

Strategies for Holistic Development of Tourism Industry in India: A Case Study of Himachal Pradesh

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Abstract

***Purpose:** The purpose of this research paper is to formulate strategies for holistic development of tourism industry in Himachal Pradesh, a state of India. Because of inequitable growth, certain districts such as Shimla, Kullu and Kangra are now overburdened with tourist, whereas, tourist inflow in districts such as Lahaul & Spiti, Kinnaur, Chamba is minimal. Because of this imbalance, there is a limit to which the industry has been able to contribute in the economy of the state. Moreover, through this paper, an attempt has been made to identify the various famous tourism destinations in the state.*

***Research implications:** Through this study, the attention of planning agencies is drawn towards the inequitable and imbalanced growth of tourism industry in the state. Further, as the concept of development of niche tourism is found to be effective in inclusion of untouched tourism destinations, it is now the work of researchers and policy makers to identify the various types of niche tourism which could be developed on the basis of strengths of the industry and formulate and execute strategies to inculcate those in the vision of state tourism board.*

***Keywords:** Holistic Development, Tourist stay duration, Destination Discontinuity.*

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INTRODUCTION OF THE STUDY

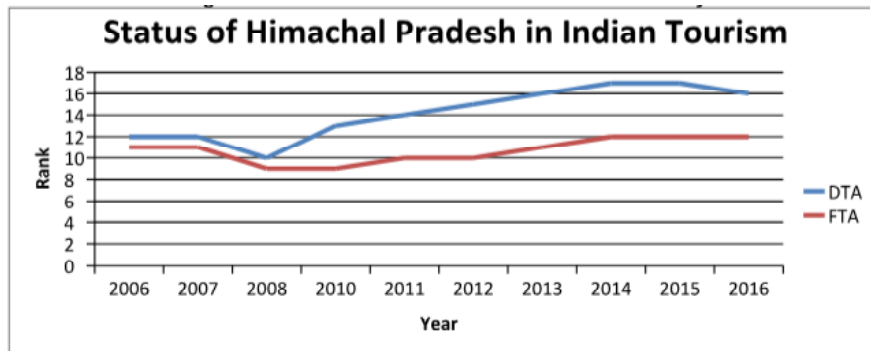
As the Indian economy has entered the transitional phase, the importance of service sector has grown in the economy (Latha & Shanmugam, 2014). Of all the services, tourism industry has proved to be an engine for the economic development of the country (Ramphul Ohlan, 2017). In 2017, India attracted a total of 8.80 million foreign tourists and 1613.55 million domestic tourists, registering a growth rate of 9.7% and 12.68% respectively. Foreign exchange earnings from the industry grew up to US\$22.92 billion in 2017 with a growth rate of 8.8% (Ministry of Tourism, 2017). The industry has contributed to economic development of the country by contributing to 9.4% to the country GDP in 2017 and by making an 8.0% contribution to the employment sector in the same year (World Travel and Tourism Council, 2017). The major concern for the tourism industry is its inequitable growth. While certain states have so well developed their tourism industry in terms of products offering, tourism infrastructure and development of stakeholder system, few states have been under performing. These states are under performing in the sense that the benefits derived from the industry are not maximized. There remains a lot of untapped potential which could further boost the economy if properly utilized (Ramphul Ohlan, 2017). Even if a state is doing well, then also there is a concern that whether the development is limited to few destinations, or there is holistic development of the industry in state. There are states such as Tamil Nadu, Uttar Pradesh and Maharashtra which have, by offering diversified products, spread the benefits of tourism industry through out the state. On the other hand there are states such as Himachal Pradesh where the development is limited to few districts and variety in tourism products offered is also low. This paper seeks to address the concern for holistic development in tourism industry in a case study manner by taking state of Himachal Pradesh as a subject. Himachal Pradesh, one of the states in Himalayan belt, has immense tourism potential. The state welcomed 19130541 domestic tourists and 470992 foreign tourists in the year 2017

recording a 6.29% growth in domestic tourist and 4.02% in foreign tourist (Himachal Pradesh Tourism Development Corporation, 2018). The growing tourism industry has economic implications for the state as well. Tourism is regarded as engine for economic growth of the state and contributed to 6.6% of GDP of the state in 2016-2017 (Kumar, Shekhar, & Attri, 2018). As per the latest Regional Tourism Satellite Account (TSA) prepared in 2009-2010, the share of tourism industry in generating employment was as high as 14%, which is more than the country average rate of 8%. Tourism industry has come a long way in Himachal Pradesh. This is due to its own potential in terms of diverse topography and also because of the development activities undertaken by the state agencies (Shekhar, Kumar, & Attri, 2017). The geography of the state attracts a large number of tourists from across the world. Be it summer season, when hill stations in Shimla and Kullu are in high demand or in winter season, when tourists visit Shimla for their New Year celebration. Presence of religious sites of Hinduism and Buddhism also attracts tourists during the off season (Kumar and Rana, 2017). Thus, the state has potential to attract tourists all around the year. From offering religious tourism in Bilaspur, Shimla, Kullu to adventure tourism in Kullu and Kangra, from leisure tourism in Shimla and Manali to wellness tourism in Mandi, the state caters to various types of tourists (Rahane and Raju, 2016). But the issue which arises in the industry is that the development as well as the tourist arrival is dominated by three districts of Kullu, Shimla and Kangra. The industry suffers in other districts. Because, there is limit to which a destination could be exploited for tourism purpose, destinations in the three districts have started exhausting (Gaurav and Suneel, 2017). This is why the benefits from the industry are not being utilized fully. There remain several under exploited tourism destinations in the state. If we compare the ranking of the state in terms of domestic and foreign tourist visit with other Indian states, we find that although there is much more potential in state, yet it scores far behind. Also, the trends show that the ranking of Himachal Pradesh is falling. The following

table shows ranking of Himachal Pradesh as compared to other states in India during 2006-

2016 on the basis of number of Domestic (DTA) and Foreign (FTA) tourist arrivals.

Figure 1: Status of Himachal Pradesh Tourism Industry



Source: Annual Reports of respective years, Ministry of Tourism, Government of India

As it is seen from the Figure 1 that the ranking of Himachal Pradesh among Indian states and Union Territories in the last ten years is falling, thus it is a cause of concern for the policy makers to not only boost the tourism but boost it sustainably. Though the state has benefitted from the misfortunes of Jammu and Kashmir, but it still has leagues to cover. From mesmerizing geography to adrenalin pumping adventures the state has lot to attract tourists, but studies show that it has failed to exploit the opportunities because of its own weaknesses. Thus what is required is formulating strategies which focus on holistic development of tourism industry in the state. Holistic development means development of whole rather than just parts (Remoaldo and Cadima Ribeiro, 2015). For tourism industry, it would mean development of tourism infrastructure in every district so that gains are not limited to some parts and it maximizes overall gains from the industry. Himachal Pradesh would never achieve high rankings in tourist visits as well as would never enjoy the positives of tourism industry until it aims for inclusion of every district in its vision. The policymakers themselves agree with the problem of increasing burden on few destinations and low availability of tourist in other destinations. The need is to formulate a framework that would help in transferring the burden of tourists from one destination to another. For this purpose, one needs to

answer the following research questions; first, what are the reasons that tourists visit districts of Shimla, Kullu and Kangra? Second, are there sites or regions that can serve as alternative to these three districts? Third, what is the status of tourism infrastructure in the alternative destinations and the important question of How to market these alternative destinations? On the basis of these unanswered questions, objectives of the paper are drawn. The objectives of this paper include identifying the popular tourism destinations in the three districts i.e. Shimla, Kullu and Kangra; Identification of tourism destinations in other districts that could be alternative to these destinations; Analyzing the extent of tourism infrastructure in under exploited districts of the state; Suggestions for holistic development of the tourism industry in the state. This study is conducted over seven districts of Himachal Pradesh which include, Shimla, Kullu, Kangra, Chamba, Kinnaur, Mandi and Lahaul & Spiti. District of Shimla, Kullu & Kangra is selected because the most destinations in these districts are over burdened or are on the verge of being exhausted. They attract close to 50% domestic tourist and approximately 90% foreign tourist on the limited resources available. Other districts are selected because either their population density is very less as compared to remaining districts or the inflow of total tourists is minimal when compared with the area of the district.

LITERATURE REVIEW

Chugh (2012) studied the marketing strategies of tourism in Himachal Pradesh. The study was carried out to analyse whether the tourism promotion activities are in accordance with the tourism products offered in the state. The study concluded that that if aggressive promotion is done, then due to its high potential, the state could attract foreign tourists through out the year. Gupta (2015) studied the potential of tourism in Kullu Manali and conducted a SWOT analysis of the same. The study identified that there exists some of the under explored regions in Kullu district, even though it attracts high number of tourists. This issue is majorly due to lack of marketing activities undertaken. The weaknesses such as negligible air and rail connectivity, lack of resources, lack of infrastructure observed in the study are found even in other districts of the state. Thakur (2016) studied the importance of tourism industry as an engine of economic growth in the state of Himachal Pradesh. The author provided a theoretical framework for the issues and opportunities for tourism sector in the state. The study concluded that for the state to fully exploit the benefits from the industry, the policy makers should focus on more sustainable use of the resources. (Chauhan, 2016) examined the marketing of tourism destinations in Himachal Pradesh. The researcher noted that unlike marketing of other products, where it is the product which moves towards the consumer, in tourism sector, consumer is to be pulled towards product. Thus, the marketing should be such that it should co-ordinate with the vision and mission of policy makers. Mann (2017) argued to improve the standard of several destinations in the state to international level. This would not only increase the number of tourists visiting such places but also help in conservation of sites. The researcher observed that there are many under explored tourism places in the state and it would require an effective marketing programme to channel tourists to such places. (Shekhar, kumar, & Attri, 2017) conducted a SWOT analysis on tourism industry in India. Of all the weaknesses and threats that the industry is facing currently, it was found out that over exhaustion of

destination as well as unsustainable tourism are the causes of utmost concern. The study suggested that policy makers should somehow focus on improving the carrying capacity of the destinations. (Kumar, Shekhar, & Attri, 2018) studied the economic impact of tourism industry in India. The researcher identified the relationship between the foreign tourist arrivals and the foreign exchange earned. The direct relationship between the two implied that for economic development, focus should be on attracting more tourists. The trends and patterns of tourist visits were analysed and how do they get impacted by the various challenges they are facing in recent times. The study concluded by suggesting the use of destination discontinuity to tackle the issue of over crowded destinations. A. Rodríguez, Fidel, & Pilar (2018) analysed the determinants of length of stay by separating the same day visitors and tourists. The analysis of the findings was done using the five alternative Heckman selection models. The study concluded that same day visitors who belong to young age group have shorter stays while foreign tourists who come for business purposes usually have longer stays in the city. The implications for the policymakers were then discussed on the basis of findings.

HIMACHAL PRADESH: AN UNDER UTILIZED GEM OF TOURISM INDUSTRY

Himachal Pradesh comprises of twelve districts and has an area of 55673 sq. km. the state has a population of 6864602 with a population density of 123 person per sq. km. The state welcomed 19130541 domestic tourists and 470992 foreign tourists in the year 2017 (Himachal Pradesh Tourism Development Corporation, 2018). But the tourism reports show certain abnormalities in the flow of tourists in districts. About 50% of the domestic tourist inflow and 92% of foreign tourist inflow is recorded only in three districts i.e. Shimla, Kangra and Kullu. Interesting thing is that these three districts account for only 29% of the total area of the state. These figures clearly tell us how under exploited tourism destinations are there in the state. Although

the lack of footfall could be attributed to geographical and infrastructural constraints but, this also helps us in fulfilling our objective of promoting sustainability in the tourism industry in the state. The following table shows the area, population, population density and total tourist arrival of each district in the state.

It is observed (Table 1) that districts such as Lahaul & Spiti, Chamba and Kinnaur having around 48% share in the area of state received

only 9% of total tourist inflow in the state during the year. Also, every district other than Shimla, kanga and Kullu seems to have under performed. This is an opportunity for the policy makers to develop these districts for the purpose of tourism. This would serve the twin objective of economic development of the districts as well as boosting the agenda of sustainability without compromising much of tourist satisfaction.

Table 1: District Wise Area, Population, Population Density and Total Tourist Arrival in Himachal Pradesh

Sr. No	District	Area		Population (as per Census 2011)			Total Tourists (2017 figures)	
		In sq. Km	% of total area	Total	% of total	Population Density	Domestic + foreign tourist	% of total tourists in state
1	Bilaspur	1167	2%	381956	5.6%	327	1617371	8%
2	Chamba	6528	12%	519080	7.6%	80	1181777	6%
3	Hamirpur	1118	2%	454768	6.6%	407	980613	5%
4	Kangra	5739	10%	1510075	22.0%	263	2823289	14%
5	Kinnaur	6401	11%	84121	1.2%	13	466380	2%
6	Kullu	5503	10%	437903	6.4%	80	3865101	20%
7	Lahaul & Spiti	13835	25%	31564	0.5%	2	118920	1%
8	Mandi	3950	7%	999777	14.6%	253	1242040	6%
9	Shimla	5131	9%	814010	11.9%	159	3480997	18%
10	Sirmaur	2825	5%	529855	7.7%	188	994874	5%
11	Solan	1936	3%	580320	8.5%	300	1231559	6%
12	Una	1540	3%	521173	7.6%	338	1598612	8%
	Total	55673		6864602		123	19601353	

Source: Department of Tourism & Civil Aviation, 2017 and Ministry of Home affairs, 2011

DATA BASE AND RESEARCH METHODS

The data collected for this paper is secondary in nature. It includes reports published by Ministry of Tourism, Government of India, HPTDC reports over the years and different articles published online and offline. To develop the strategies, a framework is prepared using models such as:

- Destination Discontinuity Model- This model is an extension to the destination

life cycle model (Kumar & Rana, 2017). As per this model, there is a limit to the performance of a destination. When a destination has reached its maturity stage, i.e. it can not serve to the needs of more tourist and has lost its attractiveness among them, owing to loss of its resources, or is currently over-burdened with tourists which would lead to similar situation in future, then, a destination which is relatively underexplored and where tourist potential is under exploited, could be developed as an alternative for

the same. This leads to development of extended tourism product.

- Carrying Capacity Model- on the basis of population density, wherein population includes both residents as well as tourist visiting the place. The population density of districts is calculated to identify the districts which are overburdened and where the flow of tourists is less. These

destinations are then used in the Destination Discontinuity Model.

- Destination Branding Process is used to design a framework through which alternative destinations could be marketed effectively. It involves creating a unique image for the destination on the basis of its characteristics.

Table 2: Some Famous Tourism Destination in Kullu, Shimla and Kangra and their Typology

District	Adventure Tourism Sites	Religious Tourism Sites	Leisure Tourism Sites
Shimla	<ul style="list-style-type: none"> • Ice skating at circular road • Rafting in Tattapani • Skiing in Kufri and Narkanda • Fishing in Rohru and Seema 	<ul style="list-style-type: none"> • Bhimkali temple • Jakhu temple • Kalibari temple • Christ church • Tara devi temple 	<ul style="list-style-type: none"> • Ridge • Mall Road • Kufri • Theog • Scandal point • Green valley
Kullu	<ul style="list-style-type: none"> • River rafting • Paragliding • Trek to Malana village • Bhrigu lake trek • Kheerganga trek • Chandrakhani pass 	<ul style="list-style-type: none"> • Hadimba Devi Temple • Bijli Mahadev Temple • Raghunath Temple • Manikaran • Vashist 	<ul style="list-style-type: none"> • Kasol • Great Himalayan National Park • Tirthan valley
Kangra	<ul style="list-style-type: none"> • Trekking in Minkiani pass, Indrahara pass • Water sports in pong dam • Angling in dehra and pong dam reservoir • Aero sports in Bir, Billing and Dhelu 	<ul style="list-style-type: none"> • Jwalamukhi Temple • Ambika devi temple • Brijeshwari devi temple • Kaleshwar mahadev temple • Chamunda Devi Mandir 	<ul style="list-style-type: none"> • Kangra art museum • Dal lake • Bhagsu falls • Kangra fort • Tea gardens

Source: Annual Reports of Himachal Pradesh Tourism Development Corporation, 2018

BUILDING UP A FRAMEWORK FOR HOLISTIC DEVELOPMENT OF HIMACHAL PRADESH TOURISM INDUSTRY

To build up a framework for holistic development of Himachal’s tourism industry, we have to dig deep into the answers of the research questions. The answers will move chronologically and will provide us overview of framework in the end. Now, moving to the answers one by one-

What are the reasons that tourists visit districts of Shimla, Kullu and Kangra?

People visit Shimla, Kangra and Kullu for religious tourism, adventure tourism and because of the climatic conditions. Famous

places to visit in Shimla include- Christ church, Fagu, Jakhu Temple, Scandal Point, The Mall Road, Naldhera, Summer Hill, Viceroy Lodg, Ridge, Hatu peak, Kufri and Mashobra. Similarly, Kangra has destinations like Dharamshala, Baijnath temple, Dal Lake, Dharamkot, Triund, Kangra fort, Kangra Valley, Maharana Pratap Sagar to name a few and Kullu is famous for Manali , Hadimba Temple, Van vihar, Solang Valley, Maa Sharvari temple, Rahala Waterfalls. One interesting observation is that these three districts offer diverse form of tourism. A religious tourist as well as an adventure tourist is equally attracted to these three districts. Also, connectivity serves as important factor while deciding about holiday destination. These districts are well connected through roadway, railway and airway. Marketing of

look beyond rapidly exhausting destinations. For example- Pandoh Dam in Mandi, Kalatop wildlife sanctuary in Chamba could absorb burden of similar destinations in other districts. The Table 3 shows various destinations that could be developed as alternate to destinations famous today.

WHAT IS THE STATUS OF TOURISM INFRASTRUCTURE IN THE ALTERNATIVE DESTINATIONS?

One major reason observed for the success of tourism destination is the infrastructure present in these districts. So, the alternate destinations must have similar standard of infrastructure so that satisfaction level of tourists does not decrease. Tourism infrastructure consists of Connectivity, Hotels and Home stay units, Restaurants, Travel agencies, Photographers and Tourist Guides etc. Looking at the Tourism Infrastructure in the alternate destinations-

- Connectivity- the main reason for a destination to be a hit among tourist is its accessibility. Proper connectivity through different modes of transport assures accessibility. Accessibility has two components- First; a destination must be accessible easily and at reasonable rates. Second, accessibility must not be limited

to a particular time period. Lahaul & Spiti has connectivity issues now, but a tunnel is proposed to be open soon which would ensure that the district is connected through out the year. This would hopefully increase the number of tourists in the district. But, connectivity does not seem to be a problem in case of districts such as Kinnaur and Chamba. So we need to dig deeper to find out the cause of lack of tourists in these regions.

- Hotels and Home stay Units- Chamba has 7% of all hotels and guest houses in the state and 6% of home stay units. It caters to only 6% of tourist inflow in the state. Whereas, Una, a much smaller district has only 3% of hotels and 15 of home stay units, but it caters to 8% of tourist inflow. Similar statistics are of Mandi district. So the infrastructure is available in these districts. As the demand is less, it is difficult to maintain these units. In Chamba and Lahaul & Spiti, because of less demand, the number of such units is also decreasing.
- Restaurants- Chamba, Mandi, Hamirpur each have about 5-7% of total restaurants, but, they serve only to 17-18% of population. Whereas, Una having only 3% of restaurants, serve to 8% of total tourist inflow.

Table 4: Status of Tourism Infrastructure in Unexploited/ Under Exploited Districts of Himachal Pradesh

District	Connectivity			Hotels/ Home stay	Restaurants	Travel Agencies/ Photographers/ Guides
	Rail	Road	Air			
Chamba	X	√	X	√	√	√
Kinnaur	X	√	X	√	√	X
Lahaul & Spiti	X	√	X	√	√	X
Mandi	√	√	X	√	√	√

Source: (Department of Tourism & Civil Aviation, 2017)

- Travel agencies/ Photographers/ Tourist Guides- Chamba district has 10% of total registered guides in the state. Photographers as well as travel agencies are also present in the district. Lahaul & Spiti do not have much of photographers,

guides or travel agencies. This is because of less demand and nature of tourists visiting the district. Similarly, Kinnaur lacks these facilities because of less demand. Mandi, on the other hand has sufficient number of such stakeholders.

What is missing in these districts is their accessibility through airways. As fares have dropped, the number of people travelling by air has increased dramatically in the country. As Shimla, Kullu and Kangra have airports, therefore they attract a lot of tourists as compared to other districts. But comparing the infrastructure of these alternate destinations with districts like Una, Solan and Hamirpur, it is found that these destinations have similar infrastructure. Yet, tourist visits to these districts is not hampered by the absence of high standard infrastructure. There are possibilities that infrastructure might develop as the tourist starts visiting these destinations.

EXAMINING THE STATUS OF POPULATION DENSITY DURING PEAK SEASON IN DISTRICTS OF HIMACHAL PRADESH

The peak season of tourism in Himachal Pradesh is divided into two parts. First, from March to June during the summer season when the most parts of country are suffering from scorching heat, the cool weather brings a lot of tourists from all over the country; Second, from October to February (except November) when snow fall in the mountains attract tourists. As the water crisis issue has worsened recently in the district of Shimla, we must find out the reasons for the same and suggest some measures so that such issues are tackled even in other districts of the state.

Shimla is one of the 12 districts in Himachal Pradesh. The total area of district is 5131 sq. km. It has a population of 814010 and a population density of 159 persons per sq. km. as per the census 2011. On carrying out the trend analysis and computing CAGR of population of Shimla district from 1991-2011, it was found out that population grew by 1.39% annually. On the basis of this, estimated population of district comes out to be 872178 and 884302 for the year 2016 and 2017 respectively. For the further calculations, this estimated population has been considered. The average density including the residents as well as tourists during the peak season came out

to be 234 (Annexure 1). Similar statistics were computed for the districts of Kullu and Kangra as well. The average Density in Kullu during the peak tourism season came out to be 140 persons per sq. (Annexure 2). Km. for Kangra, the same statistics was computed as 322 persons per sq.km (Annexure 3). Now, talking about the districts which attract low tourist arrival in the state; For Chamba, which also experienced a growth rate of 1.40% in population, the estimated population were found out to be 556447 and 564238 for the year 2016 and 2017 respectively. The average density during the period was found to be 1000 persons per sq. km (Annexure 4). For districts like Lahaul & Spiti and Kinnaur, the average density was calculated as 2 persons per sq. km (Annexure 5) and 14 persons per sq.km (Annexure 6) respectively. For Mandi district the statistic was calculated as 294 persons per sq. km (Annexure 7). Although the density is higher in Mandi district, but the population in the outskirts is negligible. Also, the destinations which have high potential for tourism lie in the outskirts of the district.

KEY FINDINGS FROM THE STUDY

From the above discussion, there are certain key findings-

- Certain districts have high density than other districts during the peak tourism season.
- The average increase in density due to tourist visits is about 70 persons per sq. km, which is more than the density of population and tourists in certain districts of the state.
- There are under explored destinations which can act as alternate to the exhausted or over-burdened tourist destinations of some districts.
- There is sufficient tourism infrastructure in these alternate destinations so authorities could initiate the process of destination discontinuity.

Analysis of the Findings

There is clear breach of carrying capacity in popular tourist destination and immediate actions should be taken in this regard. This is because most of promotional as well as planning work done for promoting the tourism has been limited to few destinations. Instead of making a confluence between continuity and change, industry has been focused on carrying out exercise which are rigid and do not provide much scope for change. The following section explores the concept of carrying capacity and explores the possible solution to the problems.

Carrying capacity for a destination can have Physical, Social or Economic aspect. Physical carrying capacity is the present cause of concern for Himachal Pradesh policy makers. It is defined as the number of people it can cater to at a point of time, as per the available resources. As a large number of people are present at a particular destination, the resources are not sufficient to meet the demands. This is what is happening in Shimla right now. Due to heavy tourist inflow, much of drinking water is used by hotels, restaurants and home stay units. Thus, there has occurred an acute shortage of water for the locals. This situation is almost same for the destinations where tourist inflow is high. But, there are destinations where exists no such problem.

The negative image created due to water shortage problem will cause negative impact on the economy of the state. So, strategies should be built to either increase the resources, so that carrying capacity should get increased automatically or reduce the tourist inflow to sustain the environment. Both the options will have their own impact on the state. It is not possible to increase the resources by much, so the more feasible option is to reduce the inflow of tourist in such destination. But, by reducing the tourists, the state would not want to suffer economically. So, something must be done, which reduces the inflow of tourists in some destinations, but does not affect the total tourist visits in the state, i.e. tourists to Shimla, Kullu or Kangra should reduce, but they should be diverted to some where within the state, so that number of tourists in the state does not decrease. This shifting of tourists from one over crowded destination to an under explored destination is called as Destination Discontinuity Model.

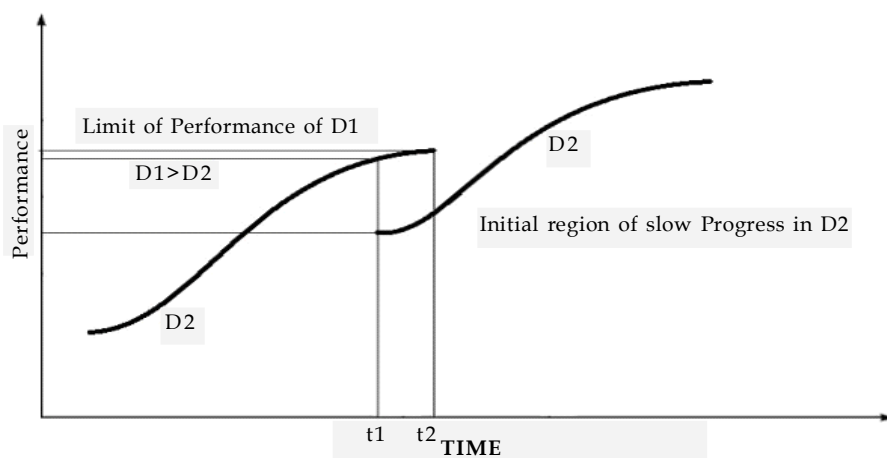
Destination Discontinuity Model

The process of destination discontinuity is carried out in 2 steps-

Step 1- Restricting the flow of tourists at the exhausted destination.

Step2- Simultaneously promoting another destination as alternate to original destination.

Figure 2: Proposed working of Destination Discontinuity Model



Destination Discontinuity model is based on hypothesis that there exists a limit to which a destination can attract tourists. This statement can also be traced in a phenomenon called Destination Life Cycle. So, suppose there is a destination D1. So as the time progresses, this destination loses its charm and uniqueness. Thus, it reaches a saturation point, which is its limit to attract tourists. Any promotional activity would not lead to increase in tourist in such place. This could also be looked upon as destination which suffers from breach of its carrying capacity and thus reaps no gains from tourist inflow. Now, what should be done is that tourist traffic from D1 should be shifted to a new destination D2, which is relatively under exploited tourist place. Initially, the new destination would gain low, but as the time passes, gains to the destination D2 will surpass the gains to D1, if effectively marketed. So, Shimla is D1 and Chamba is D2 in the case study. As the destinations in Shimla are reaching towards their limit, flow of tourists could be diverted to Chamba. The only need is effective marketing of new destination. To market these destinations effectively, one must follow the process of Destination Brand creation. Destination Branding helps in creating awareness about the destination among the tourists. It is necessary for all destinations. The only aspect which should be considered is the nationality of tourists. Branding of destination should be according to the destination, but, it must be conveyed as per the nationality and socio- demographic factors associated with it. A tourist chooses a destination on the basis of information available about it. Places about which information is easily available are among the most visited destinations. Destination Branding does the exact same thing. It conveys the information about the destination to the tourists, on the basis of which tourists select their destination (Rana & Nagar, 2015). If a destination is discontinued and a new destination is made available as an alternative using Destination Discontinuity Model, then information about what all this new destination offers must reach to tourists.

The destination branding depends on the three-step process known as Destination Brand Positioning process.

Step 1- The need for which branding process is to be carried out should be identified. It will act as a benchmark against which the effectiveness of the branding process will be evaluated. For example- If we are creating Mandi as a centre for Wellness Tourism in Himachal Pradesh, then the objective will be to present and publicise Mandi for wellness tourism.

Step 2- The next step is to create an Image for the destination. The image of any destination depends upon the five key factors- Heaven, Earth, Moral law, Culture, and Method which broadly defines what all a destination has to offer. Heaven signifies weather and atmosphere in a particular region; Earth signifies the biotic components of a destination including plants, animals, landscape; Moral Law signifies the tradition of a place; Culture represents the behaviour of locals in a place and Method signifies the perception a tourist has about a destination on the basis of past knowledge. These 5 factors together help in creating an appropriate image for the destination which could be- Historical Image, Unique image or Perceived image. Historical image is an image which could be experienced only when one makes a visit to the place. Local historic sites, stories and legends all together create a unique image of the destination. Every destination has its unique image which flourished by its cultural and moral values; A strong, unique image would increase the favourability of the common image toward the destination. Perceived image depends on the natural habitats and natural environment of the destination; the higher the perceived image the better will be the overall destination image.

Step 3- A process will remain ineffective if it does not end well. Thus, the last and most important step in this process is to communicate the image created to the tourists. The use of communication medium will be dependent on the image of the destination. For example- Social Media will be effective if a destination is being marketed for adventure tourism and to attract religious tourists, tie up with travel agencies, or advertisements on televisions and newspaper would be a suitable mode.

RECOMMENDATIONS TO THE PLANNING AGENCIES FOR DEVELOPMENT OF TOURISM INDUSTRY

The planning agencies need to adopt several measures to ensure the holistic development of the tourism industry. Some of these measures are-

- Imparting Tourism Education- Tourism Education among young generation should be compulsory. New courses such as MBA in Tourism should be promoted and proper curriculum should be framed so as to ensure that such students get proper placements in the industry. Also, research in the area of tourism should be encouraged so that new products could be developed keeping in mind the demands of the tourists. Research should also focus on improving customer satisfaction and promoting sustainability in the industry.
- Determining the carrying capacity-As discussed, breaching of carrying capacity of some destinations is the primary concern of policymakers. So, if destination has to be discontinued, then the carrying capacity of both, discontinued destination and new destination must be determined. Carrying capacity should not be determined only in term of Physical Carrying capacity. Social as well as economical carrying capacities also play a role in development of a destination.
- Development of air strips-What was observed is that destinations having air connectivity attract tourists far more in numbers than those having no such provision. So, as a solution, government can plan for building airstrips so that air connectivity is established especially for districts such has Mandi, Chamba, and Kinnaur. Also, Overhauling of existing airport is necessary. Developing airstrips would also lead to development of new tourism avenues in the state.
- Customised Transportation measures- Government should develop transportation keeping in mind families or tourists who visit in groups. Special mini buses having capacity of 15-18 tourists should run on routes designed as theme based circuits within a district. This would reduce the use of private transport and reduce the damage to the environment.
- Increasing accessibility of destinations- Increasing connectivity and accessibility through ropeways. The cost incurred in establishing would be recovered by using them as sites for adventure tourism.
- Increasing the duration of stay of tourists in the state- Mere inflow of tourist is nothing to boast. Tourist arrival is beneficial only when it is converted into earnings. For this, tourists are required to stay in for a longer duration. Different studies have identified factors that impact the duration of stay of tourists. What can be done is, understanding the dynamics of length of stay and formulating flexible strategies for the same.
- Focus on Youth Tourism- Demographically, India is a youth oriented country. Stressful lifestyle has also forced youngsters to find some solace in the nature away from cities. Adventurous nature has also led to development of types of tourism which were unheard of in the country 20 years back. As these youngsters show flexibilities in their schedule, spending pattern, therefore, it is time for the state to shed its old clothes and become more youth oriented in terms of its tourism products.
- Trekking circuit development- there are various planned circuits in the vision of HPTDC. But the major ones among them are religious tourism circuits. As there is shift in tastes of tourists these days. A lot of tourists who seek adventure tourism therefore turn to neighbouring state of Uttarakhand for trekking or adventure

tourism. By developing a trekking circuit, the agencies can connect famous treks such as Triund with not so famous treks in the districts of Chamba and Spiti valley.

- Circuit development in other districts- more dominantly, focus on developing of tourism circuits has been in the districts of Kullu, Shimla and Kangra. Therefore, the agencies should identify the places in other districts and develop theme based integrated circuits. For example- While identifying tourism places in Mandi district, it is observed that a complete package of tour can be developed in the district comprising of religious tourism, sight seeing, adventure tourism, wellness tourism and so on. Therefore, the agencies should develop circuits for places which are under exploited and market them effectively.
- Wellness tourism- Stressful lifestyle in metro cities has forced youth as well as old people to spend some time in peace. Yoga tourism has also gained popularity

after the government decide to celebrate yoga day globally. Himachal Pradesh has many destinations which could serve the purpose of wellness tourism better than any where else. For example- Devi Darh in Mandi district is best suited for this purpose but because of lack of knowledge people hardly visit them.

- Food tourism- if someone visits Rajasthan, it is customary to eat Rajasthani food atleast once. But, same can not be said for Himachal Pradesh. This is because it does not have a proper cuisine which is recognised at national level. Although Himachal has different cuisines famous in different district, it needs something that can represent it as states own food. Himachali Dham is one such type of food. Proper branding should be done of the food. Although locals are trying, but if government gives its own brand to the franchisee outlets opened, it would provide a boost to the brand.

Annexure 1: Status of Population Density During Peak Season in Shimla

Month	Area (sq. km.)	Estimated Population (2016)	Domestic Tourist	Foreign Tourist	Population Density
March (2016)	5131	872178	243450	15859	221
April (2016)	5131	872178	314371	16470	234
May (2016)	5131	872178	408469	17127	253
June (2016)	5131	872178	477463	15264	266
October (2016)	5131	872178	308211	13645	233
December (2016)	5131	872178	259540	10066	223
January (2017)	5131	884302	264088	13997	227
February (2017)	5131	884302	221912	11208	218

Source: (Department of Tourism & Civil Aviation, 2017) (Ministry of Home affairs, 2011).

Annexure 2: Status of Population Density During Peak Season in Kullu

Month	Area	Estimated Population	Domestic Tourist	Foreign Tourist	Density
March (2016)	5503	480407	324572	8289	148
April (2016)	5503	480407	352580	9780	153
May (2016)	5503	480407	418354	12951	166
June (2016)	5503	480407	441259	11279	170
October (2016)	5503	480407	256738	11965	136
December (2016)	5503	480407	98559	2409	106
January (2017)	5503	489391	178254	3954	122
February (2017)	5503	489391	139278	4352	115

Source: (Department of Tourism & Civil Aviation, 2017) (Ministry of Home affairs, 2011)

Annexure 3: Status of Population Density during Peak Season in Kangra

Month	Area	Estimated Population	Domestic Tourist	Foreign Tourist	Density
March (2016)	5739	1608431	218520	9567	320
April (2016)	5739	1608431	310863	17257	337
May (2016)	5739	1608431	207733	10694	318
June (2016)	5739	1608431	305970	13437	336
October (2016)	5739	1608431	300263	17252	336
December (2016)	5739	1608431	78866	3834	295
January (2017)	5739	1628859	149543	8312	311
February (2017)	5739	1628859	237136	8619	327

Source: (Department of Tourism & Civil Aviation, 2017) (Ministry of Home affairs, 2011)

Annexure 4: Status of Population Density During Peak Season in Chamba

Month	Area (sq. km.)	Estimated Population	Domestic Tourist	Foreign Tourist	Population Density
March (2016)	6528	556447	83863	100	98
April (2016)	6528	556447	85200	98	98
May (2016)	6528	556447	88445	50	99
June (2016)	6528	556447	92660	36	99
October (2016)	6528	556447	109210	99	102
December (2016)	6528	556447	111310	69	102
January (2017)	6528	564238	89439	46	100
February (2017)	6528	564238	80453	36	99

Source: (Department of Tourism & Civil Aviation, 2017) (Ministry of Home affairs, 2011)

Annexure 5: Status of Population Density during peak season in Lahaul & Spiti

Month	Area	Estimated Population	Domestic Tourist	Foreign Tourist	Density
March (2016)	13835	31627	0	0	2
April (2016)	13835	31627	0	0	2
May (2016)	13835	31627	6670	429	3
June (2016)	13835	31627	28230	3816	5
October (2016)	13835	31627	3896	709	3
December (2016)	13835	31627	30	25	2
January (2017)	13835	31640	20	2	2
February (2017)	13835	31640	35	12	2

Source: (Department of Tourism & Civil Aviation, 2017) (Ministry of Home affairs, 2011)

Annexure 6: Status of Population Density During Peak Season in Kinnaur

Month	Area	Estimated Population	Domestic Tourist	Foreign Tourist	Density
March (2016)	6401	87670	899	21	14
April (2016)	6401	87670	1252	90	14
May (2016)	6401	87670	9162	370	15
June (2016)	6401	87670	12998	750	16
October (2016)	6401	87670	2140	116	14
December (2016)	6401	87670	306	9	14
January (2017)	6401	88398	2100	4	14
February (2017)	6401	88398	4500	3	15

Source: (Department of Tourism & Civil Aviation, 2017) (Ministry of Home affairs, 2011)

Annexure 7: Status of Population Density During Peak Season in Mandi

Month	Area	Estimated Population	Domestic Tourist	Foreign Tourist	Density
March (2016)	3950	1064896	77765	797	289
April (2016)	3950	1064896	84605	652	291
May (2016)	3950	1064896	94871	1283	294
June (2016)	3950	1064896	113311	1215	299
October (2016)	3950	1064896	149447	979	308
December (2016)	3950	1064896	69796	725	287
January (2017)	3950	1078420	63821	194	289
February (2017)	3950	1078420	91066	378	296

Source: (Department of Tourism & Civil Aviation, 2017) (Ministry of Home affairs, 2011)