation system for housing and feeding visitors as well as craft production and sale. Further, a certain amount is directed towards community projects in the village that benefit all. The project is voluntary and entirely reliant on the goodwill of the people involved.

A definite change had taken place in the attitude of the people. This is naturally accompanied by some changes in the lifestyles. A good example to this can be illustrated by the case of tourists and host interactions as follows. A local tour leader met a family of native people using the traditional methods of running their small eatery shop. They hand made their noodles (Pasta) and gave a distinct shape to the momos (Dumplings) that was labour-intensive work. He asked if he could bring tourists to watch, and they happily said yes. He brought tour groups to visit the family throughout the tourist season, the tourists enjoyed their visits and paid the family extra money upon leaving with the conscious belief that the money would improve the lives of the family members. By the end of the season the family had earned quite a bit of money and were enthusiastic about the following year's tours, as was the tour leader.

When the first tour arrived the following year, led by an enthusiastic tour leader eager to show them the traditional style of food preparation he was surprised and disappointed to find that the family had used their money to improve their lives: they had purchased food

processors, blenders and employed help to save time and effort. They were still making the same noodles and momos, but the tourists were no longer happy or interested to visit, or give them money. The lives of the family were much improved, though in the process their tourism earning potential disappeared.

Lesson: one cannot prevent change, nor deny local people taking an opportunity for improvement when it arises. Cultures are constantly adapting and changing, with tourism and tourists contributing to change yet often desiring 'timelessness'

Accordingly, the objective of this chapter is to measure the level of awareness, attitudes, perception of the people etc, regarding the social impact of tourism. This has been attempted from the perspectives of the residents and the business communities. Though social impact is difficult to measure tourism does involve many a change. This is an empirical study based on survey and interviews. Tourism being a service industry involves more interactions between the host and the tourists. Influences on either side are bound to happen. It is true that majority of financial transactions like booking of the hotels rooms, travelling expenses etc and for even package tours are made outside Sikkim by the tourists and Sikkim is not much profited by the transactions. What Sikkim gains from tourist influx are the incidental expenses that the tourists carry at various places. Some job opportunities are created by the tourist influx. This money is repeatedly circulated in Sikkim enhancing the living standard of the common people. Indirectly it also brings about some changes in the attitudes and outlooks of the people and greater interaction with the people of the plains and states other than Sikkim. Moreover in some cases the interaction between the hosts and the tourists leads to the adaptation of behaviour by the host. The impression made by the tourists leaves an everlasting notion in the minds of tourist. There are only two cinema theater in the whole state of Sikkim, yet Hindi movies have a big fan following. These can be understood if one travels in taxi in any part of Sikkim. The taxi driver in all likelihood is going to tune to Hindi songs. The lifestyle of the people includes modern electronics gadgets say for example, cell phone, cable television, washing machine, microwave oven etc. The remote places where there is no cable connection DTH (Direct-to-Home) facilities are installed. Communications

have largely improved with the advent of mobile communication and internet connectivity. People can be seen flaunting the latest models of mobile phones. Younger generations are very fond of western dresses and usually seen in them with expensive perfume on them. These are the changes, which has been brought in the recent times. Though tourism is not the only cause of this, the overall impact of tourism cannot be altogether denied. We begin the following section with a profile of the tourists as they act as a catalyst of such social changes social changes.

5.1 REPRESENTATIONS BY TOURIST

Tourists are the central figure in this industry. It is for them to feel comfortable and relaxed for on them depends the success of the industry. Most of the questions (Annexure 1) were directed towards their trip and survey kept deliberately small as the tourist often objected from long interview as they perceived it to be interference in their indulgence. A subtle effort was made to find out the expenditure patterns of the tourist. Also, tourists are the ones who tend to give more vague answer as our pilot study showed. The survey thus had several questions which were twisted to give the same answer. This was done to reinforce the integrity of the tourist.

The tourists participated voluntarily in the survey and they agreed to complete the questionnaire when approached..

Data was collected from the four districts along with the help of volunteers. A combination of random and to certain extent convenience sampling was done to select the tourist, usually only group leaders, individuals, young couples etc were interviewed. Although approximately 550 questionnaires were administered, only 273 samples were included in the study as the tourists were giving synchronized answer. Moreover some questionnaires were incomplete.

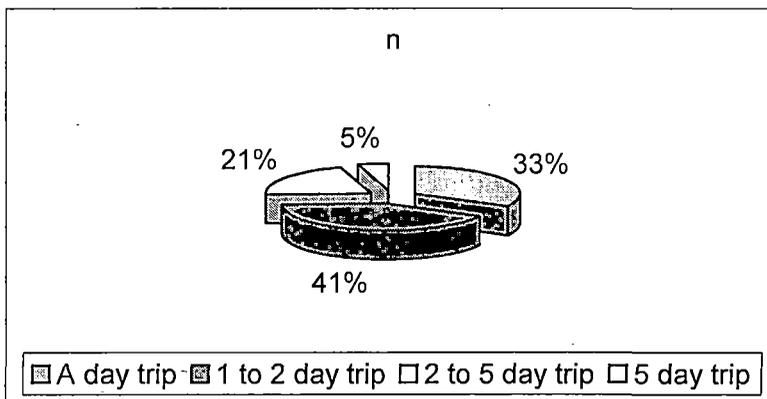
The administered questionnaire consisted of 6 pages including a small paragraph stating the general objectives of the study and requesting

the participants to complete the questionnaire. No personal information was solicited. The remaining pages of the questionnaire consisted of four sub heading namely Travel Planning, Travel Choice, Travel Opinion and Preference and Demographic

Table 5.1 – Duration of Stay

Duration	n	%
A day trip	76	32.9
1 to 2 day trip	96	41.55
2 to 5 day trip	48	20.77
5 day trip	11	4.76

Figure 5.1

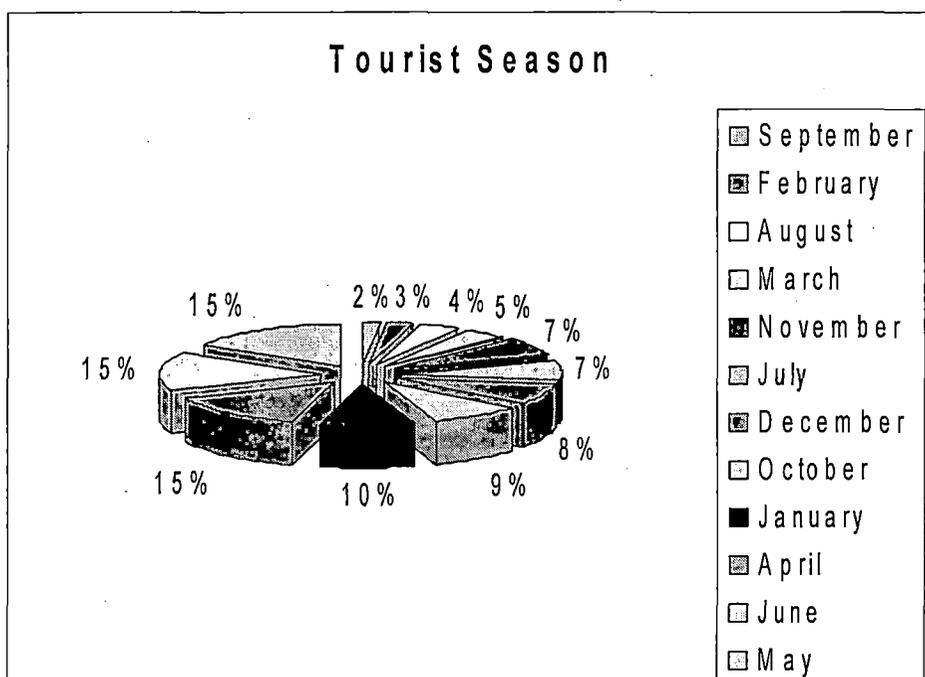


Any tourist who stays more than one day but less than five days is more likely to indulge in expenditure (cumulative 62%) than the tourist who either come for a day (32.9) or longer than five days (4.76%). This stems out from the fact that tourist wanting to make a day trip will not spend on anything except from food. Some of the tourists also carry food along with them. A tourist staying for more than five or longer would like exploring cheaper alternative for lodging and boarding. They often stay with their friends and families. It is the tourists who are stay more than 2 days but less than 5 days actually are spendthrift tourist indulging in all sorts of leisure activities.

Table 5.2 – Tourist Season

Duration	n	%
September	4	1.73
February	6	2.59
August	9	3.89
March	11	4.76
November	16	6.92
July	17	7.35
December	19	8.22
October	21	9.09
January	22	9.52
April	34	14.71
June	35	15.15
May	37	16.01
Total	231	100

Figure 5.2



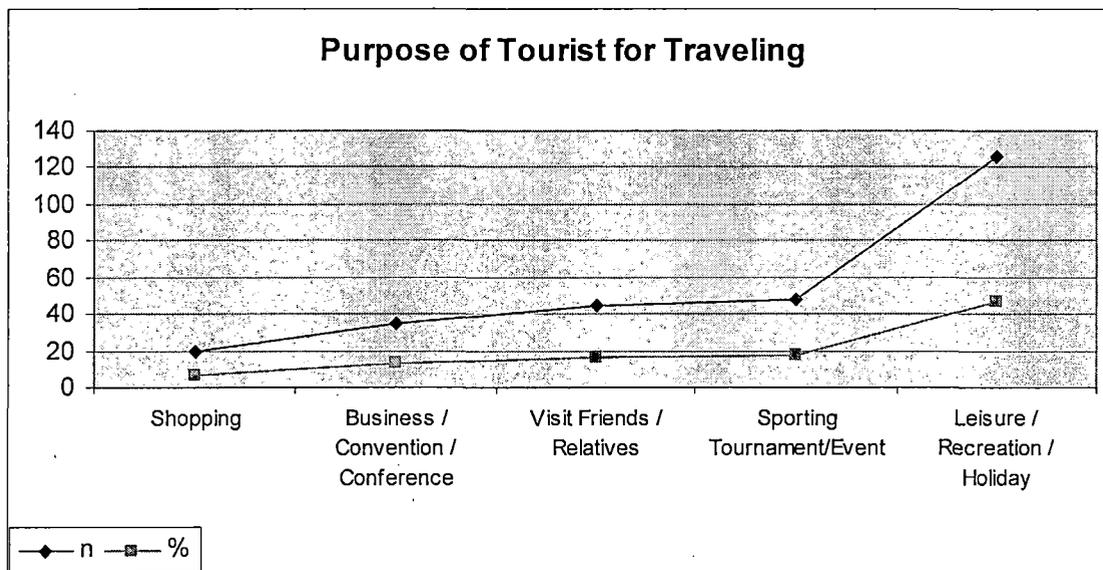
The survey easily point out on the basis of feedback from the tourist that the tourism season (cumulative 55%) is in full swing in month of May, June, April, January and October and in that order. The weather is pleasant during the month April, May, June and July. It also the

time for summer holidays and people take this opportunity takes shelter from the heat in plain and visits the mountain. In the month of January people visit Sikkim to experience snowing.

Table 5.3 - Different Purpose of Tourist for Travelling to Sikkim

Purpose	n	%
Shopping	19	6.81
Business / Convention / Conference	35	12.72
Visit Friends / Relatives	45	16.36
Sporting Tournament/Event	48	17.72
Leisure / Recreation / Holiday	126	46.16
Total	273	100

Figure 5.3



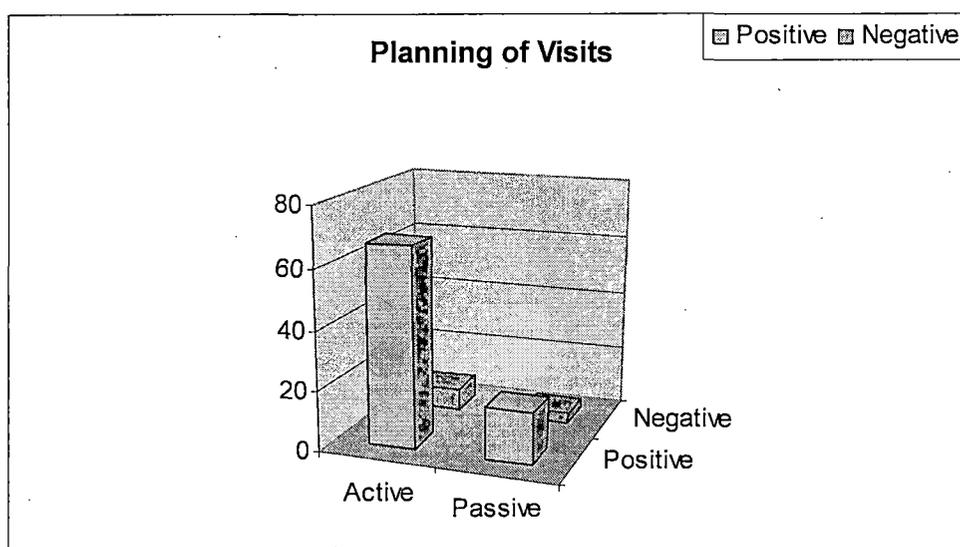
The survey indicated that the purpose of undertaking this trip varied from person to person. The reasons were strikingly different from what the study researcher had intended though most tourists were on a leisure trip (46.16) followed by family reason (16.36) or any other events in which they were involved (12.72). One prominent reason that the tourist cited was that they were on company expenses with their family on a travelling expense paid trip (LTC). This implied that both the government and non-government organization could play a

significant role in promoting tourism. The annual or biannual trip sponsored by their company to their employees actually as per the company rules. These trips help in sustaining tourism based economies as the tourist actually consummates in the destination thus spurring demand. The economy is rejuvenated by the presence of tourist and their activities.

Table 5.4 - Tourist Responses towards Planning of Visits (% of the Population)

Tourist Responses	Active	Passive
Positive	66.7	17.3
Negative	7.5	3.6

Figure 5.4

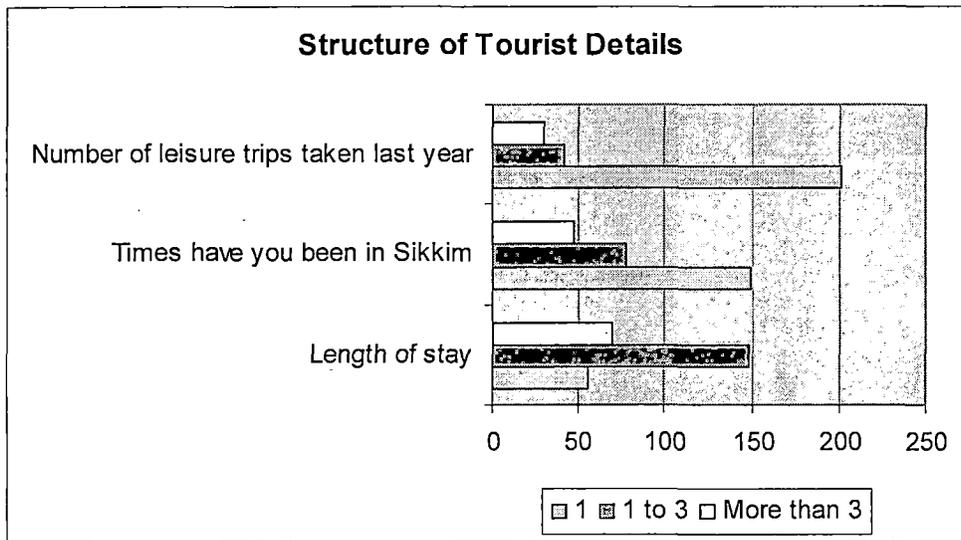


Tourists visiting Sikkim more often than not planned their itinerary as shown by the above figure.

Table 5.5 – Structure of Tourist Details-

Tourist details/Numbers	1	1-3	More than 3	Total
Length of stay	56	148	69	273
Times you have been in Sikkim	149	77	47	273
Number of leisure trips taken last year	201	42	30	273

Figure 5.5



The participants were requested to indicate the number of nights they intended to spend in Sikkim. The largest number of tourists stayed for two nights and second largest number stayed for more than three nights, in this case tourists visited two or more destinations of Sikkim and spent night at respective places.

The tourists indicated how many times they visited Sikkim including their present visit. The results are compiled in Table Number 5.3. The most notable findings are that Sikkim is frequented by a substantial number of first time tourists and most importantly that very large proportion of tourist was repeat visitors. Further investigation revealed that if the survey included only Indians then the proportion of the first time tourist would have been negligible compared with the number of repeat visits. The participant also reported that they are on their annual vacation trip.

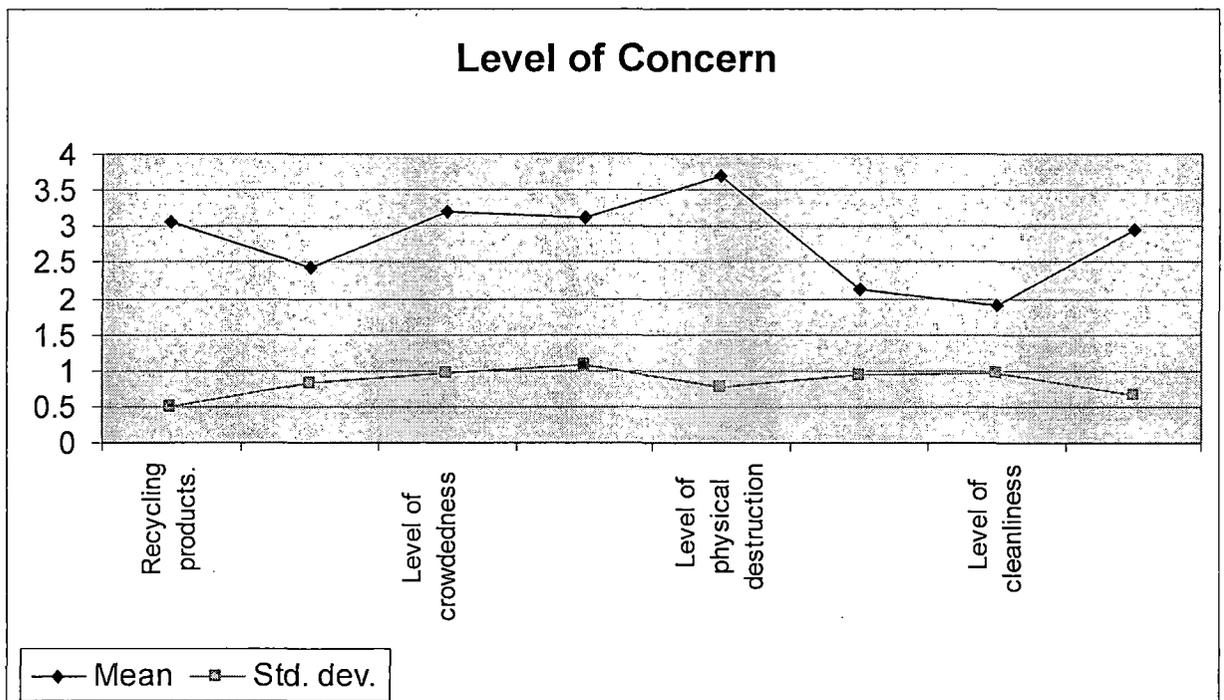
Repeat visit by tourists were not made to experience the mountain but because they appreciated the culture of Sikkim. The people, their dialect, their food, their attire etc. all infuse a sense of curiosity and belongingness in the tourist. To them Sikkim is a completely a different world which is enticing.

Table 5.6- Tourist' Mean Response to Level of Concern *

Variable	Mean	Std. dev.
The use of recycling products.	3.07	0.49
Level of physical destruction (erosion, tree cutting, etc.)	2.43	0.84
Level of crowdedness	3.19	0.96
Level of pollution (air, water, sound, etc.)	3.12	1.07
Level of physical destruction (erosion, tree cutting, etc.)	3.69	0.78
Souvenirs made from protected resources (coral reef, flora & fauna, etc.)	2.13	0.93
Level of cleanliness	1.89	0.97
Attitude of fellow travelers (speeding, spitting, queue, etc.)	2.96	0.65

* - Response range was 1-5
 1 = Don't Know or No Opinion
 2 = Strongly Disagree
 3 = Disagree
 4 = Agree
 5 = Strongly Agree

Figure 5.6



It is however clear that middle and upper middle-income tourists have dominant effect on this region, together they constitute more than 65% of the tourist population. Thus it can be easily said that products and service, which provides value for money, will be in demand. Sikkim should also try to position itself as an exotic destination rather than a hill state or home the highest peak of India Mt. Khachendzonga. This is amply clear by studying the demand of local handicrafts and reason of visits to Sikkim. Both the tables state that the tourists visit Sikkim as a viable and good tourist destination. The government can also promote Sikkim as religious tourist place for the Buddhist people.

Table 5.7 - Tourists' Mean Response to Travel Experience *

Variable	Mean	Std. dev.
Prefer and enjoy returning to the same and familiar destinations	1.89	0.97
Frequently went for travels during childhood and my school years	2.13	0.93
Preference of local residents to use standard Hindi rather than "their own dialect"	2.43	0.84
Prefer flying than driving to reach the destination	2.81	0.46
Prefer discovering new places where people don't usually go	2.96	0.65
Preference of destination with familiar atmosphere like my hometown	3.07	0.49
Prefer to participate in adventurous activities	3.12	1.07
Preference of buying souvenirs or common items sold at tourists shop	3.19	0.96
Prefer this destination because it's nearby	3.49	0.75
Prefer to travel in a big group or with tour guide	3.69	0.78
Enjoy meeting people from different background and culture	3.72	0.84
Prefer native crafts or arts which rare to find	3.86	0.39
Participate in local cultural performances or customs	3.91	0.91
Prefer staying at proper accommodation with full services & facilities	4.11	0.29

* - Response range was 1-5

1 = Don't Know or No Opinion

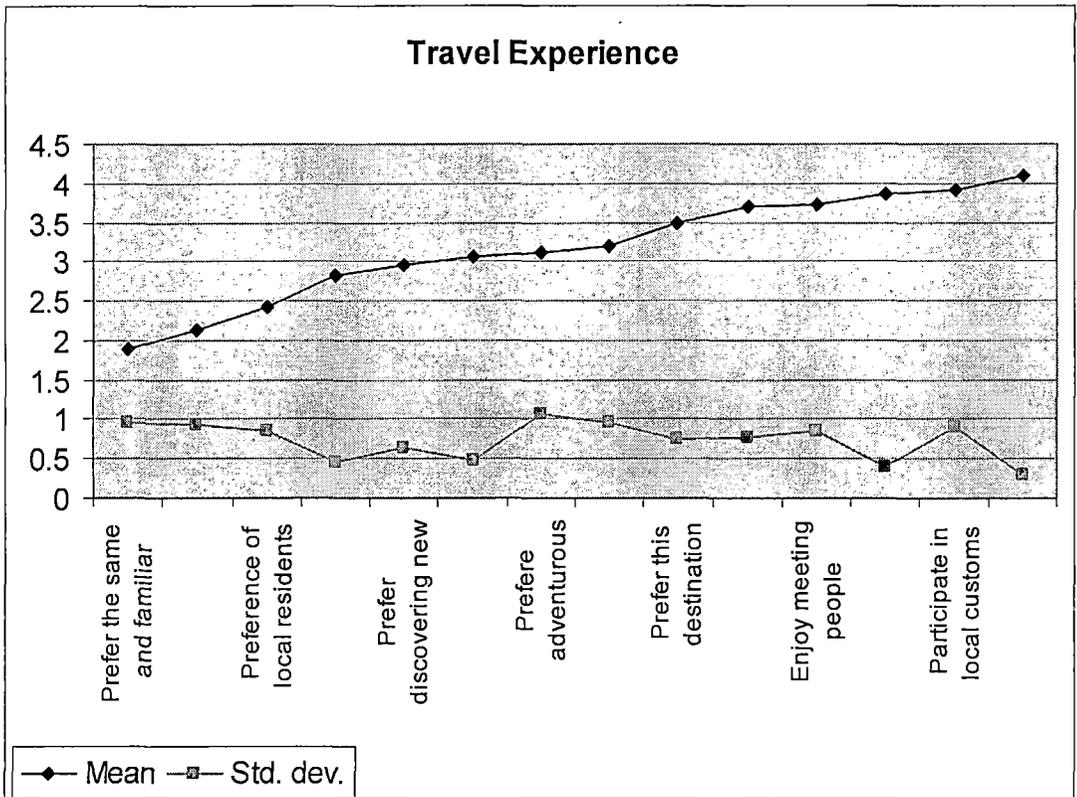
2 = Strongly Disagree

3 = Disagree

4 = Agree

5 = Strongly Agree

Figure 5.7



This table shows as to the preference of tourists. Their expectations and fondness for clean and secure environment (4.11) to stay along with the sense of enjoying the local culture (3.91) was the top most priority. They not only wanted to enjoy the environment of a new place but also preferred some precautions. Perhaps this is why tourists want to venture into new place but with a large group (3.69). Also the tourists enjoyed the nuances of the new language other than theirs (2.43). There were some tourist who definitely like to visit place which they are well acquainted with (3.07).

5.2 REPRESENTATIONS OF RESIDENTS

The local populations are the subject to this study. They are people who have experienced the changes that are taking place in the society due to spread of tourism. The survey (Annexure 3) was done to ascertain this fact. Most of the questions were directed in such a way so as to ascertain the changes that have taken place in the community or the society they live. The social structure of the society as perceived by the residents was recorded. The gender study and role of the children and old people were studied through observations.

The people participated voluntarily in the survey as they agreed to complete the questionnaire when approached. Approximately 60% of the sample completed the questionnaire in the month of December 2005 to February 2006 and the remaining 40% were completed in during March – April 2006.

Survey was carried on in the entire four districts. A combination of random and to certain extent convenience sampling was done to select the respondent, usually only one person per household was interviewed, responses being taken only from persons who has attained the age of 25 years. 220 samples were included in the study

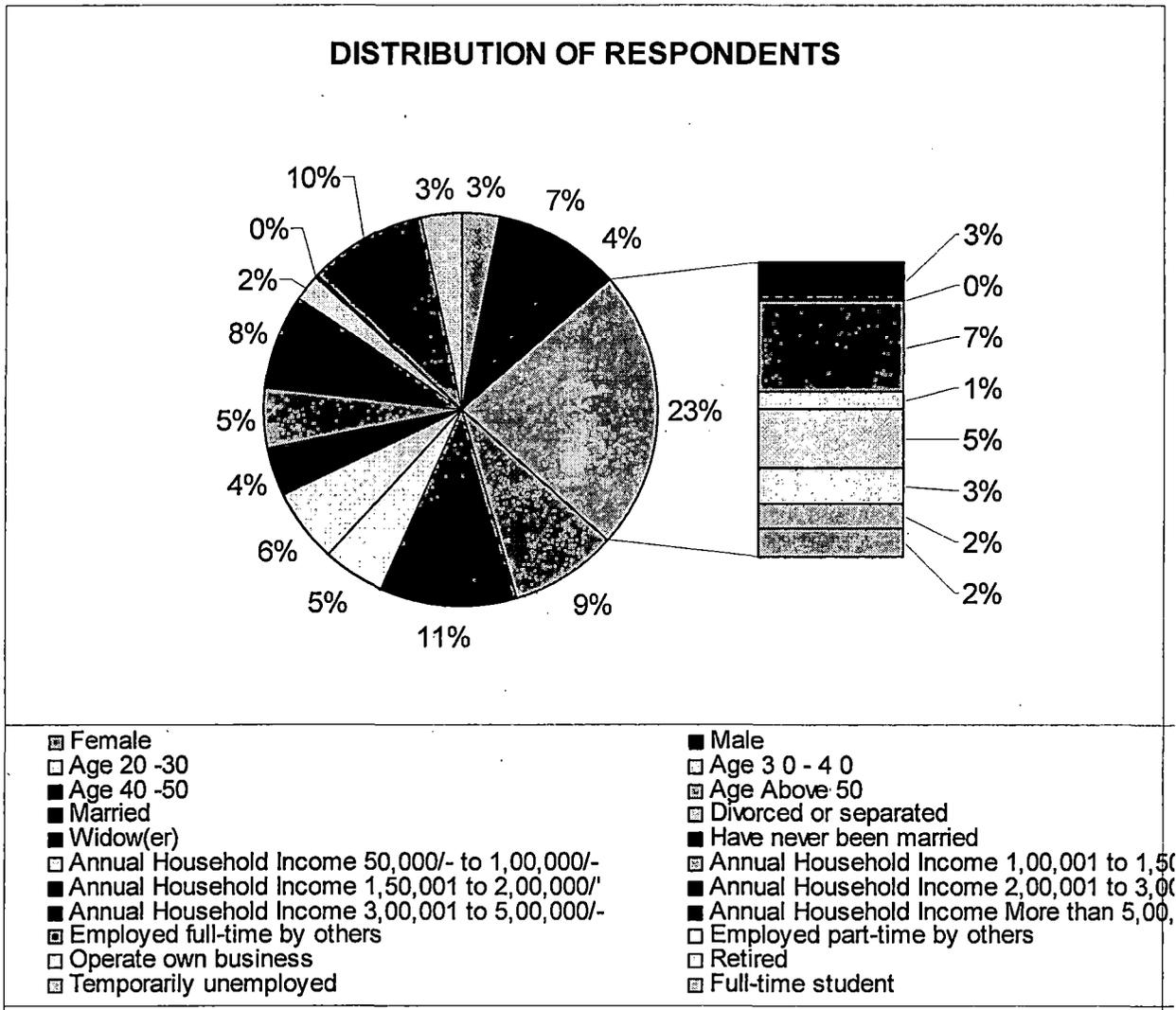
The administered questionnaire consisted of 10 pages (see Annexure I) including a small paragraph stating the general objectives of the study and requested the participants to complete the questionnaire. No personal information was solicited. The remaining pages of the questionnaire consisted of four sub headings namely General; Community; Demographics; and Employment.

Table 5.8– Distribution of Respondents According to Main Profile

0	Number
Female	98
Male	122
TOTAL	220
Age 20 -30	54
Age 30 – 40	67
Age 40 -50	43
Age Above 50	56

TOTAL	220
Married	87
Divorced or separated	24
Widow(er)	2
Have never been married	107
TOTAL	220
Annual Household Income 50,000/- to 1,00,000/-	36
Annual Household Income 1,00,001 to 1,50,000/-	35
Annual Household Income 1,50,001 to 2,00,000/'	74
Annual Household Income 2,00,001 to 3,00,000/-	41
Annual Household Income 3,00,001 to 5,00,000/-	33
Annual Household Income More than 5,00,000/-	1
TOTAL	220
Employed full-time by others	78
Employed part-time by others	14
Operate own business	51
Retired	32
Temporarily unemployed	21
Full-time student	24
TOTAL	220

Figure 5.8



This chart depicts the profile of local population who has participated in the survey. It can be very well seen that there is no dominant group. Thus the survey or the sample is quite close to the state average or can be a representation of the total populations.

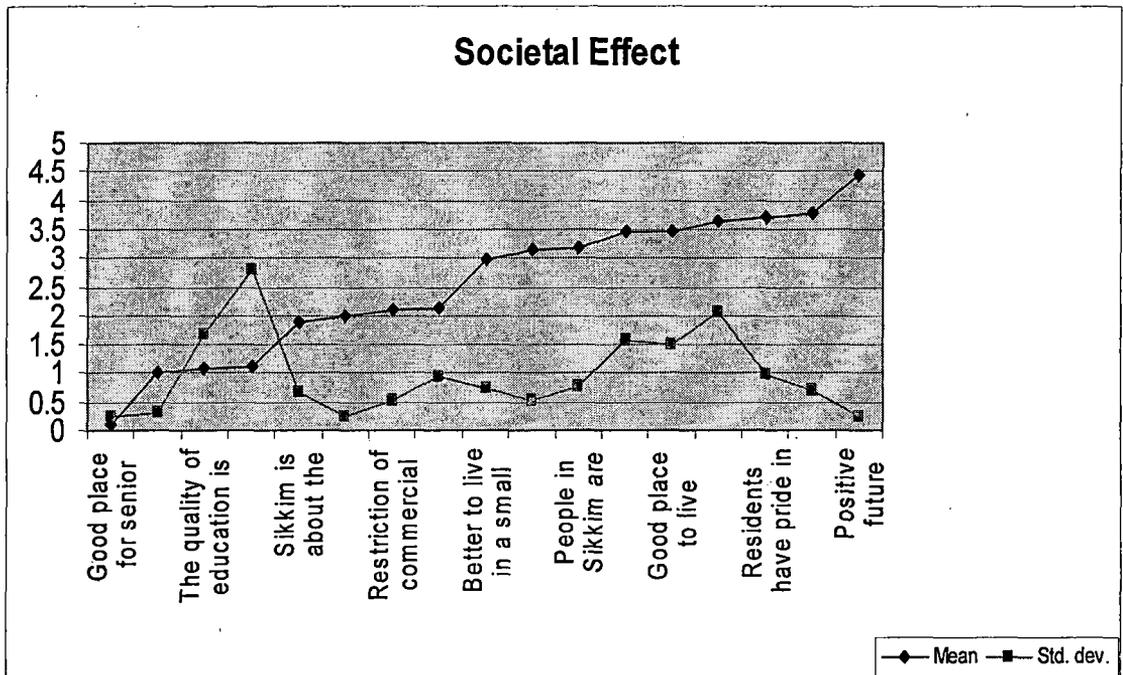
Table 5.9 - Residents' Mean Response to Societal Effect on the Region *

Variable	Mean	Std. dev.
Sikkim is a good place for senior citizens to live.	0.12	0.26
Sikkim is a good place to raise children.	1.01	0.32
The quality of education in our community is excellent'	1.09	1.67

Sikkim provides adequate services for senior citizens.	1.13	2.80
Sikkim is about the right size.	1.89	0.66
Sikkim should restrict industrial growth.	1.98	0.26
Sikkim should restrict commercial growth.	2.11	0.54
People work together to get things done for the community.	2.13	0.94
It is better to live in a small town than a larger city.	2.96	0.75
Sikkim should restrict residential growth.	3.13	0.51
People in Sikkim are satisfied with things as they are.	3.19	0.76
Adequate resources are being used to develop new jobs in the community.	3.45	1.56
Sikkim is a good place to live	3.47	1.49
Sikkim is good enough as it is without starting any new community improvement programmes.	3.62	2.07
Residents have pride in Sikkim.	3.69	0.98
Local government in Sikkim actively promotes industrial development.	3.76	0.69
Sikkim has a positive future	4.43	0.24

* Response range was 1-5
 1 = Don't Know or No Opinion
 2 = Strongly Disagree
 3 = Disagree
 4 = Agree
 5 = Strongly Agree

Figure 5.9

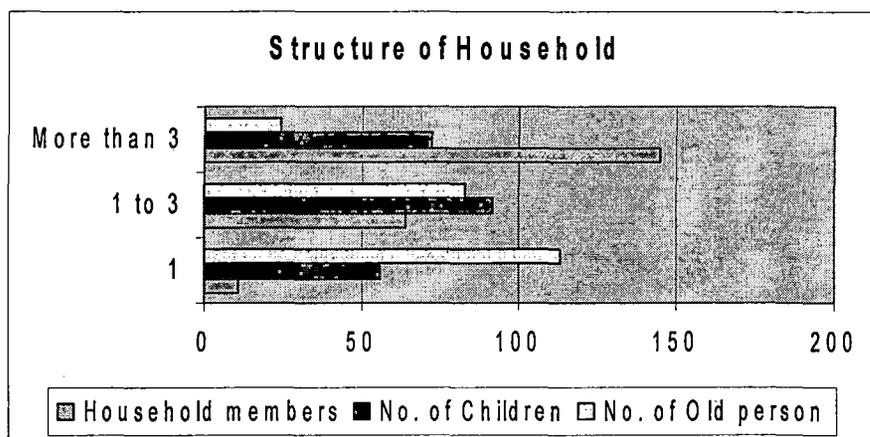


In the context of social impact, the citizens of Sikkim with a mean response of 3.47 agree to a certain extent that Sikkim is a good place to live. It is one of the most peaceful states. They agree the future is bright, but changes have to be made, new community programmes should be launched, a communal harmony is missing. People often make distinction between the Lepchas, Bhutias, Marwaries and Nepalis. The citizens are unsure about the current status of education systems prevailing in the state and feel the government is under utilizing its resources. They also feel residential growth should not be stalled and are unsure whether industrial growth should be actively pursued or not. Industrial growth will see an end to the green environment. The residents want eco-friendly development.

Table 5.10 - Structure of Household in Sikkim

Family Constitution	1	1 to 3	More than 3	Total
Household members	11	64	145	220
No. of child(ren)	56	92	72	220
No. of old person	113	83	24	220

Figure 5.10

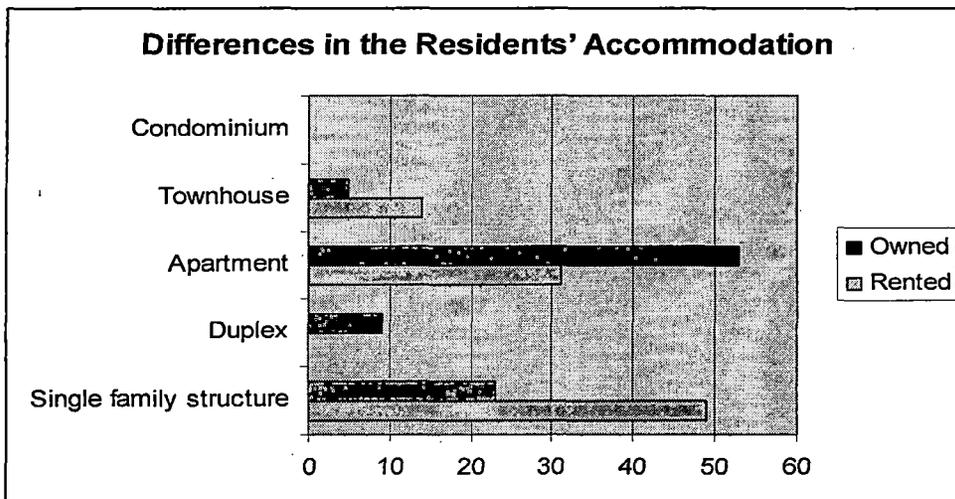


The local population had good family and community feeling. People stayed together as can be seen by number of household members 90% of household had more than two or more people and if within this population more 70% household comprised of more than 3 members. Also indicated are that the population is mix of both senior and junior members which means that the people take care of the invalids. The societal outlook of Sikkim is traditional wherein the parents take care of their children till the children have starts earning and children take care of their parents when the parents grow old.

Table 5.11- Differences in the Residents' Accommodation

Types of Accommodation	Rented	Owned
Single family structure	49	23
Duplex	0	9
Apartment	31	53
Townhouse	14	5
Condominium	0	0
Total	94	90

Figure 5.11



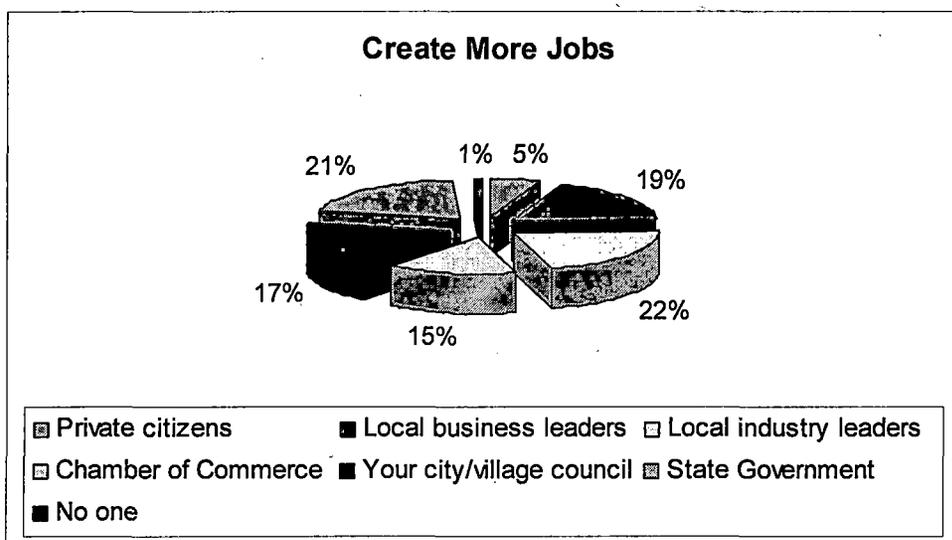
The local population comprised maximum of nuclear families. Please note that nuclear family here includes three generations. People preferred both rented and owned accommodation. The people who are staying in a rented accommodation usually are displaced due to employment. The duplex apartments are always owned because the owner

constructed a commercial space is in the ground floor and preferred staying on the first floor. Space is a constraint and not enough plain land is available to build houses. Even the rich people do not maintain any condominiums (summer or winter homes)

Table 5.12 – The Following Groups or Organizations Should Provide Economic Support to Create More Jobs in Sikkim

S. No.	Organizations	n	%
1.	No one	2	0.90
2.	Private citizens	12	5.45
3.	Chamber of Commerce	32	14.54
4.	Your city/village council	38	17.27
5.	Local business leaders	41	18.63
6.	State Government	47	21.36
7.	Local industry leaders	48	21.81
8.	Total	220	100

Figure 5.12



Out of 220 people interviewed, 5.45 percent feel private citizens should take initiatives in creation of jobs. Out of 220 people interviewed, 21.81 percent said local industrial leaders should support and out of 220 people interviewed 18.63 percent said local business leaders should also pitch in. Chambers of commerce, local village heads and State Governments should be willing to participate, plan and support job creation avenues. In short the resident

gives a true picture that if Sikkim is to become a developed state then there has to be increased public private participation. All the stakeholders have to contribute towards development and it is not possible for any one partner to pull everyone.

5.3 REPRESENTATIONS BY BUSINESSPERSONS

The business owners are basically migrants to Sikkim from other states namely Bihar, Rajasthan etc. They are the ones who have been instrumental in all the changes in the society because they brought new values into the system. Life has changed tremendously in the past thirty years when there were not motor able roads to Sikkim. Goods were often transported on the back of the mules, donkeys' etc. landslide could cripple the life in Sikkim but these are not the same any longer. In generally the survey (Annexure 2) was done to ascertain this fact. A subtle effort was made to find out the social changes due to tourism.

The business – owners participated voluntarily in the survey. They agreed to complete a questionnaire. In general their responses were positive. Approximately 30% of the sample completed the questionnaire in the month of December 2005 to February 2006 and the remaining 70% were completed in during March – April 2006.

Survey was carried on in the entire four districts. A combination of random and to certain extent convenience sampling was done to select the business persons, usually only shopping area; hotels, restaurants, taxi owners, travel agencies etc or the people who are in some way or other related to tourism were interviewed. Although approximately 550 questionnaires were administered, only 231 samples were included in the study as the businesspersons were doing business for more than 5 years in Sikkim moreover some questionnaire were not included because they were incomplete.

The administered questionnaire consisted of 7 pages (see Annexure 2) including a small paragraph stating the general objectives of the study and requested the participants to complete the questionnaire. No personal information was solicited. The remaining pages of the questionnaire consisted of four sub heading namely About your Business; Business Needs; Future Plans for Your Business and The Tourism Industry.

Table 5.13 – Types of Establishment

Types	Locally managed	Managed by someone who does not live in the area	Part of a franchise	A Not-for-profit Organization
Accommodation	5	34	2	9
Restaurant	4	22	7	0
Retail	14	15	8	4
Amusement or Recreation	4	9	4	0
Transportation	28	39	1	0
Travel Agency	8	15	2	0
Total	64	134	24	13

Figure 5.13

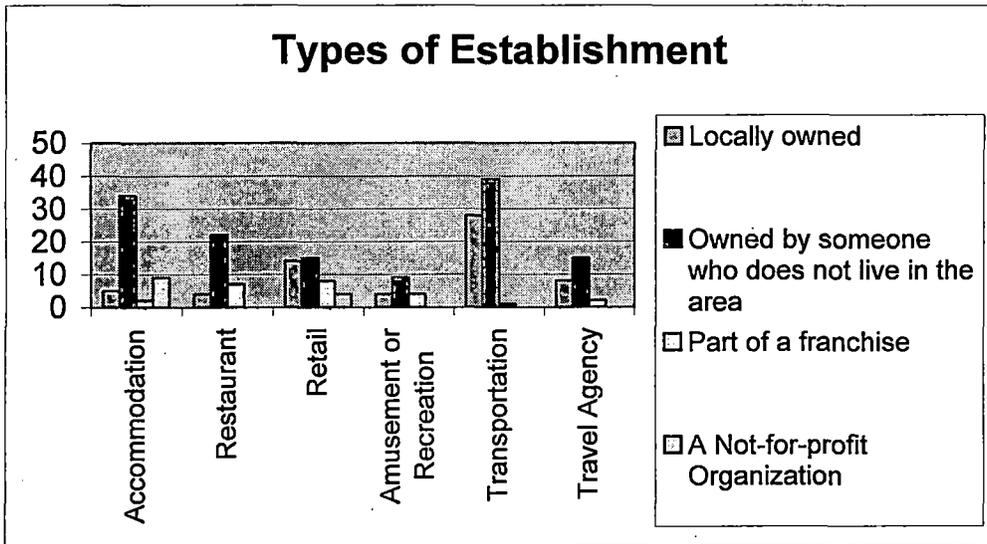
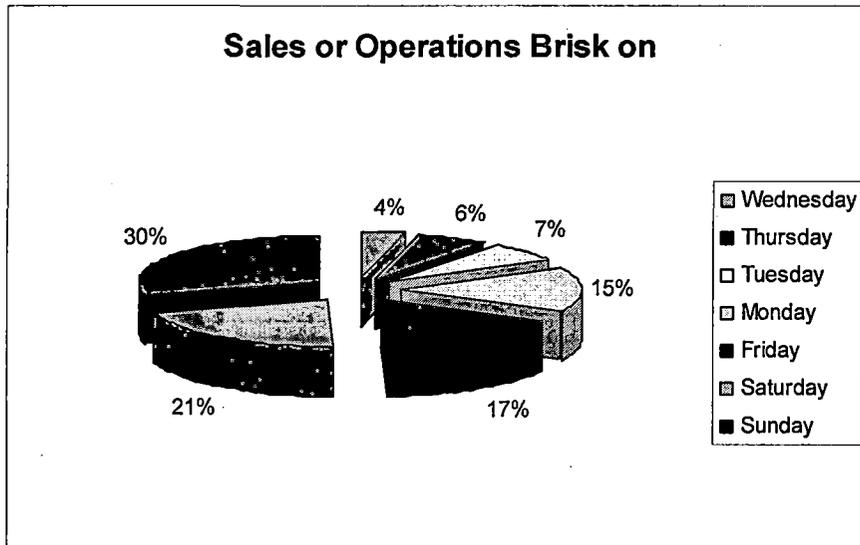


Table 5.14 – Sales or Operations Brisk on

Days	n	%
Wednesday	9	3.89
Thursday	15	6.49
Tuesday	16	6.92
Monday	35	15.15

Friday	39	16.88
Saturday	49	21.21
Sunday	68	29.43
Total	231	100

Figure 5.14

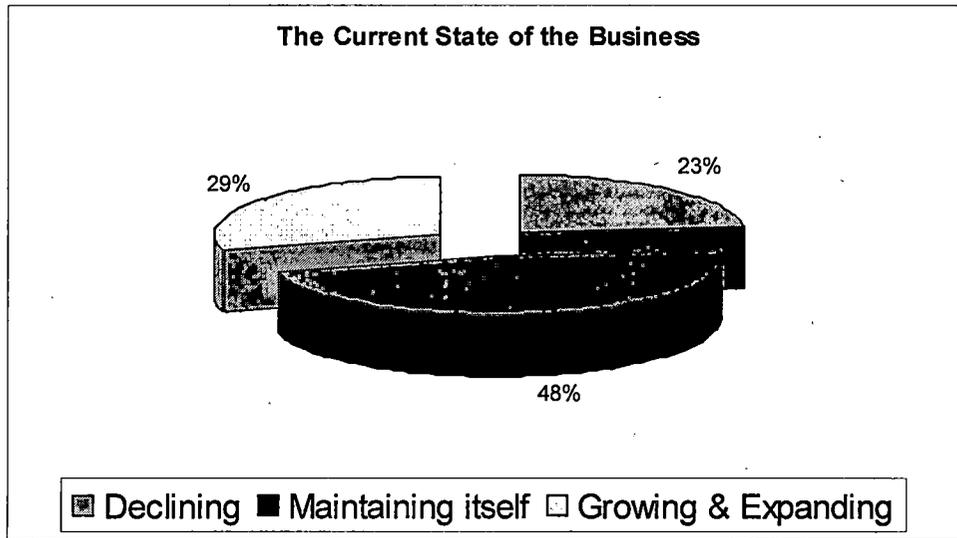


Based on the survey, one can further state that business establishments are busy (cumulative 68%) on the weekend i.e. Friday, Saturday and Sunday. It also means that the clients are either on a leisure mood or enjoying their holidays. This implies that businesses are tourist oriented. People from nearby plain areas visit the mountains to spend their weekend.

Table 5.15 – The Current State of the Business

State	n	%
Declining	53	22.94
Maintaining itself	110	47.61
Growing & Expanding	68	29.43
Total	231	100

Figure 5.15



Though the survey indicated that most of the businesses were faring moderately (47.61%)one is of opinion that business owners were conservative while recording their responses. Yet they are the very people who will acknowledge their growth in business. This is to ward off evil spirits that might negate the progress. Businessperson did not give a complete pessimistic answer but did not put forward the true picture also. The market has been renovated as their shops were sparkling. The inventories available in the shops were all the latest products and priced dearly. Definitely one safely business has improved. Perhaps businesses were not up-to the expectation of the owner but business have definitely picked up.

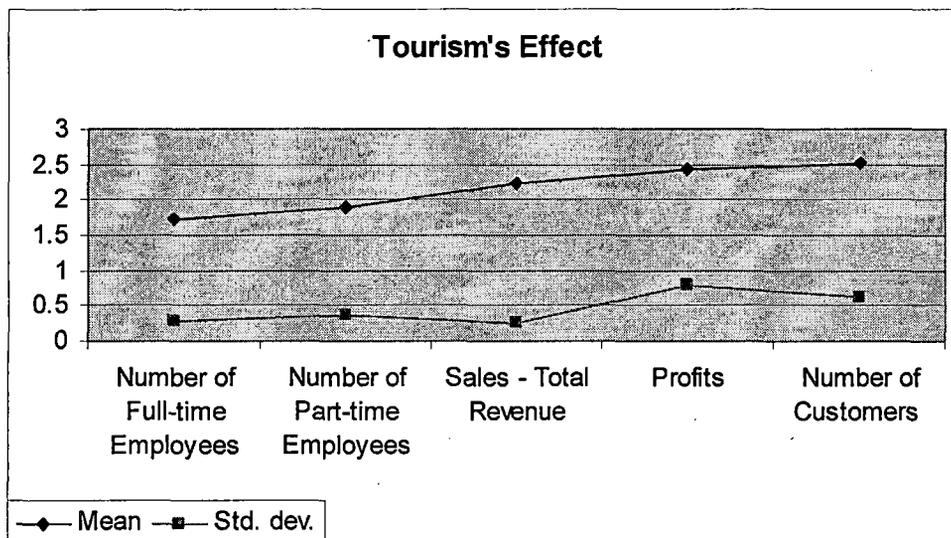
Table 5.16 - Businesspersons Mean Response to Tourism's Effect on the Region *

Variable	Mean	Std. dev.
Number of Full-time Employees	1.74	0.29
Number of Part-time Employees	1.89	0.38
Sales - Total Revenue	2.23	0.25
Profits	2.42	0.78
Number of Customers	2.51	0.63

* - Response range was 1-3
1 = Declined

2 = Stayed the same
 3 = Increased

Figure 5.16



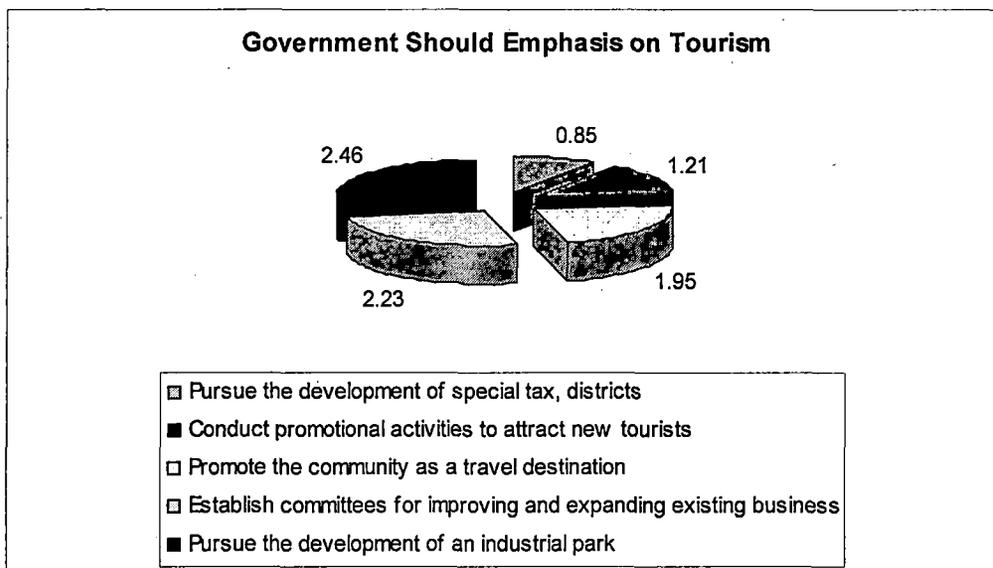
The business owners definitely agree on the increase in the number of customers (2.51). Not only sales have increased (2.23) but also the margins have improved (2.42). The (mean) agreement among the participant that the profit (0.78) have increased and increase in the number of customers (0.63) is though not uniform. The improved business translates into better living standard both for the businessperson and the residents. More money is circulated in the economy meaning more employment opportunities. The resident people also have become fashion conscious.

Table 5.17 - Government Should Emphasis on Tourism

Suggestions	Weightage*
Pursue the development of special tax, districts	0.85
Conduct promotional activities to attract new tourists	1.21
Promote the community as a travel destination	1.95
Establish committees for improving and expanding existing business	2.23
Pursue the development of an industrial park	2.46

- $\sum(\text{Number of Respondents} * \text{Ranking}) / \text{Sample Size}$
- On a scale rating of 5

Figure 5.17



On the basis of the survey, the business-owners clearly want government to give top priority to facilitate business (2.23). The business –owners clearly wants abstinence from levying any new taxes (0.85) and development of industrial park (2.46) was the clear winner. Sikkim as a state has given many liberties for the business community. The businesspersons are in the habit of expecting more benefits from the government. The government should now give concession, if required, with certain condition. Industrial park should be constructed but with appropriate funds from private agency. The government should start playing the role of facilitator.

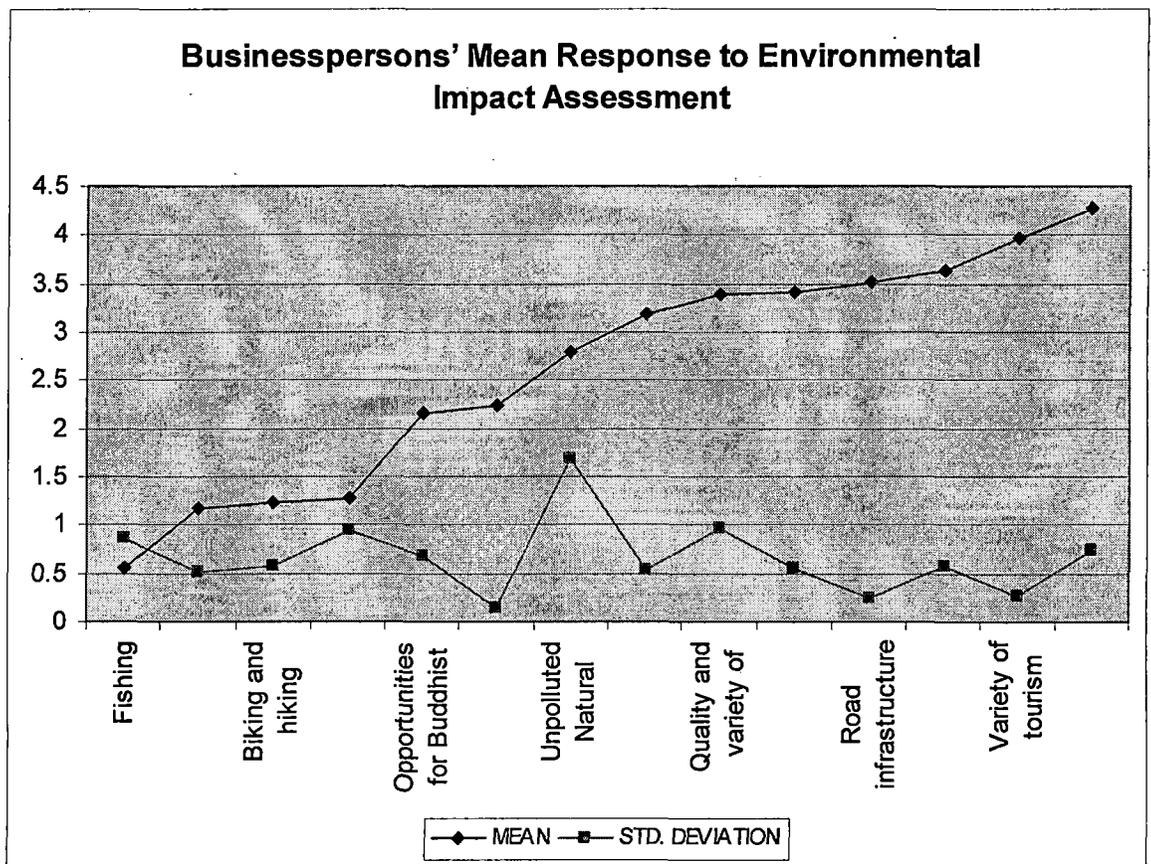
Table 5.18 - Businesspersons' Mean Response to Environmental Impact Assessment

Community Feature	Mean	Std. dev.
Fishing	0.56	0.87
Activities for children visiting the area	1.18	0.51
Biking and hiking opportunity	1.23	0.58
Distance from major metropolitan areas	1.28	0.95

Opportunities for Buddhist culture observation	2.16	0.68
Specialty retail shopping	2.24	0.15
Unpolluted Natural Environment	2.79	1.68
Local government support for tourism	3.19	0.53
Quality and variety of restaurants	3.39	0.96
Quality and variety of local hotels	3.42	0.56
Road infrastructure and highways	3.52	0.25
Small town atmosphere	3.64	0.57
Variety of tourism attractions	3.97	0.27
The seasonal nature of tourism in your community	4.27	0.73

** - Response range was 1-5
 1 = Significantly decrease
 2 = Decrease somewhat
 3 = Not make any difference
 4 = Increase somewhat
 5 = Significantly increase

Figure 5.18



The survey stated the business persons/owners were least bothered with fishing followed (0.56) by children activities (1.18), biking (1.23) and distance from nearest major cities (1.28) as activities. Other cultural activities (2.16), availability of goods (2.24) and natural environment (2.79) were taken as is where is basis, or in other words did not affect the businesses. Though the unpolluted natural environment attracted a wide range of responses as seen by the standard deviation (1.68). The importance given to the government support to tourism (3.19), growth of quality restaurant (3.39), hotels (3.42), infrastructure for better connectivity (3.52) and surprisingly the business person affinity towards maintenance of small town atmosphere (3.64) were more important. In-fact the businesspersons gave top priority to promotion or addition of new destination and cyclic nature of tourism industry. All these prove only the significance of tourism to Sikkim's business owners. With the availability of new restaurants the natives are also exposed to different food culture. The children of the affluent class are all studying outside the state and when they return home, they bring along with themselves different habits. These are similar to that of the tourists and people are in the process of adapting them. The native people here are very sensitive to environmental changes and would like to see Sikkim as an eco-friendly state.

Table 5.19 – Businesspersons' Mean Response toward Jobs and Careers in the Tourism Industry

Variable	Mean	Std. dev.
The tourism industry offers good opportunities for career advancement.	0.93	0.54
Tourism industry jobs offer the opportunity to travel.	1.54	0.67
The tourism industry offers relatively good job security	1.74	0.54
I would encourage my child (ren) to pursue a career in the tourism industry	2.05	0.58
Tourism industry jobs pay well	2.19	0.72
People employed in the tourism industry enjoy their work	2.64	1.25
Tourism industry jobs pay adequate fringe benefits	3.35	0.28
Tourism industry jobs provide an opportunity to met	3.73	0.57

and work with interesting people		
Tourism industry jobs provide an opportunity to develop individual skills and abilities	4.01	0.58
My business or organization serves the tourism industry	4.65	0.86

** - Response range was 1-5

1 = Don't Know

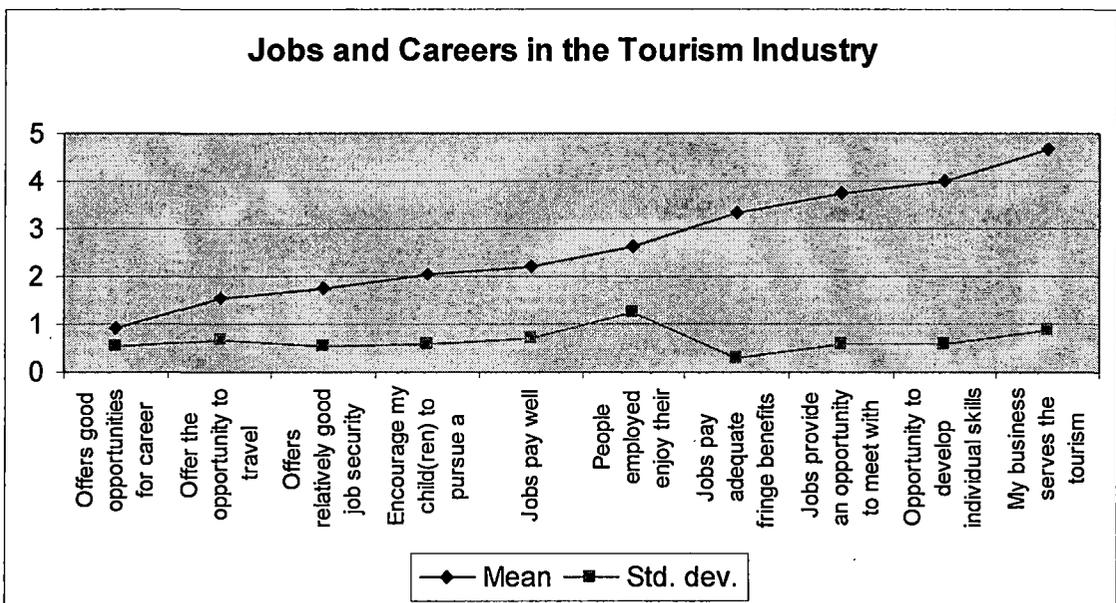
2 = Strongly Disagree

3 = Disagree

4 = Agree

5 = Strongly Agree

Figure 5.19



This table elaborates the positive and negative aspects of tourism. As one can see that in spite of flourishing number of tourists career advancement (093) in tourism industry is somewhat stagnant. Also the employee might not be able to frequent different places (1.54) and job security (1.74) is another area of concern. The employees were quite neutral to their child (ren) joining this industry (2.05) as the remuneration (2.19) was low along with job satisfaction (2.64). The business owners were somewhat happy with the fringe benefits (3.35), here one feels the amount of cash inflow that tourism brings at one time helps in

increasing public relations (3.73). Most business persons admitted that one learns (4.01) the tricks of trade with the passage of time and they do deal exclusively with tourists (4.65).

Although most of the business are tourism oriented the quality of jobs have not improved. The compensation package is similar to what it was three to four years ago. The business owners want their children to look after the tourism related business and even are encouraging them to acquire professional degree. The employee of the tourism industry would not like to see their children in the same industry primarily because of low wage and peculiar timings.

REVIEW

The opening up of Sikkim to the tourists has brought in an overall change in the attitude among the people of Sikkim. Even the rural communities have become conscious about the changes and the developments that tourism can bring in for them and they are willingly participating in the process of community development through tourism. People at all levels and in all parts of the state are actively taking part in the process. It is true that they still have laid back attitude to life and are not yet ready to take the full advantage of the income that can be generated through tourism related industries. Yet some changes have definitely taken place. The income they are making through different tourism related jobs are utilized to improve their lifestyles. The people have definitely better standard of living courtesy modern appliances. They are no longer the shy or reserved persons that they used to be and are quite familiar with the modern ways of life. This is only possible when about 66% of the population (Sikkim: a Statistical Profile 2002) are literate. The gender ratio is also above the national average. There are students pursuing higher education outside their state and coming back to serve here. There is surely a change in the outlook of the common people. There are a number of restaurants which are serving cuisine from different parts of the world. Tourism has also led to growth in infrastructure, which has made the life more hospitable and accessible.

Chapter 6

FORMULATING A TOURISM MANAGEMENT FRAMEWORK

6.1 MANAGEMENT CONTEXT

In this chapter a framework is suggested as a model and bird's eye view to guide the formulation of an integrated tourism management framework. The findings of the literature study and surveys are used to initiate the development of possible indicators or thresholds of likely concerns to measure tourism performance and changes on the socio-economic environment. Aspects such as a management philosophy, grading of the tourism facility, human resource planning, financial management, business planning and marketing are discussed as essential elements of a tourism management framework. The expected outcome is a generic framework that will evolve in time through adaptive management into a fully integrated tourism management framework.

6.2 PREPARATION OF A MANAGEMENT FRAMEWORK

6.2.1 The Process

A management plan is a strategic policy document that outlines how Sikkim or any other destination should be managed. It is a dynamic technical document that has to be improved at regular intervals as environment changes. Planning in general should not be done in isolation by an individual (expert) but should rather involve internal as well as external stakeholders.

Cohen & Eimicke defines a strategy as “the basic pattern of current and planned resource deployments and environmental interaction that indicates how an organization will achieve its objectives” (Online Correspondence). According to the researcher, strategy formulation involves the following steps:

- Defining objectives – what are the desired outcomes?

- Identifying potential activities – what means can be devised to accomplish the objectives?
- Describing actual and potential organizational capabilities – what activities can be implemented by the organization?
- Projecting the expected results of specific activities – to what degree will these activities result in the accomplishment of specific objectives?
- Assessing the change of specific activities – to what degree did these activities result in the accomplishment of specific objectives? and
- Correcting midcourse – what changes are needed in activities, resource allocations or objectives?

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

- Defining tasks and responsibilities;
- Setting time lines for achieving goals;
- Benchmarking (indicators) against which progress can be measured; and
- 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:

- Financial needs that must be met in order to implement the proposed management framework, and
- Potential revenue sources to help meet the needs.

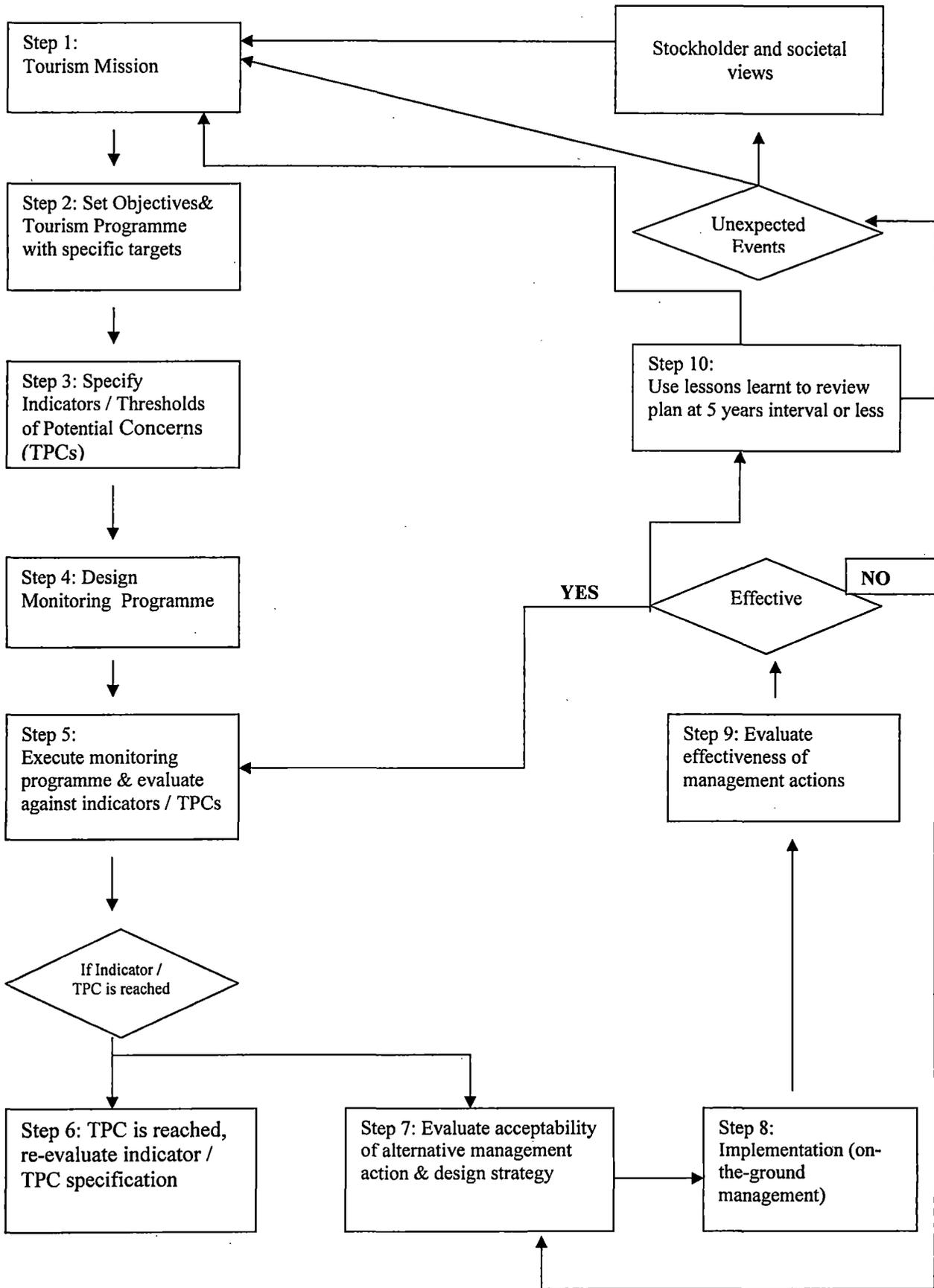
A full discussion of the business plan is beyond the scope of this research project, although aspects of it will be discussed at the end of this section.

The proposed Sikkim Tourism Management Framework should ultimately become a strategy based on the above steps to achieve an all round development of the local communities and also keep the priorities of tourist in mind.

6.3 MANAGEMENT PARADIGM

The adaptive management paradigm is based on the premise that tourism operates in fast changing (internal and external) environments. Such environments are complex, unpredictable and operate on rarely complete information or certainties. The ability of a tourism establishment to adapt swiftly to sudden changes and customer needs constitutes its strength or resilience and facilitates survival in turbulent market conditions. Strong goal-setting and establishment of indicators or thresholds of likely concerns to manage performance are the keys to survival of a tourism business. The management plan should have monitoring and evaluation plans to assess progress, derive lessons and iterate (use results to adapt and learn). Adaptive management is fundamentally a framework of systematic analysis and learning.

Diagram 13
ADAPTIVE TOURISM MANAGEMENT PROCESS



6.4 ADAPTIVE TOURISM MANAGEMENT PROCESS

6.4.1 STEP 1 (TOURISM MISSION)

“To develop, manage and enhance a range of sustainable tourism products, in synergy with the Government of Sikkim environment conservation policy. This will be done by satisfying evolving market needs, through predictable service excellence, high quality standards and infrastructure. Sound business principles will be used to generate revenue from the tourism initiative to support the government policy”.

6.4.2 STEP 2 (SET OBJECTIVES AND TOURISM PROGRAM WITH SPECIFIC TARGETS)

Main Objectives

1. Develop an integrated socio-economic plan to act as a basis for development of tourism. This plan must embrace social values, be compliant with all reasonable biodiversity conservation needs, embrace principles of distribution of wealth and be financially viable and contain practical tools and indicators.
2. Investigate and enhance all underlying enabling factors that promote the success of tourism.
3. Study, analyse and respond to current and future market needs in the alternate tourism sector and develop an appropriate range of products in accordance with the integrated socio-economic plan.
4. Implement a service-delivery program for tourism products and services within a total quality management (TQM) framework. This should be achieved through the provisioning of a continuum of products/services along the full chain of tourist access, travel, entry, accommodation, interpretation, wilderness qualities, effective marketing and appreciation of community cultures.

5. Generate sufficient revenue to allow funding of conservation initiatives, maintenance of infrastructure and contribution to community programs, and
6. Create mechanisms to establish a sense of partnership between all the stakeholders in a manner that contributes to social upliftment, good neighbourliness and advancement of socio-economic goals.

6.4.3 STEP 3 (SPECIFY INDICATORS)

Grading by the Tourism Department

The first step towards establishing measurable standards for the Sikkim's tourism and hospitality facilities should commence with a formal grading exercise by the Tourism Department of Sikkim. The Tourism Department lays down minimum standards and criteria for allocating star ratings for serviced accommodation (hotels, lodges, guesthouses and other establishments) and camping facilities. The Sikkim facilities and service would fall within both categories (serviced accommodation and camping facilities). The wildlife product would be excluded from this grading exercise.

Minimum general standards for serviced accommodation establishments and restaurants include the following:

- Maintenance of a high degree of general safety and security;
- A high standard of cleanliness and comfort fit for the purpose intended;
- Compliance with relevant statutory requirements such as business license, registration, public liability insurance, health and safety certificates, safe buildings, etc.;
- Offering high standards of courtesy to tourists and dealing with complaints promptly; and
- Friendly and efficient service, marketing, reservations and pricing approach appropriate to the style of the establishment

6.5 PRESSURE ON SERVICES AND FACILITIES

6.5.1 Infrastructure maintenance

The existing facilities were developed over a period of approximately 10 -15 years and are not necessarily compatible with modern design, safety and maintenance standards. They may be having an unacceptable environmental change and/or are inadequate to satisfy existing or projected tourism demand and use patterns. A major review of existing facilities is required and clearer priorities for maintenance and upgrading of facilities or removal need to be developed to ensure that capacity building can be met in a management environment of limited resources.

In this proposed management plan Sikkim should undertake a systematic review of all tourism and recreational facilities in the State to determine their environmental change, maintenance requirements and costs, any hazards to public safety and the current and projected demand for those facilities. The review will be used in the management plan that will be finally submitted to the Chief Ministry, Ministry of Tourism, Ministry of Urban Development, Ministry of Industries etc to develop priorities for maintenance or upgrading and the basis for allocation of the capital and maintenance budgets.

Closely related to the issue of pressure on facilities and services is the problem associated with the lack of programs to monitor tourist use. If management is not aware of what tourists are doing in different parts of the State and also what the impact on such activities is, it will be difficult to anticipate challenges and mitigate their impact on facilities and experiences.

6.5.2 Tourist-use Monitoring Programmes

Tourist-use monitoring programmes are a necessity in any tourism-oriented economy. They are essentially established and maintained, in cooperation with relevant interest groups, with the following objectives to:

- Determine the pattern of recreation use including locations, types of use, number of tourists and seasonal distribution of use;

- Identify tourist needs;
- Identify and, where possible, quantify tourist impacts on the State's natural and cultural features; and
- Provide a more objective basis for future management of tourism and recreation in the State.

The Government of Sikkim should progressively research, implement and promote similar tourist use monitoring programs but customized for its own tourist health and safety through:

- Regular inspection and assessment of tourist facilities;
- Identification and adoption of appropriate tourist facility standards;
- Incident analysis and assessment of groups at risk; and
- Targeting of tourist safety information programmes to groups at risk.

There are no known examples of tourist-use management programmes in Sikkim, except for rules regulating tourist behaviour in certain destination in the form of billboard display.

6.5.3 Confines of Tolerable Change (CTC): the process of identifying appropriate and acceptable resource and social conditions and the actions needed to protect or achieve those desired conditions. It involves the following nine action steps:

- Identify areas of concerns and issues;
- Define and describe opportunity classes
- Select indicators of resources and social conditions;
- Draw an inventory of existing resources and social conditions;
- Specify standards for resource and social indicators for each opportunity class;
- Identify alternative opportunity-class allocations;
- Identify management actions for each alternative;
- Evaluate and select preferred alternatives; and
- Implement actions and monitor conditions (Eagles et al., 2002).

6.5.4 Tourist Change Management (TIM): A process that addresses three basic issues relating to change: problem conditions, potential causal factors and potential management strategies. It was developed by the researcher for the State of Sikkim. It involves the following eight action steps:

- Conduct pre-assessment database review;
- Review management objectives;
- Select key indicators;
- Select standards for key change indicators;
- Compare standards and existing conditions;
- Identify probable causes of changes;
- Identify management strategies; and
- Implement

There are both advantages and disadvantages for the above tourist-use management programs and their application in Sikkim. It will also depend on the availability of resources to scientifically carry out such programmes. Sikkim's roads network constitutes an important attribute and provides access from outside and within Sikkim. This aspect also warrants some guidelines when a tourism management framework is developed.

6.5.5 Carrying Capacity of Roads

Roads within the State will be maintained at a standard consistent with their relative high-volume use and their relative importance in providing access to State features of significant tourism and recreation value. The following actions are needed:

- Review the use of public roads in the State by heavy vehicles such as busses and trucks, because of their impact on the roads' surface and the increase of traffic within the State;
- Regular review of public roads to ensure that they are managed within acceptable environmental and financial limits, that user conflicts are minimized and appropriate levels of public safety are provided;

- Close public roads which are no longer required or which cannot be maintained within acceptable environmental and financial limits, after consultation with relevant interest groups; and
- Consultation with the Traffic Departments, local government and tourism organizations leading to the dissemination of appropriate information to State tourists on public access roads and warning signs to be erected where necessary to promote tourist safety (e.g. the road closure due to excessive snow fall to avoid any inconvenience to tourists).

In the final management framework a detailed schedule of the assessed tourism and recreation needs should be included to address the above concerns strategically. Once all the elements of the State's tourism and recreational values are understood and defined, it is possible to draw a list of standards as part of the tourism management framework. The success of any management plan depends on the availability of a suitable and capable human capital.

6.6 HUMAN RESOURCE PLANNING

Human resources are considered the most valuable asset for any organization or company today. An organisation's edge is no longer found in its products only but in its people's well being. The State needs a human resource (HR) plan that will generate motivation, performance and good customer relations. Several aspects of an HR plan should be given priority.

6.6.1 Aims of a Human Resource Plan

These include:

- Integrating HR needs into the tourism management plan;
- Making front-line staff (e.g. receptionists, retail business persons, local communities, guides and educational officers in tourist centres) a visible public expression of the management philosophy of the State;

- Inculcating a positive relationship between tourists and the local communities;
- Recruiting and employing competent staff that will be better placed to protect the environment, involve local communities and share a positive conservation message with tourists.

To achieve the above aims, a thorough understanding of staff's abilities to deliver on the job is achieved through a job analysis.

6.6.2 Job Analysis

A job analysis exercise should be conducted on all tourism-related positions and a specific and detailed job description attached to each job. Job analysis is a systematic process of determining the nature or content of a work assignment through collection of relevant information.

Table 6.1: Job Analysis Process

Planning and Staffing	Employee Development	Employee Maintenance
Current and future staffing needs	Inform employee about performance standards	Determine compensation
Recruiting information	Training	Health and safety
Selection criteria	Performance appraisal	Labour relations to bargain over job responsibilities
Performance results	Career planning	Promotion opportunities

Some aspects of the job analysis process are explained below:

- At the beginning of a tourism assignment employees/people should be orientated on work expectations and performance standards to dispel false expectations and avoid later disenchantment.

- Training seminars will help to enhance an employee's performance in specialized areas such as customer service or equipment handling.
- Employees often seek advancement through promotions, thus by clearly communicating job specifications and desirable work outcomes for each job they will be in a better position to measure their own success and growth.
- A job analysis process can provide the criteria for the content and qualifications required for each job on which decisions for compensation can be based:
 - It can safeguard equity by standardizing pay structures;
 - It can be used to identify potential job hazards such as exposure or vulnerability to wildlife contact and help management to minimize risk
- With a job analysis discussions with labour unions can be facilitated in times of bargaining for improvement of working conditions (McKenzie & Mathew, 1998 page no. 21).

Once the job analysis process is over, the needs for training and development become apparent and enables management to plan for human resources development.

6.6.3 Human Resource Development

Training and development is a vital investment in peoples and should be strategically planned and focused on the development of employee's fundamental competencies to perform their jobs to the highest standards. It is recommended that training be provided to tourism staff in the following areas:

- Customer service;
- Tourist and community relations;
- Financial planning and business skills;
- Environmental education and interpretation;
- Conflict resolution skills;
- Ecological research and monitoring;
- Public relations and communication; and

- The conservation ethic of the government.

Equally important to human resource development is the encouragement of team effort among employees.

6.6.4 Organizational Development

Organizational development is concerned with an improvement of the energy generated when employees working together. Such programmes contribute to improving the quality of life at work, team building and loyalty. It helps employees to be able to deal with difficult tourists to the Park.

- Career development is focused on helping individual employees to prepare for future upward mobility (promotion) in the organization.
- The benefits for preparing employees include job satisfaction, motivation and a desire to contribute and perform with direction and purpose (Roth et al., 1991).

To achieve this, the Government of Sikkim will have to enter into partnerships with NGOs higher education and training institutions to design certification programs, educational diplomas or degrees, and apprenticeships for continuing professional development.

With all the necessary skills and capabilities available, it becomes possible for managers to assess the performance of their staff and their organization.

6.6.5 Performance Evaluation

Performance evaluation will enable management to communicate to staff and the local communities how well they are doing and, if necessary, provide reasons why changes should be made:

- Information will be gained through a continuous collection, analysis and evaluation of data on individual employees and the people;

- An effective evaluation system will determine if human resource management is helping to achieve the conservation tourism objectives of the Government; and
- Performance evaluation tied to compensation levels is one way to encourage performance of employees and the people.

Once the HR and other component plans are in place, it becomes imperative to match the plans to available financial resources. It was elucidated earlier in the study that the financial viability of Sikkim tourism is circumstantial.

6.7 FINANCIAL MANAGEMENT

Financing mechanisms for tourism rely on a market-based approach of valuating and marketing goods and services (Visser & Erasmus, 2002). This approach is an innovative departure from heavy reliance on ever diminishing state subsidy grants. However, it should be viewed as a complementary alternative to government appropriations and not a substitute (Harvard Business Essentials, 2002). An integrated tourism management plan should have a sound financial plan as its strategic component. The financial plan should have components that will support tourism management.

6.7.1 Management of Revenue Sources (cash management)

The management of all relevant processes and procedures applicable to revenue collection is imperative to achieve the following benefits for Sikkim:

- Improved revenue flow (cash flow);
- Improved cash management and more accurate cash-forecasting ability;
- Greater interest earning on investments;
- Greater budgetary control and the ability to complete projects timely;
- Improved credit worthiness and reduction in borrowing costs; and
- Cash-in exceeding cash-out (Harvard Business Essentials, 2002).

6.7.2 Budgeting

The budgeting process can be incremental, programme-based or zero-based and it must remain an instrument by which expenditures are linked to revenue and park objectives. The budget should reflect the following needs:

- Policy objectives;
- Financial implications associated with the objectives;
- Realistic estimates that allow orderly financial management of activities;
- Performance plans; and
- Intended outcomes.

The budget should have the following components:

- Operating budget:
 - Compiled for a short-term and normally for a period of one year. It deals with revenue and expenditure on daily activities;
 - Consists of operating costs (stock, human resources, technology, telephone, service supplies); and
 - Maintenance of existing infrastructure.
- Capital budget, providing for:
 - Replacement of assets;
 - Expansion of the organization;
 - Product diversification; and
 - Research into new technological advancements.

The next step is for managers and their staff to know how to manage financial resources in a manner that optimizes revenue-earning opportunities and prevents wasteful and fruitless expenditure.

6.7.3 Financial Management System

Establish a financial management system for entire Sikkim and specifically the tourism function:

- As a management information system;
- To provide managers and all staff with rationalized budget information;
- To meet all requirements for recording all accounting transactions;
- To provide an efficient financial control system so that possible areas of over-spending and under-spending may be determined timely;
- To provide a basis for revenue and cost calculation;
- To provide any additional financial and statistical information;
- To establish standard procedures; and
- To allocate codes to spending objectives to the level of each respective functional unit so that each transaction can be processed according to the relevant responsibility to keep track of the flow of funds and overall expenditure versus the budget.

Linked to the Financial Management System are issues of asset and risk management as discussed below?

Other important financial management aspects

- Asset management – ensure proper control of assets and keeping of an asset register to be used as part of the & for the organization.
- Risk management – identify the potential for unwanted and negative consequences and the probability and severity of such adverse effects (e.g. what would happen to Sikkim if there would be a terrorist's attack on foreign tourists?).
- Financial and performance reporting – using the following performance indicators:
 - Effectiveness = doing the right things;
 - Efficiency = doing things the right way;
 - Economy = doing things cheap;
 - equity = doing right (as being fair)

Unfortunately, many of the current tourism business owners have no financial management training to contribute effectively in managing the State's financial resources and budget programs. It is imperative for these members of businesses to receive on-the-job training on financial management.

6.8 MARKETING PLAN

Both marketing and sales are necessary if a business hopes to effectively compete in today's globalized marketplace. Marketing is the foundation upon which sales are done. Marketing seeks out demand, identifies products and services that will satisfy demands, and then employs strategic sales and advertising techniques to reach customers.

Diagram 10 presents the basic steps that should be followed in the development of a marketing plan for Sikkim.

MARKETING PLAN CYCLE

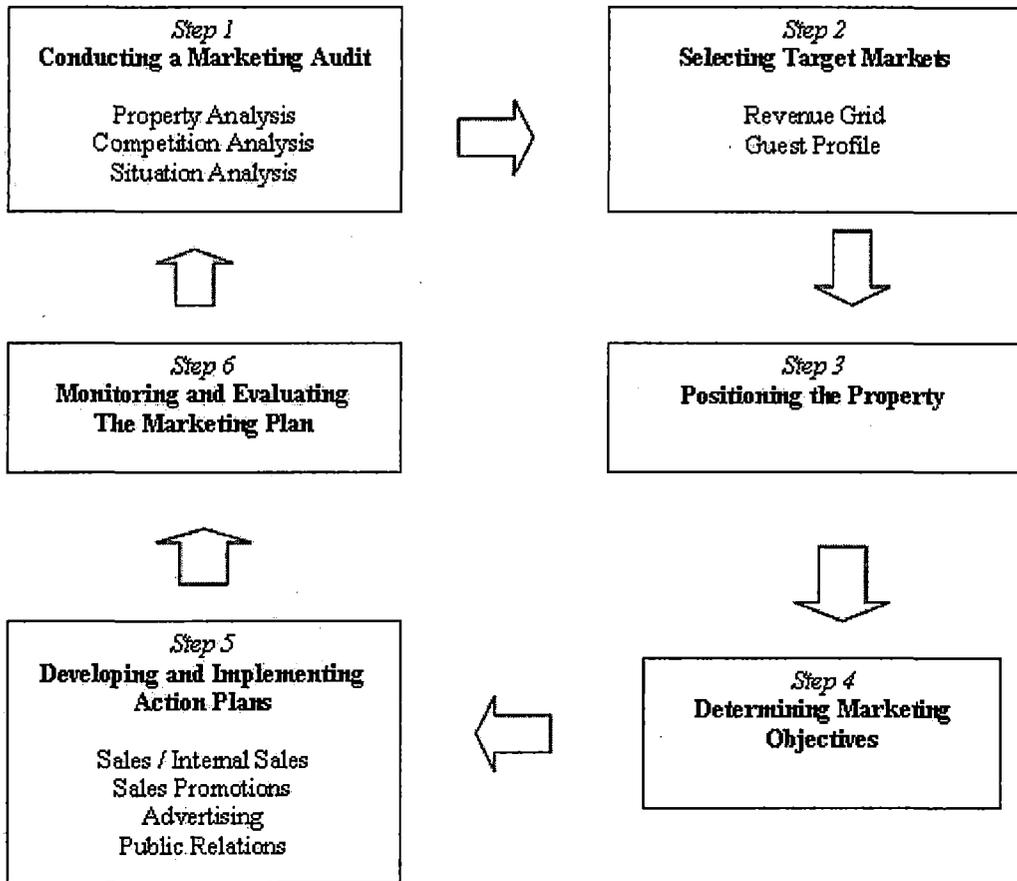


Diagram 14 - Marketing Plan for Sikkim

The plan should help to achieve the following objectives:

- Instituting a highly focused national and international marketing initiative for Sikkim as a holiday destination to increase market share;
- Segmentation of the market with specific market segments profiled to match specific guest facilities and activities;
- Development of the Sikkim brand and brand image as a focused component of marketing activities;
- Development of relationships with the travel trade through data base, internet marketing, trade visits and trade shows;

- Enhancing and expanding relationships with the media whereby a proactive interaction is developed; and
- Initiating a suitable and sustainable advertising campaign supported by editorial exposure to increase market awareness, and organizational image.

A well-constructed marketing plan is a blueprint for guiding the sales effort. These self-explanatory six steps, once they have been transformed into an integrated marketing framework, will provide an effective sequence that minimizes wasteful efforts and ensures a systematic approach for increasing sales and market share. The full development of an integrated marketing framework falls outside the scope of this study. After developing most of the components of the tourism plan, it is important to formulate indicators or criteria that will be used in the monitoring and evaluation phase of the management framework.

6.9 MONITORING AND EVALUATION PLAN

Why monitoring and evaluation?

In Chapter 1, the need for developing a monitoring and evaluation tool or plan for a tourism area was alluded to. The researcher has developed a framework that can be adapted to suit the objectives and prevalent conditions in Sikkim. It is imperative to develop clear criteria for assessments, trends, outcomes and outputs. Monitoring is a systematic and periodic measurement of key indicators of economic and social conditions. Systematic development implies that there should be an explicit plan with set indicators and predetermined stages of monitoring. Monitoring requires ample funding, trained personnel, access to data and sufficient time to implement the monitoring program. The monitoring of tourism in the Sikkim should be on:

- **Monitoring Tourist Changes:** Tourists to Sikkim bring both economic and social changes. Measurable indicators must be developed to allow periodic assessments of such changes and to determine corrective action; and
- **Monitoring Service Quality:** This will involve collecting, analyzing and evaluating information about the fulfillment of tourist needs and expectations.

Who Should Monitor?

The government should issue instruction appropriately to business owners to perform audits, but the help of the following people can also be enlisted:

- Non governmental organisations;
- The local community;
- Tourists;
- Tour operators; and
- Researchers from institutions of higher learning or research bodies.

6.9.1 Steps to Develop and Implement a Monitoring Plan

6.9.1.1 Planning For Monitoring

- Form a steering committee; and
- Hold a meeting with role-players and agree on terms of reference.

6.9.1.2 Developing a Monitoring Plan

- Identify changes and indicators to be monitored;
- Select methods of measurement;
- Identify limits of acceptable change; and
- Develop an operational monitoring plan.

6.9.1.3 Conducting Monitoring and Applying Results

- Train staff, managers and other role-players;
- Carry out monitoring and examine data; and
- Present monitoring results.

6.9.1.4 Evaluation

- Evaluate the effectiveness, reliability and validity of the monitoring program; and
- Reiterate results and apply lessons learned to improve the situation to achieve desirable results.

6.9.1.5 Monitoring Instruments

The researcher recommends the following instruments to monitor service quality:

- Interviews and personal visits to guests;
- Comment book;
- Suggestion box;
- Mystery customers;
- Unannounced visits by management; and
- Tourist questionnaire.

Measuring i.e. monitoring economic and social changes will take time to accomplish but the researcher suggests an evaluation technique based on the identified tourism and the change on the destination. The instrument will need to be standardized until it can lead to repeatable results from which reliable evaluation conclusions can be drawn. A lot of piloting and statistical adjustments would have to take place before this instrument can be adopted.

An example of a single item is included below

ATTRIBUTES	CRITERIA FOR ASSESSMENT	EVALUATION					MONITORING				
		Excellent	Very Good	Satisfactory	Poor	Very Poor	Improving Generally	Improving Slightly	No Visible \Net Change	Declining in some Areas	Widespread
Natural Scenery	Undisturbed, No human structures										
Wildlife	Presence of various species of animal & plants										
Wilderness Quality	Atmosphere of peace & tranquility										
Water Quality	Unpolluted rivers & streams										
Status of air quality	Unpolluted air										
Natural noise levels	No artificial noise										
Overcrowding	Level of noise in shopping area										
Buildings	Appearance of building blends with environment										
Cultural	Souvenirs or common items sold at tourists shop										
Communication	Knowledge of standard national & international language.										

Table 6.2 Monitoring Instruments

Each of the attributes can be rated on a 1-5 Likert Scale to assess its condition. The rated score can be balanced by marking with “✓” the trend of each criteria assessed. Where appropriate qualitative remarks can be added to substantiate or add perspective on the indicators that are being measured. To improve monitoring and evaluation tools continuous research must be encouraged in the field of tourism management.

6.9.1.6 TOURISM RESEARCH

The need for continuous research in the field of tourism was identified as one of the attributes that can add value to tourism and recreation. The primary function of research is to assist in the understanding of the State’s natural and cultural resources and use and to provide information that will contribute to socio – economic changes. There is an urgent need to conduct more surveys and research on aspects such as market segmentation, tourist profiles, seasonality, customer satisfaction, service quality, tourist needs, tourism changes on biodiversity and Sikkim’s resources, infrastructure and suitability of facilities, opportunities for additional tourism and recreational experiences, levels of community participation and many other areas of the subject. Such research should provide an adequate basis for improved tourism management and effectiveness.

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 form 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) 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.

APPENDICES

APPENDICES I

TOURISTS

The purpose of this database is to collect information on Economic Impact of Tourism'. This will contribute to the development of research project as an effective information exchange medium in the travel and tourism industry in Sikkim. The project is being undertaken for purely academic purpose. No personal information, including your address, email id or the name of the applicant, will be used for any other purposes or is solicited. We would be grateful if you would complete the questionnaire and return it to either the project representative.

A. Travel Planning~

1. What is/are your main purpose of travel? (Please tick all that apply)

- Leisure / Recreation / Holiday
- Shopping
- Business / Convention / Conference
- Visit Friends / Relatives (VFR)
- Sporting Tournament/Event

2. Did you plan ahead your trip?

- Yes
- No

3. How did you obtain information used for ,our trip`? (Please tick all that apply)

- TV/ Radio
- Internet
- Pamphlet
- Travel Agency / Tour Company ;
- Magazine / Newspaper
- Expo / Exhibition
- Tourist Office / Information
- Past Experience
- Friends/Relatives words of Mouth

4. With whom are you travelling?; How many people traveled in our party (those who booked or planned this trip with you), including yourself?

- Single
- In a company of another person
- In between 3 to 8
- More than 8

5. Did you make any hotel reservation?

- Yes
- No

B. Travel Choice

1. Length of stay: -

- day (s);
- night (s);
- Have not decided (please tick).

2. How many times have you been here?

- First Time
- Have been there once before
- Few times before

3. Why did you choose to travel here before?

- Leisure
- Official Visit
- Relatives & Family Get together
- Educational
- Others (Please Specify) _____

4. Number of leisure trips taken last year?

- One
- Two
- More than two

5. What type of main transportation did you use from your place of origin to the destination?
(Please tick all that apply)

- Airline
- Company Vehicle
- Train / Railroad
- Rented Vehicle
- Coach ! Bus
- Taxi / Cab /limousine
- Personal Vehicle

6. What type of main transportation do you use at the destination? (Please tick all that apply)

- Airline
- Company Vehicle
- Train / Rail road
- Rented Vehicle
- Coach ! Bus
- Taxi / Cab /limousine
- Personal Vehicle

7. What type of accommodation did you use during your stay there? (Please tick all that apply)

- Hotel
- Homestay
- Resort
- Campsite
- Motel
- Friend or Relative's House Guest House
- Rest House / Bungalow
- Not Sure
- Hostel

8 Is the trip a package?

- Yes
- No

9. Which of the following does your package include? (Please tick all that apply)

- Air Fare
- Rental Vehicle
- Other Transportation Fares
- Food
- Tour Escort for Entire Trip
- Commercial Guided Tour
- Accommodation
- Not Sure

10. What did you buy or intend to buy'?

- Clothes / Bags / Shoes
- Local foods, beverages or fruits
- Chocolate / Sweets
- Authentic Local Arts and Crafts
- Souvenirs at the tourist bazaars
- Handmade Craft
- Others, please specify

11. How much did you spend, approximately, on this trip here? Total Expenditure (Per head)

- Rs. 3000 to Ks. 6000.
- Rs. 5000 to Rs. 8000
- Rs.7-000 to Rs. 10000
- Above Rs 10000

12. Which of the following activities did you/will you do during, the trip'? (Please tick all that apply)

- Shopping
- Museum / Art Gallerv

- Dine at cafe or restaurant
- Visiting Nathula, Baba ka tilandir etc.
- Sightseeing in cities
- Visiting heritage / historical sites
- Rock climbing / Rafting
- Visiting other places like Narnchi, Pelling, Ravangla etc.
- Environmental/Ecological evcursions
- Attend traditional cultural performance
- Visiting Yumthang
- Others, please specify: _____

C. Travel Opinion and Preference

1. Based on the following scale, please state your level of concern on the following statements:

Strongly Concerned	Concerned	Don't Concern	Strongly Don't Concern	No Opinion
The use of recycling products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of pollution (air, water, sound, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level level of crowdedness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of physical destruction (erosion, tree cutting, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Souvenirs made from protected resources (coral reef, flora & fauna, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attitude of fellow travelers (speeding, spitting, queue, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. This section is interested to know about your interest, opinion and preference in your travel experience. Please state your level of agreement or disagreement to these statements:

Strong Interest	Interested	Neutral	Not Interested	No Opinion
I prefer destination with familiar atmosphere like my hometown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I prefer local residents to use standard Hindi rather than "their own dialect"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I like buying souvenirs or common items sold at tourists shop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'd like to participate in adventurous activities like rafting, rock climbing, Jungle trekking, and etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I prefer to travel in a big group or with tour guide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- frequently went for travels during childhood and my school years
- I prefer and enjoy returning to the same and familiar destinations.
- I like to discover new places where people don't usually go
- I prefer this destination because it's nearby
- I am looking for native crafts or arts which rare to find
- I enjoy meeting people from different background and culture
- I always stay at proper accommodation with full services & facilities
- I am always curious & participate in local cultural performances or customs
- I prefer flying than driving to reach the destination

D. Demographic

- 1. Place of Birth: _____
- 2. Place of travel origin: _____
- 3. Gender: Male Female
- 4. Age: _____
- 5. Occupation: _____
- 6. Sector :
 - Government
 - Private Service
 - Self Employed
 - Students
 - Entrepreneur
 - Foreigner
- 7. Annual Income:
 - 50.000%- to 1.00,000
 - 1.00,001 to 1.50,000
 - 1,50,001 to 2.00,000
 - 2,00,001 to 3,00.000
 - 3,00,001 to 5.00,000
 - More than 5.00.000
- 8. Marital Status:
 - married
 - divorced or separated
 - widow(er)
 - have never been married

9. Education Level :
- Some High School
 - High School Graduate
 - Some Vocational; Technical. School
 - Vocational; Technical School Graduate
 - Some College
 - College Diploma
 - Some University
 - Bachelor's Degree
 - Master's Degree
 - Doctoral Degree
 - Other (Specify) _____

If you were given certain amount of money to travel, will you come back and visit Sikkim?

- Yes No Don't Know

APPENDICES II

TOURISM ESTABLISHMENT / BUSINESSPERSONS

The purpose of this database is to collect information on “Economic impact of tourism”. This will contribute to the development of research project as an effective information exchange medium in the travel and tourism industry in Sikkim. The project is being undertaken for purely academic purpose. No personal information, including your address, email id or the name of the applicant, will be used for any other purpose or is solicited. We would be grateful if you complete the questionnaires and return to either the project representative

A. About your Business

1. What positions do you hold in your firm or organization? (Please check the one response that most closely describes your role):

- Owner
- Executive Director
- Manager / Staff Supervisor
- Personal Manager
- Paid Staff
- Volunteer Staff
- Other _____

2. How many years have you held this position?

- Less than 5 years
- 5 or more years

3. Is your firm (Please check all that apply):

- Locally owned
- Owned by someone who does not live in the area
- Part of a franchise
- A government agency
- An economic development
- A Not-for-profit Organization

4. In what economic sector do you believe your firm or organization belongs (Please check all that apply):

- Accommodation
- Restaurant
- Retail
- Amusement or Recreation
- Transportation
- Travel Agency
- Government / Economic Development

5. How many years has business been in operation?

- Less than 5 years
- 5 or more years

6. What percentage of annual gross revenue, comes from sales and/or services generated by tourist?

- None
- 1 to 25 percent
- 26 to 50 percent
- 51 to 75 percent
- 76 to 99 percent
- 100 percent

7. For business serving the tourism industry:

- What percent of your customer are visiting on a day trip?
- What percent of your customer are there for 1 to 2 day trip?
- What percent of your customer are there for 2 to 5 day trip?
- What percent of your customer are there for a longer than 5 day trip?

8. Does your business / organization operate year-round?

- Yes
- No

9. If you do not operate year-round, during which months are you open? (Check, only those months when your business is open.)

- January
- February
- March
- April
- May
- June
- July
- August
- September
- October
- November
- December

10. Which days of the week is your business open? (Check all that apply.)

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

11. What hours of the day is your business busy?

Weekday Hours

Weekend Hours

B. Business Needs

12. Which of the following best describes the general economic condition of your business?

Declining

Maintaining Itself

Growing and Expanding

13. Are your sales or operations affected by (check all that apply)?

Seasonal Fluctuations

Economic Cycles

14. Over the last two years, have the following; business factors increased, stayed the same, or declined? (Check the response under the heading Increased, Stayed the same, or Declined for each item.)

	Increased	Stayed the Same	Declined
Number of Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales - Total Revenue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Profits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of Full-time Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Number of Part-time Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. I believe the local Economic Development Committee / Government should emphasis on tourism (Check all that applies):

Conduct promotional activities to attract new tourists

Pursue the development of an industrial park

Pursue the development of special tax, districts

Promote the community as a travel destination

Establish committees for improving and expanding existing business

16. Which of the following suggestions to promote economic development in your community would you support? (Check all that applies):

Nothing should be done

Promote industry

Promote tourism

Attract retail businesses

- Provide local government financial incentives to new businesses
- Provide local government financial incentives to existing businesses
- Merge city, township, and county government services
- Other _____

17. Estimate the percentage of customers attributed to your business's participation in the tourism Organization during the last year?

- Less than 20 %
- 20% to 50%
- 50% to 80%
- More than 80%

18. In what ways would you like to be supported or serves as a member of the Tourism Organization?

- Participating in Tourism fair
- Generating a sense of well being for the tourist
- Making an effort to keep the environment clean
- Making no effort

19. In the community in which your business is located, how would you evaluate the quality of the following tourism related businesses? (Check one response that best describes your belief. If certain types of businesses are not located in your community, then check the response under Not Applicable.)

	Excellent	Good	Fair	Poor	Not Applicable
a. Tourist attractions	<input type="checkbox"/>				
b. Recreation businesses (golf, boat rental, rafting, etc.)	<input type="checkbox"/>				
c. Lodging Places	<input type="checkbox"/>				
d. Retail Stores	<input type="checkbox"/>				
e. Eating/Drinking Places	<input type="checkbox"/>				
f. Services (Petrol Pumps, ATMs, etc.)	<input type="checkbox"/>				
g. Parking, Public Restrooms	<input type="checkbox"/>				

20. Do the following features in your community have a Positive Impact, No Impact, or a Negative Impact in attracting customers for your business? Check the response that best reflects your opinion. If you are unsure about the impact of a certain local feature on your businesses, then circle the response under Don't Know. If a certain type of feature does not exist in your community, then circle the response under Not Applicable.)

Community Feature	Positive Impact	No Impact	Negative	Don't Know	Not Applicable
Unpolluted natural Environment	<input type="checkbox"/>				

b. Distance from major metropolitan areas	<input type="checkbox"/>				
c. Road infrastructure and highways	<input type="checkbox"/>				
d. Small town atmosphere	<input type="checkbox"/>				
f. Quality and variety of local hotels	<input type="checkbox"/>				
g. Quality and variety of restaurants	<input type="checkbox"/>				
h. Specialty retail shopping	<input type="checkbox"/>				
i. Biking and hiking opportunity	<input type="checkbox"/>				
j. Fishing	<input type="checkbox"/>				
o. The seasonal nature of tourism in your community	<input type="checkbox"/>				
p. Activities for children visiting the area	<input type="checkbox"/>				
q. Quality of campgrounds	<input type="checkbox"/>				
r. Opportunities for Buddhist culture observation	<input type="checkbox"/>				
s. Variety of tourism attractions	<input type="checkbox"/>				
t. Local government support for tourism	<input type="checkbox"/>				

C. Future Plans for Your Business

21. In the next three years, do you expect your sales or volume of operation to (check only one response :)?

- Increase
- Decrease
- Not Change
- I don't know what will happen in three years

22. Over the NEXT two years, do you think the following business factors Will Increase, Stay The Same, or Decline? (Check the response under the heading Will Increase, Will Stay the Same, or Will Decline for each item).

	Will Increase	Will Stay the Same	Will Decline
a. Number of Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Sales - Total Revenue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Profits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Number of Full-time Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Number of Part-time Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

23. Are you considering renovating or expanding your business or facilities?

- Yes
- No

24. Which of the following changes or improvements do you plan to make in your business? Check all that apply): __

- Add new products
- Refurbish facilities
- Add space
- Sell my business

25. If you are anticipating renovating or expanding your business, what impact will this have on the number of people you employ? (Check one response.)

- I anticipate adding employees
- I anticipate reducing the number of employees
- I do not anticipate changing the number of employees

26. Are you planning to sell or close this business within the next 3 years?

- Yes
- No
- Not Sure

27. If you are planning to sell/close this business within the next 3 years, why are you selling it? (Check all that apply.)

- Retiring
- Low sales volume
- Inadequate returns
- Crime and vandalism
- Rent too high
- Cannot compete
- Legal problems
- Insufficient clients / tourist

D. The Tourism Industry

28. Please read the following statements concerning your attitude toward jobs and careers in the tourism industry. Check the response under the heading Strongly Agree to Strongly Disagree that reflects your opinion for each of the items that follow. If you have no opinion or don't know about a statement, check the response under Don't Know.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know
a. My business or organization serves the tourism industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Tourism industry jobs pay well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. The tourism industry offers relatively good job security.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. People employed in the tourism industry enjoy their work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. The tourism industry offers good opportunities for career advancement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Tourism industry jobs pay adequate fringe benefits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Tourism industry jobs provide an opportunity to meet and work with interesting people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Tourism industry jobs provide an opportunity to develop individual skills and abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Tourism industry jobs offer the opportunity to travel.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. I would encourage my child(ren) to pursue a career in the tourism industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

APPENDICES III

RESIDENTS / NATIVES

The purpose of this database is to collect information on "Economic Impact of Tourism". This will contribute to the development of research project as an effective information exchange medium in the travel and tourism industry in Sikkim. The project is being undertaken for purely academic purpose. No personal information, including your address, emailed or the name of the participant; will be used for any other purpose or is solicited. We would be grateful if you would complete the questionnaire and return it to the project representative.

In the question that follow, the term "economic improvement", "economic growth" and "economic diversification" are used. These terms are defined as follows:

Economic Improvement: The overall building up the economic structure in Sikkim by activities which result in the creation of new jobs.

Economic Growth: The expansion of overall business activity in Sikkim either by physical expansion of existing business, by the location of or creation of new business or by the increased business activity of existing business without their physical expansion.

Economic Diversification: the characteristics of business variety in the economy both across and within individual business sectors; a diversified economy is one with variety within a business sector and representation across business sectors.

A. Economy

1. What do you think is the current state of the economy and economic development in Sikkim and in your community/state concerning economic improvement? (Check one in each column)

	Sikkim	Community
Economy is declining	<input type="checkbox"/>	<input type="checkbox"/>
Economy is stagnant	<input type="checkbox"/>	<input type="checkbox"/>
Economy is growing	<input type="checkbox"/>	<input type="checkbox"/>

2. In your opinion, have the following helped, hurt, or no impact on the economic improvement in Sikkim?

	Helped Mostly	Helped	Hurt	No Impact	Don't Know
Land use planning	<input type="checkbox"/>				
Tax structure	<input type="checkbox"/>				

Zoning (Municipalities)	<input type="checkbox"/>				
Access to energy supplies	<input type="checkbox"/>				
Availability of raw materials	<input type="checkbox"/>				
Transportation services	<input type="checkbox"/>				
Availability of suitable land	<input type="checkbox"/>				
Labour supply	<input type="checkbox"/>				
Community govt. procedures	<input type="checkbox"/>				
Sikkim govt. procedures	<input type="checkbox"/>				
Environmental regulations & standard	<input type="checkbox"/>				
Intergovernmental relations	<input type="checkbox"/>				
Dependence on certain industries	<input type="checkbox"/>				

3. At the present time, many different kinds of industries are located in [Sikkim]. In the future, what would you like to see happen to each of the following types of business activity?

Increase the activity No Change Decrease the Activity Get Rid of the activity No Opinion

Manufacturing

Lumber /Wood products	<input type="checkbox"/>				
Electronics /	<input type="checkbox"/>				
Hi-technology	<input type="checkbox"/>				
Food processing	<input type="checkbox"/>				
Machinery	<input type="checkbox"/>				
Light industry	<input type="checkbox"/>				

Heavy industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-Manufacturing					
Retail trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wholesale trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Construction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Please indicate your degree of agreement with each of the following statements:

Strongly Agree Agree Disagree Strongly Disagree Don't Know
or No Opinion

The current economic situation in Sikkim is caused by events that have occurred outside Sikkim

Economic growth is good for Sikkim

There is a strong leadership in Sikkim to promote economic growth and diversification

Economic diversification is not good for Sikkim

There is too much governmental planning for land use in Sikkim

There are adequate tax incentives to attract new industries/companies to Sikkim

Economic development in Sikkim will not adversely affect the quality of the environment

Any industrial use of (and that provides additional jobs is good for Sikkim

Continued economic growth in Sikkim will have a negative impact on the quality of life

The city has too strong a voice in the economic improvement process used in Sikkim

Diversification of Sikkim's economy will not solve the employment problems

There will be sufficient supplies of energy available to sustain economic growth in Sikkim

There is too much land in Sikkim being diverted to industrial use

Local governments, by their regulations, seem to indicate that they did not really encourage economic growth

I do not see any benefit to further economic growth in Sikkim

The procedures required by local government for land development in Sikkim require too much timer

Diversifying Sikkim's economy will improve the quality of life in Sikkim

5. Would you support financially,by increases taxes, in any of the following necessary services should they be required to promote economic growth and diversification in your community and in Sikkim?

	Yes	No
Public transportation	<input type="checkbox"/>	<input type="checkbox"/>
Street improvements	<input type="checkbox"/>	<input type="checkbox"/>
Water supply	<input type="checkbox"/>	<input type="checkbox"/>
Sewer system	<input type="checkbox"/>	<input type="checkbox"/>
Police protection	<input type="checkbox"/>	<input type="checkbox"/>
Schools	<input type="checkbox"/>	<input type="checkbox"/>
Fire protection	<input type="checkbox"/>	<input type="checkbox"/>

6. Please indicate your perception of the knowledge you have about the issues affecting economic growth and diversification in Sikkim.

Have Sufficient Knowledge 1 2 3 4 5 Have Insufficient Knowledge

7. What do you think is the current situation in Sikkim concerning diversification of the economy?

- Major diversification
- Moderate diversification
- Minor diversification
- No diversification
- Declining diversification
- No opinion

8. If you could choose only jobs created or impact on the environment as the guide to economic growth and diversification for Sikkim which one would you prefer:

- Jobs created
- Impact on the environment
- No opinion

9. Which of the following approaches to economic growth and diversification is best suited for the [Sikkim]? (Check all that apply)

- Expand existing industry in Sikkim
- New industries/companies from outside Sikkim
- Encourage new start-ups by Sikkim residents

10. How would you summarize your overall feeling about economic growth?

- No need for change from the present situation
- Growth in limited number of industries, consistent with concerns for quality of life
- Any growth that promotes employment and well-being of business
- Other _____

11. In your opinion, which of the following types of business do you prefer to have the greatest impact on the future economic growth and diversification in Sikkim?

- Small business
- Large business
- No opinion

12. Are you

Male

Female

13. Your age:

20-30

30-40

40-50

Above 50

14. Age(s) of children living in your household: (Check all that apply)

under 5

5-11

12-18

18+

15. Marital status of person completing this questionnaire

Married

Divorced or separated

Widow(er)

Have never been married

16. What was your total household income (from all sources) before taxes for the [Year]?

50,000/- to 1,00,000/

1,00,001 to 1,50,000/

1,50,001 to 2,00,000/

2,00,001 to 3,00,000/

3,00,001 to 5,00,000/

More than 5,00,000/

17. What is the employment status of yourself at the present time?

Employed full-time by others

Employed part-time by others

Operate own business Retired

Temporarily unemployed

Full-time student

B. Community

1. Please read the following statements about your community. Circle the response under the heading Strongly Agree to Strongly Disagree that reflects your opinion for each of the

statements that follow. If you have no opinion or don't know about an item, circle the response under No Opinion

Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim is a good place to live				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim has a positive future				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in Sikkim are satisfied with things as they are.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim is good enough as it is without starting any new community improvement programme				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents have pride in Sikkim				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People work together to get things done for the community.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim is about the right size.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is better to live in a small town than a larger city.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim is a good place to raise children.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The quality of education in our community is excellent.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim is a good place for senior citizens to live.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim provides adequate services for senior citizens.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate resources are being used to develop new jobs in the community.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local government in Sikkim actively promotes industrial development.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim should restrict residential growth.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim should restrict industrial growth.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim should restrict commercial growth.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How much new growth and development do you feel is desirable for your community'

- A great deal
- A moderate amount
- A little
- None

C. Demographics

1. Have you lived in Sikkim all your life? --

- Less than 5 years
- 5-10 years
- 10-15 years
- All your life

2. Which of the following reasons were important to you when you originally located or acquired property in Sikkim?

- Have lived here all of my life,
- Near employment
- Reasonable cost of living
- Quality of schools
- Low crime rate
- Uncontested areas
- Recreational opportunities
- Open spaces
- Low taxes
- To be near family
- Other (specify) _____

3. If a job were available elsewhere, would you mind moving your family from S.ikkim?

- I would mind a lot
- I would mind some
- I would not mind very much
- I would not mind at all

4. Are you

- Male
- Female

5. What is your highest level of education?

- Some High School
- High School Graduate
- Some Vocational/Tech. School
- Vocational/Tech. School Graduate
- Some Community/Local College
- Community/Local College Diploma
- Some University
- Bachelor's Degree
- Master's Degree
- Doctoral. Degree
- Other (Specify)

6. How many people live in your household?

- 1
- Less than 3
- 3 or More
- None

7. How- many children in) our household are:

- Under 5 years of age
- 5 to 18 years of age
- Over 18 years of age and living at home
- No children in household

8. How many people in your household are 65 years of age or older?

- 1
- Less than 3
- 3 or More
- None

9. What is your occupation?

- Farmer
- Education
- Human services, nurse, social worker
- Business and Managerial
- White Collar (store clerk, secretarial, etc.)
- Blue Collar (truck driver, laborer, etc.)
- Professional (doctor, lawyer, etc)
- Self-employed business
- Retired Student
- Homemaker

- Unemployed
- Other (specify) _____

10. What best describes your current form of employment? D Full-time

- Part-time
- Unemployed - long term
- Unemployed - seasonally
- Retired
- Homemaker
- Full-time Student

11. Do you live in your own or have rented your accommodation?)

- Yes
- No

12. What type of structure is your place of residence?

- Single family structure
- Duplex
- Apartment
- Townhouse
- Condominium
- Other (specify)

D. Employment

1. Would you like to see more job opportunities in Sikkim area?

- Yes
- No

2. Are you willing to have our taxes raised to bring new employment to Sikkim?

- Yes
- No

3. In your opinion, which of the following groups or organizations should provide economic support to create more jobs in Sikkim?

- Private citizens
- Local business leaders
- Local industry leaders
- Chamber of Commerce
- County Board of Supervisors
- Your city/village council
- State Government
- No one
- Other (Specify)

4. We would like to know your opinion on the following statements concerning the economy in Sikkim. Please read the following statements and circle the response under the heading Strongly Agree to Strongly Disagree that best reflects your opinion. If you have no opinion or don't know about an item, circle the response under Don't Know.

Strongly Agree	Agree	Disagree	Strongly Disagree	No Opinion
There are sufficient opportunities for earning an in come in Sikkim.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate resources are being used to develop new jobs in Sikkim.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We should do more in our community to create new jobs.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local jobs can help create new tax resources for Sikkim.				
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizens of our community have a positive attitude toward attracting new business and industry.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our community should encourage and plan for industrial development.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State leaders are willing to provide economic support to create more jobs in Sikkim.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City/Village leaders are willing to provide economic support to create more jobs in Sikkim.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local tax resources should not be used to develop new jobs in Sikkim.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local businesses serve the needs of residents in our community.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local financial institutions provide adequate funding for business loans.				
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sikkim should provide child care services for their employees.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local school system provides adequate training to youth in our community to prepare them for employment.				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Which of the following suggestions to deal with economic development in our community would you support? (Rank only those according to you that apply.)

- Nothing should be done
- Growth should be carefully managed by county and local government
- Stronger enforcement of present laws or regulations
- Consolidate public school districts
- Promote industry
- Promote tourism
- Provide local government financial incentives to new business/industries
- Provide local government financial incentives to existing business/industries
- Attract a state correctional centre
- Expand community college offerings
- Merge city, township and county government services
- Combine township and county road services (e.g., maintenance and repair)
- Change the form of the county government to a 3, 5 or 7 member Commission
- Provide more opportunities for the public to be involved in making decisions

6. What type(s) of new development do you believe would most benefit Sikkim? (Check all that apply.)

- Retail Development
- Office Development
- Industrial Development
- Residential Development
- Agricultural Development

7. What type(s) of commercial development do you welcome in Sikkim? (Check all that apply.)

- Agricultural-related development
- Major food franchise
- Major retail chain
- Medical/dental services
- Convenience store
- Child care
- Liquor vendor
- Gas station/auto services

APPENDICES IV

LIST OF EXPERT CONSULTED

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*The above persons were consulted during my proposal formulation. They also provided technical know how during the questionnaire formation, the framework of questions, various scales etc. only online exchange took place while formulating the Tourism Framework for Sikkim.

APPENDICES V

TERMINOLOGIES USED

Tourism industry	Hotels, Travel Agents, Entertainment joints, Restaurants, Bars, Multiplex
Spatial	Relating to space
Commoditisation	Making material considerations
SCOPE	International Council for Science/Scientific Committee on Problems of the Environment
USP	Unique Sales Proposition
Sikkimese	(See Indigeneous People/ Residents/ Hosts/ Local communities/ Native)
SWOT	Strength Weakness Opportunity Threat Analysis
Shikhim	crested or uneven
Denzong,	valley of rice
Lepchas, Bhutias, Sherpas	Tribal or resident communities of Suikkim
NHPC	National Hydel Power Corporation
Silk Road	The land route through which trade will take place between India & China (See Nathula Pass)
Autumn Vacation	Festival of Durga Puja and Dashera (Hindu festival) Holidays are observed in local organisation and institution
Indigeneous People/ Residents/ Hosts/ Local Communities/ Native	Same & interchangeable (See Sikkimese)
Mountain forum	an exclusive website dedicated to mountainous region all over the world. All and every topic related to mountain is dealt.here.

Nathula pass/border	The land border corridor or place between India & China (See Silk Route)
AUSAID	Australian Consultant
Noveaux(French)	New
Biharies & Marwaris	Different communities of India. Migrants from other part of the country to Sikkim.
Agrarian	Agrieculture Oriented.
Playwin	A lottery brand name incorporated under Sikkim legislative assembly. Nation wide presence
Thermal springs	Warm water coming out of ground usually in cold places of Sikkim
Rimbi Stage II	NHPC electricity project already complete
Rongnichu Stage II	NHPC electricity project already complete
PHAHONG	An attic is used to store valuable items
Convenience store	A shop where day to day requirements are available.
Carrying Capacity	In ecology, the number of living things that can exist for long periods in a given area without damaging the environment.

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