

Goa, the Unchanging Destination

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Abstract *Goa's tourism authorities want to revitalize their low-cost beach-focused tourism by orienting it towards product diversification. The adopted state tourism strapline of a "Go Goa: a perfect holiday destination" intends to be a part of an escape strategy from Goa's historical 'sin, sex, drugs and music' image. While Goa as a tourism destination holds an enduring appeal of its enchanting touristscapes, dealing with image reformation continues to be a challenge especially when there is uncertainty, particularly amongst the targeted upmarket leisure tourists in relation to Goa's historical negative image, the new developments and the increasing local's hostility. A number of marketing and development strategies have been devised to resolve the image crisis; however study of impact of stereotype negative image on beach resort destination aiming to reform its image and extend its tourism lifecycle has been neglected. To address this issue, this paper specifies a Fault Lines Model that gain insight into Goa's stereotype negative image and subsequently evaluates the challenges in Goa's transition towards the image rejuvenation. As a conceptual paper, academic literature is further examined to create a multi-step conceptual framework that offers image reformation marketing solutions.*

Keywords: *Goa, Destination Image, Rejuvenation, Image Reformation, Tourism Area Life Cycle (TALC)*

INTRODUCTION

Despite destination image being perceived as a changing and dynamic phenomenon (Baloglu & McCleary, 1999; Chon, 1990; Garrod & Kosowska, 2012), at some locations images have remained static, resulting in the formation of stereotypes. The question arises — is this because these stereotyped destinations have not been able to adapt to changing times and tourists' preferences? Or is it that destination images are inherently more static, contrary to what the literature has acknowledged.

One pertinent example of a destination with a negative stereotyped image is Goa, the smallest state in India. Approximately, four decades after Goa acquired its global reputation as a 'Hippie- Trail Destination', the state continues to reign as the 'Sin, Sea, Sex, Drugs and Music Destination' (Garrod & Kosowska, 2012; Kravanja, 2016). Kamat (2010) asserts that in a series of dogmatic accusations, global media labelled the state as 'A capital for drugs and criminals' focusing on the increasing crime rate, presence of underworld mafia, drug abuse and paedophile activities. Activists decry the destructive nature of Goan tourism

resulting in degradation of the natural and built environment (Kamat, 2015). de Groot and van der Horst (2014) have observed locals protesting against the prevailing 'rave' culture and its 'aculturizing' effects. These aspects of the Goa's image, if found in any other part of the world, might have led to a total denunciation and immediate rejection of the destination (Wilson, 1997).

Paradoxically, Goa fabled for its cheap liquor, laid back liberal lifestyle, rave parties, easy availability of drugs, free sexuality, and budget accommodations' with proximity to scenic beaches, brought novelty, exoticism and cheap excitement for many of the allocentric hippies, backpackers, chartered tourists, independent travelers, and ravers (Brammerand Beech, 2004; Mora, 2016; Wilson, 1997). In addition, 'Beach, Babes and Booze', and 'Pleasure Periphery' have been some of the invariable adjectives used by the image makers to market all that is desirable to large parts of its patronage (Mora, 2016). However, Goa's appeal, 'Low cost- Sun and Sand' and its crowd-attracting formula, 'Sex, Drugs and Music' never encapsulated the high-spending tourists and the foreign family tourists on which

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Goa's tourism industry now hopes to flourish. Goa's tourism plight is that large part of its patronage, considered to be of little net benefit to Goan tourism, adds to the problems of increasing garbage, overcrowded beaches, damaged coastline and increasing crime rate (Falleiro, 2015; Saldhana, 2007). The state tourism agency, incorporating its rich diverse attractions (Coccosis, 2002; Kamat, 2010) adopted a 'strapline' of a "GoGoa: a perfect holiday destination" as a part of an escape strategy from its stereotype image (Kamat, 2011). However, there is uncertainty amongst the upmarket tourists in relation to Goa's prolonged negative image, the new developments of products and services, and the increasing local's resentment against the foreign tourists (Kamat, Scaglione, Pillai & Chan, 2016). Although less glamorous domestic tourists constitute 80% of all visiting tourists, most of the tourism revenue gets generated through foreign exchange earnings, direct and indirect luxury taxes (Falleiro, 2015). With approximately one third of the local population livelihood dependent on the tourism industry, its fall out from global upper income tourist favour could prove to be fatal for Goa's economy (Kamat, Scaglione, Pillai & Chan, 2016).

Research has never before examined the reasons for the Goa's "static image" over the number of years especially when the literature accepts image as a changing dynamic phenomenon. This paper aims to analyse the static prolonged negative nature of Goa's image and offer best marketing solutions to rejuvenate Goa's image to attract the highly desired segment of tourists.

The paper is conceptual in nature, bringing together relevant academic discussions to answer research questions and objectives. To begin, the paper provides a brief review of lifecycle models from a promotion perspective and a narrative of Butler's (1980) 'Destination Life Cycle' trajectory of Goa. In particular, it will provide the means to understand the action and policies of local government and the marketers through the life cycle of Goa. The paper further devises a 'Fault Lines Model' that attempts to provide a snapshot of the problems that would continue to adversely affect the image of Goa. The paper concludes with a multi-step conceptual framework, that models a potential process for destination image rejuvenation. The proposed models offer strategic marketing approach to tourism destination image crises. Multi-step models will systematically help destination managers create a positive destination image to the targeted tourist segments.

LITERATURE REVIEW

Tourism Area Life Cycle

Tourist destinations are dynamic and evolve over time. Evolution occurs in cycles similar to the life cycle of

products, which provides descriptions of the popularity of products over time. Similarly, models by Butler (1980) and Plog (1974) provide valid identifiers of tourist composition changes in destinations (Ho & McKercher, 2015). Butler's S-shaped tourism cycle model adopts a geographical point of view to explain the behaviour of the travel sector in order to develop and promote services and image in specific destinations (Ho & McKercher, 2015).

Butler (1980) shows the stages the tourist area is likely to go through: *Exploration* stage, characterized by small numbers of non-local visitors, attracted by the uniqueness of the destination or its special natural and cultural characteristics; *Involvement* stage, where visitor arrivals to the destination are increasing, providing facilities for tourists and establishing a high level of interaction with the local community; *Development* stage shows a well-defined tourist market area, promoted by an important advertising campaign; in the *consolidation* stage, the year-on-year growth rate decreases, although there is a slight increase in the total number of visitors, whose number may even exceed the resident population; the maximum number of visitors is reached in the stagnation stage. Capacity level of the area are reached or exceeded with the consequent environmental, social and economic problems. From this stage the destination can take several paths, the extremes being *decline* stage. In the decline stage the area is not able to compete with new destinations and loses its attractiveness to tourists. Destination enters a stage of decline, in which the most frequent are weekend or day trips. On the other hand, *rejuvenation* may occur, but it requires a complete change in the attractions on which tourism is based.

The model depicted by Plog (1974, 2001) represents a psychographic portrayal of tourists with the intention of explaining their motivation, desire for a travel experience, and how tourists behave when choosing and taking holidays. Plog suggests a destination evolves attracting firstly a small number of the adventurers allocentrics, followed by increasing numbers of mid-centrics as the area becomes accessible, better serviced, and well known; finally, as the area becomes more outdated, less unique and attractive, it gives way to a decreasing number of psychocentric visitors.

Plog's and Butler's models have flaws and limitations, however the models are still effective in identifying the components of any tourism system. Plog's model helps in explaining a destination rise and fall in popularity, whereas Butler's model reminds the industry players of the urgency of adequate management and steps to preserve and protect a destination or achieve the restoration of its image (Ho & Mckercher, 2015). Possibly, Butler's model remains more relevant given the dramatic changes predicted in global tourism (Mckercher, 2005).

Goa Destination Life Cycle

Goa was a Portuguese colony until its incorporation into the Republic of India in 1961 (Kamat, 2010). This was in contrast to the rest of India's freedom from the British raj in 1947 (de Groot & van der Horst, 2014). Colonialism and Christianisation by the Portuguese left an indelible mark on Goa's identity (Newman, 2016). This cultural fusion brought a degree of mysticism about Goa's image and the state became synonymous with a sense of freedom and the laidback way of life (Noronha, 2009).

According to Butler's model Goa destination life cycle can be outlined into several stages as follows:

Exploration – hippies. According to Noronha, Siqueira, Sreekesh, Qureshy and Kazi (2002), during the early 1970's, Goa as a tourism destination got discovered by the 'hippies'. Authors Brammer and Beech, (2004) noticed that hawkers and peddlers operated out of shacks and were the main recipients of revenue from the hippies. Tourism barons promoted Goa as a 'Zero pollution' destination (Solomon, 2009).

Involvement: Backpackers. Garrod and Kosowska's (2012) research shows that in the following years, alongside hippies, backpackers constituted the majority of tourists in Goa. Noronha et al. (2002) added that their accommodations and food needs were catered by the local people who converted their homes near the beaches.

Involvement 2: Government involvement and early local investment. Noronha et al. (2002) noted that during the 1980's the government of Goa encouraged direct charter flights which boosted the influx of chartered tourists. Large development of guest houses, small hotels and complimentary services were manifestations of the privatization and family oriented tourism reorientation policies (Noronha et al., 2002). Goa was promoted as a 'Most sought after tourist destination' and as "Goa Dourada" in reference to its drenched beaches and Portuguese legacy (Solomon, 2009; Mora, 2016).

Development – Substage: Luxury focus by government. Routledge (2001) noted that with Indian economic liberalization during the mid-1990's, the Goan government instigated a pro-luxury tourism policy. Beach shacks and accommodation with local families paved the way for five-star resorts (Saldanha, 2002). Kamat et al. (2016) states that the first casino was opened in Goa through an amendment in the public gambling act of 1976. Garrod and Kosowska (2012) noted that despite the official emphasis being on value over volume, budget tourism escalated, courtesy of Goa image as a 'Beach Holiday Destination', the devaluation of Indian currency, rising purchasing power of Indian middle class, and continued upsurge in budget accommodations and economical chartered flights.

Development – Substage: The rave scene takes off. With the dawning of the 21 century, the appeal of the commodified rave parties further spread to the allocentric hippies, charter tourists, urban upper classes of India and the local youth (Saldhana, 2005). Virtually all major tourism developments took place along the coastal areas (Brammer & Beech, 2004). In the absence of upper income tourist, travel agents and tour operators capitalised on selling luxury rooms at a bargain price to the chartered tourists (Mora, 2016).

Destination Image Factors in the 21st Century

Destination image is defined as the "sum of beliefs, ideas and impressions that individuals have of the place" (Gertner & Kotler, 2004, p. 50). The image of the destination has been known to be based on either an individual's subjective perception or through tourist assessment of the perceived benefits from the destination based on their subjective needs and desires (Baloglu & McCleary, 1999). The literature shows that both individual perception regarding destination and subjective needs and desires are bound to change. The individual perception of tourist regarding destination gets influenced through marketing and subjective needs and desires change with trends and times (Chon, 1990).

Destination image is a mixture of social, cultural and natural, as well as the tourism infrastructure of a given destination (Beerli & Martin, 2004). It incorporates information from a wide range of sources including perceptions about the historical, political, economic and social aspects of a destination (Gartner, 1994). Gunn (1998) was the first to suggest that images are formed in two ways: those that originate from the general exposure of individuals to different locations through reading, television or movies, there are organic images; and the more refined ones, formed through the promotional materials produced by the tourism sector, these are induced images.

Regarding organic factors, Bollywood movies, books and global media continued to euphemize Goa's 'Sin, Sex, Drugs and Music' image (de Groot & van der Horst, 2014). Munshi (2006) points out that Goa, abetted by lax legal and security measures, became a most sought after holiday destination for paedophiles. For psychedelics, Goa became a place of freedom and of twisted spirituality, for the up-scale and family leisure tourists, Goa was a sinful and a dangerous destination (Kravanja, 2016).

As for induced factors, to woo customers, marketing strategies promoted Goa on the basis of 'Sun, Sea and Sex', 'Wine Women and Songs' and 'Anything Goes' (Mora, 2016; Munshi, 2006). The Goan government also endorsed alternative tourism products including golf, trekking, water

sports, shopping, and cultural and heritage tourism; but beach tourism remained the prime focus of both the marketers and the consumers (Dwivedi, Yadav & Patel, 2009).

Perceived Consolidation and/or Stagnation and Challenges in the 21 Century

In the year 2016, Goa was able to attract 6.33 million tourists (5.65 million domestic and 0.68 international) (Government

of Goa-Department of Tourism, 2019) with foreign exchange earnings around \$2.5 billion in 2014 (Falleiro, 2015). However, Goa’s growth pattern shows a proliferation of seaside excursionists, budget-conscious mass tourists, day-trippers and lifestyle migrants groups who made insignificant contributions (Kamat, 2011; Korpela, 2016). Furthermore, as illustrated in Fig. 1, Goa is feeling vulnerable to decline in over-reliant charter package markets.

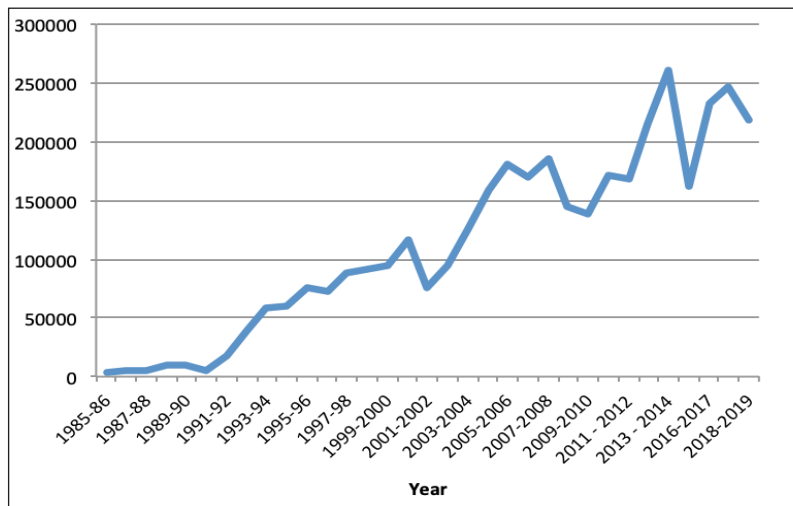


Fig. 1: Charter Tourists Arrival in Goa (Government of Goa-Department of Tourism, 2020)

Additionally, there has been a marked decline in percentage of international tourist visits to Goa (see Fig. 2). In the year 2000, international tourist constituted of 23% of the total

visitors, in 2010, the percentage went down to 17% and in 2014; it was mere 12.6% (Mora, 2016).

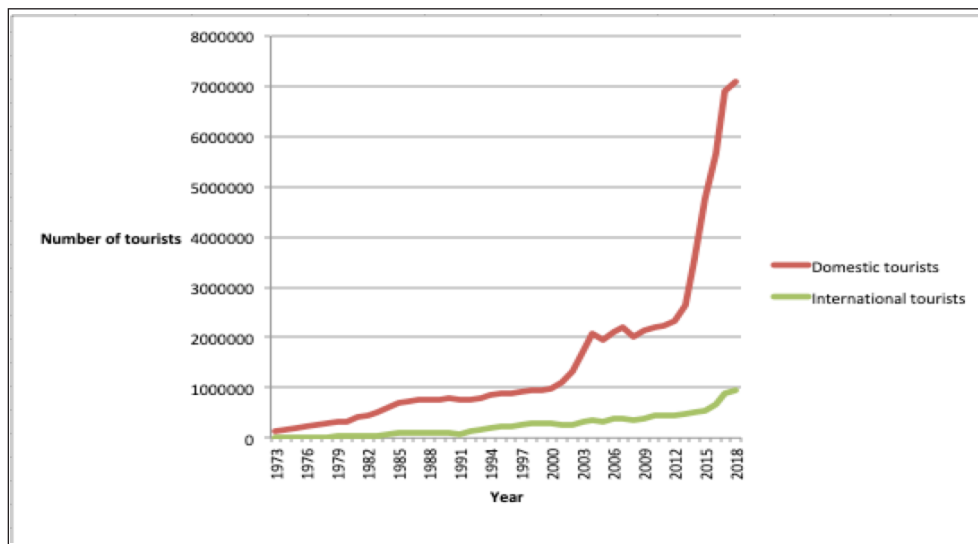


Fig. 2: Growth of Domestic and International Tourist in Goa (Government of Goa-Department of Tourism, 2020)

State-wise, Goa had the lowest growth rate of arrival of Foreign Tourist Visitor (FTV) in India during the period 1995-2011 (Parida, Bhadwaj & Chowdhury, 2017). In the context of Asian prime resort destinations, Goa’s

performance pales into insignificance when compared to Bali, which welcomed approximately 12 million tourists in the year 2016 or to Phuket, which has had foreign exchange earnings in billions (Antara & Sumarniasih, 2017; Chavarria

& Phakdee-Auksorn, 2017). The erratic visitation patterns of the international leisure tourists, exhausted carrying capacity of the coastal regions, environmental degradation, overcrowding, escalating crime incidents and increasing resentment against entrepreneurial invaders may signal Goa reaching early stages of stagnation (Falleiro, 2015; Monteiro, 2015). However, Goa’s ability to continuously attract patronage across the burgeoning Indian middle class, free independent travelers, backpackers, and ravers makes it less conclusive in terms of any interpretations regarding the Butler’s lifecycle model.

METHODOLOGY AND RESULTS

In order to carry out a critical analysis aimed at rejuvenating the image of Goa, a two-stage methodology is established. First of all, negative stereotypes are analyzed through a Fault Lines Model that evaluates the challenges in Goa’s transition towards the image rejuvenation. Fig. 3 provides a snapshot of the problems that negatively affect Goa’s image.

The initiatives (strategies, marketing and developments in rose gold colour) undertaken by Goa Tourism Development Corporation (GTDC), to rejuvenate Goa’s image and tourist decision making behaviour (in sky blue colour) of the targeted upscale and family leisure tourists in relation to the GTDC initiatives is being summed up together in the conceptual framework (Model 1; Fig. 3). The negative correlation between the tourist’s decision making behaviour and GTDC

initiatives, gives rise to fault lines (in red colour). The fault lines (the root cause) showcase important dimensions of the concept of negative image formation (in grey colour). The arrows indicate some kind of direct or indirect causal relationship or influence. When it is indirect (inept and evoked awareness) it is represented by a dotted line. When there is connection, but no influence, it is represented by a line.

Initiative 1: Assuring Safety and Cleanliness to the Tourists

In order to allay tourist anxieties, the Goa tourism authorities have deployed a dedicated force of 250 officers at hotels, and famous tourist spots (Government of India- Department of Tourism, 2016). To counter drug trafficking, strict anti-narcotics law have been implemented and a number of measures had been taken to protect visitors, such as the establishment of an especial tourist police comprising of fifty women constables for instilling confidence amongst the visiting female tourist, the granting of executive powers to a flight squadron to take action against criminals on the spot, upload to the official Goa tourism website the list of authorized hotels, guest houses, tour operators and travel agents, and install video surveillance cameras for Goas’ beach shacks (Government of Goa-Department of Tourism, 2017). In addition, the Indian tourism ministry launched social awareness campaigns, focusing on cleanliness, hospitality and civic responsibilities (Kaur, 2016).

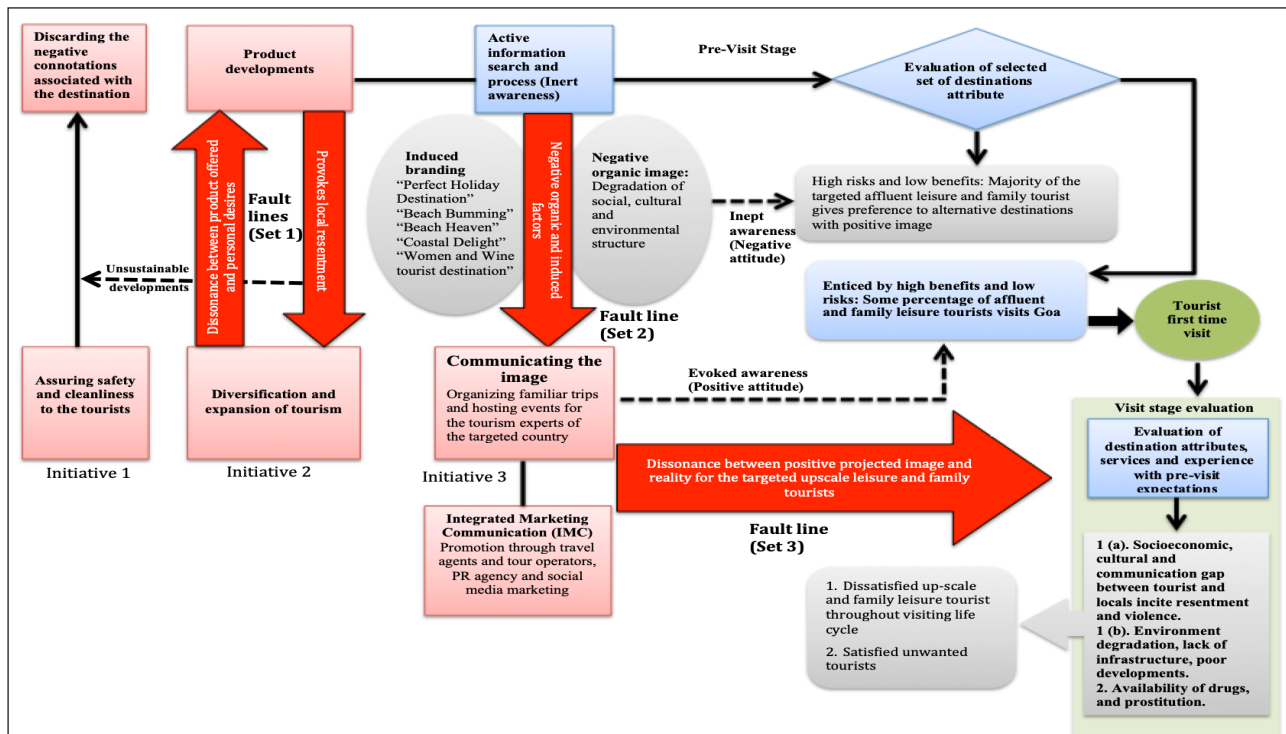


Fig. 3: Rejuvenating Goa’s Image: A Critical Analysis (Model 1)

Initiative 2: Diversification and Expansion of Tourism

Based on its strategic 2020 and 2035 vision, GTDC has adopted a holistic approach deploying the Perfect Holiday Destination model to the different tourism subsectors and areas: MICE Tourism, cultural and heritage, wedding tourism, medical tourism, golf, rural and adventure tourism, gaming casinos, cruise, and wildlife tourism development (Department of Indian Tourism, 2014). Consequently, to lure high-spending tourists patronage, an 'Investment Promotion and Facilitation Board' has been instituted to facilitate investments (TERI, 2015, p. 105). With an objective to seduce leisure tourists from new and existing markets, a tourist visa on arrival scheme (TVOA) has been implemented (Parida, Bhadwaj & Chowdhury, 2017).

Initiative 3: Communicating the Image

The communication strategy of the Goa government deploys a series of actions aimed at provoking positive attitudes (evoked awareness) towards the destination in the consumer or potential visitor. Some actions for the promotion of Goa's image are the following: hosting international events, attracting opinion leaders, social media marketing, interactive websites and mobile applications for the tourist convenience, promotion of Goa tourism in road shows and international fairs, hiring public relation team, airing Goa tourism advertisement through the BBC (Department of Indian Tourism, 2014; Kamat, 2015).

To strengthen the international projection of 'Perfect Holiday Destination', Goa hosted various international conventions, exhibitions, fairs and conferences (Department of Indian Tourism, 2014). 'Come see for yourself' and 'attracting opinion leaders' strategies have been employed (Tourism news, 2016). A strategy of 'hosting international events' is being implemented through holding the international film festival of India (IFFI) (Kamat, 2015).

First Set of Fault Lines

Niche Tourism Development: Incongruence between Product Offered and Desired

Kamat's (2011) research shows that the Goa tourism authority, in collaboration with the United Nations Development Programme (UNDP), made heavy investments in rural tourism. Kamat noted dissatisfaction amongst targeted tourists in relation to the developments and amenities being offered in rural areas. The author noticed that most visitors were not keen to re-visit or to recommend the rural areas to others.

Gambling on the Future: Developments Provoke Local Resentment

Kamat, Scaglione, Pillai and Chan (2016) noted the Goan government strategy to lure high-end tourists by branding Goa as the 'Casino capital of India' created a moral panic amongst social activists, local tour operators and the upright citizens. Especially resented are claims that the casino provokes gambling addictions, it leads to moral and social destitution of families and society, promotes money laundering and tarnishes Goa's tourism image. The authors concluded that without local support, Goa's place branding strategy of creating new brand equity may not be sustainable.

Unsustainable Developments?

"Sustainable approach to tourism means that neither the natural environment nor the socio-cultural fabric of the host communities will be impaired by the arrival of tourists" (UNWTO, 2000). To boost tourism, the Goa government passed a super law allowing demolition of 33 per cent of existing forestland (Mehta, 2016). The Normalized Difference Vegetation Index (NDVI) shows a loss of original vegetation to accommodate tourism services. Falleiro's (2015) research shows negative socio-economic consequences of tourism on locals, with the rise in cost of living, leakage of income (more than 80%), significant spending on tourist amenities and marketing (through public tax money), conversion of agricultural land for mass and unplanned tourism infrastructure, beach privatization by large hotel chains and shifting of jobs to non-locals. Additionally, antagonistic behaviour of the local population (Jagrut Goenkaranchi Fauz) against foreign tourist and pro-rave entrepreneurs (Brammer & Beech, 2004), conflicts of local shack owners against pro luxury lobbyists, and insurgent (Citizens Concerned About Tourism) protests against anti-environmental developers (Noronha, 2009), makes sustainable growth and thus image reformation uncertain.

Second Set of Fault Lines: Negative Induced and Organic Factors

Branding/Induced Factors

Goa destination marketing strategies may emphasise luring a premium clientele, but in reality they are determined to discourage no one. According to the Travel and Tourism Association (TTAG) president Francisco de Braganca, the introduction of the 'On Arrival Visa' spurred the growth of free independent travellers of which 25,770 were budget-conscious Russian travellers (Chari, 2016). The BBC reported that Goa's tourism trade body (TTAG) lobbied the government in Delhi to reduce visa fees and extend visa-

on-arrival facilities for the budget travellers (Why India’s Goa wants its British tourists back, 2015). In addition, the branding strategies continue to be inextricably intertwined with low cost beach tourist destination (Welcome to Goa, 2016).

Negative Organic Cognitive Factors

Goa’s historically unfavourable organic image as the cause of destination image crisis has not faded. Muller (2011) in his research found out that Goa’s drugs and rave party culture continue to motivate a large section of its patronage. Under the newly instituted anti-narcotics law, existing safety guards are still insufficient compared to global security standards. According to leading Indian newspaper headlines in 2015 “Goa tops list of crimes against and by foreigners” (Monteiro, 2015). A National Human Rights Commission Report shows tourism in Goa is directly or indirectly responsible for the upsurge of human trafficking rackets (TERI, 2015, p.44). With the advent of social networking centralized control over destination information dissemination has become impossible (Choi, Lehto & Morrison, 2007). Infrastructure, security and proposed projects do not meet the socio-psychological needs of the upscale tourists and the family leisure tourists. Cognitive and affective components of image formation will evoke negative connotations.

Third Set of Fault Lines

Dissonance between Positive Projected Image and Reality

Even if the GTDC succeeds in its endeavour to dazzle the high spending tourists and family leisure tourists through

deliberately designed products and enticing marketing strategies, they would fail to adequately insulate the tourists from the realities of Goa. Goa’s promotional images often celebrate its local inhabitants, indigenous culture and heritage. GTDC frequently facilitates host/guest contact (Ananda project), where tourists are encouraged to stay with locals (Brammer & Beech, 2004). When the tourists travel, they may look for more varied local experiences (Noronha, 2009), however, given the heightened local hostility, rising crime rate and social turmoil there is a strong possibility of disillusionment amongst visiting tourists that would bring negative repercussions on the tourism industry. In fact, many visiting tourists have complained about the aggressive behaviour of the shop keepers, stall holders, shack owners, cab drivers and the locals (Dwivedi, Yadav & Patel, 2009). Geetha, Singha and Sinha, (2017) noted increased levels of visitor dissatisfaction with fundamental staff services provided in budget category hotels in Goa. Donaldson and Ferreira (2009) add that such insecurities create an overall negative organic cognitive impression of the destination that further leads to cancellations and negative word of mouth.

Multi-Step Conceptual Framework of Image Reformation Process

This multi-step model (see Fig. 4) has greater significance for the marketers as it is viewed through the tourist decision-making behaviour. The model uses ‘Strategic Image Management’ theory developed by Kotler (1993 as cited in Avraham, 2004, p. 473), which suggest, continuous investigation of image formation amongst target segmentations and building brand positioning to deliver relevant message to the targeted audiences.

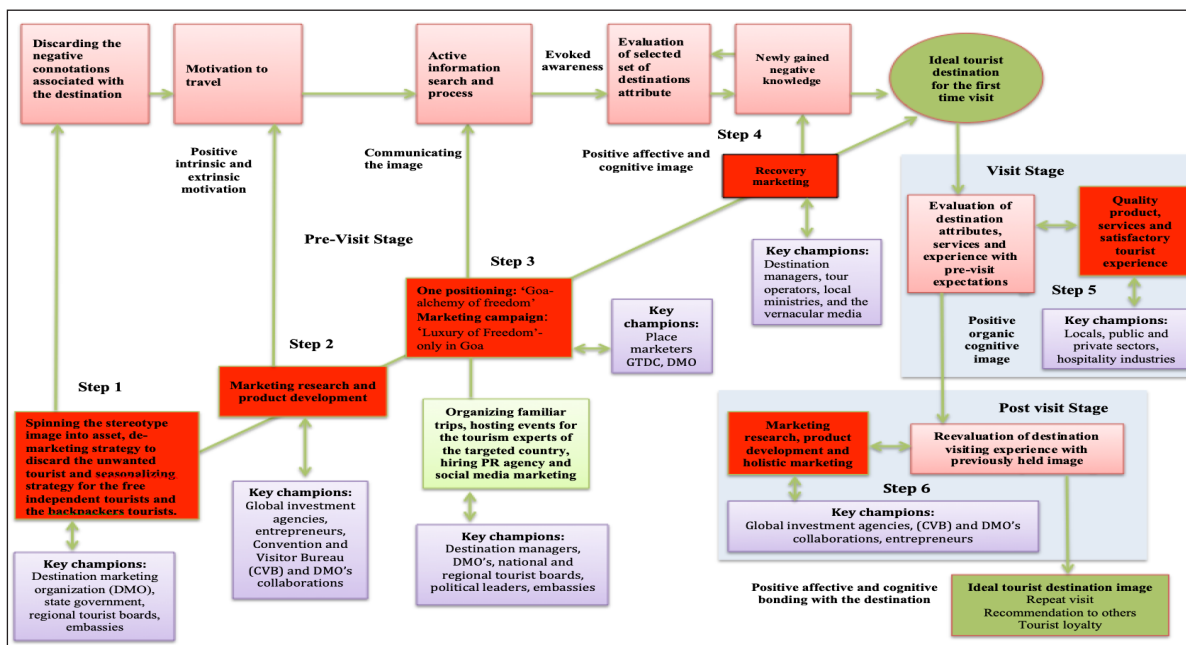


Fig. 4: Destination Image Reformation Process (Model 2)

Pre-Visit Stage

Step 1. In order to spin Goa's prolonged negative image into an asset, Goa needs to be branded as "Alchemy of Freedom" to portray the image of a safe and stress free destination. Place marketers could highlight the freedom quest, and search for fulfilment and self-identity that has attracted tourists to Goa since time immemorial. Indian embassies abroad would be important in restricting entry visas to allocentric hippies, ravers, and the life-style migrants. Additionally, free-independent travellers and the backpackers should only be encouraged during off-season (April-October) to divert increased visitor traffic.

Step 2. To create congruity between the products offered and personal desires, research has been suggested to the GTDC and Convention Visitor Bureau (CVB) to understand the socio-psychological factors, behaviour component of decision-making. The three open research questions technique could be one approach used during the pre-visit stage, where questions such as, 'what makes the destination ideal for you', 'does Goa as a tourism destination offers any product that you find closest to your ideal destination' and 'what developments would you like to see in future in Goa?' Tourist focused product developments through global investment agencies will not only ensure that the Goa becomes a part of the positive projected image to the upscale tourists and the family leisure tourists, but accurate assessment of the long range strategic planning, including revival or removal of old attractions or new product developments through re-investment would be relevant to the needs, wants and demands of the targeted tourist segments. Along with the private players participation, there needs to be an unprecedented increase in local investments in better quality accommodation, infrastructure and supply of tourism goods and services that further needs to be complimented with endowment of tax incentives to Goans on flagship and pro-environmental developments (Parida, Bhadwaj & Chowdhury, 2017).

Step 3. Place promoters keeping Goa's distinctive flavour in mind could run a campaign along the lines of 'Luxury of Freedom-only in Goa'. Integrated marketing communication (IMC), should pass a succinct, consistent message of the unusual and less traveled route by the well-off upper class international tourists, one that offers a high degree of mystique, freedom from constraints (social and political pressure) of life and status conferral in a safe environment. Additionally, leisure activities should conjure the notion of 'freedom of choice' in the form of late night dance parties, carnival festival, cruise experience, side trip to villages or casinos. A 'deseasonalising strategy' needs to be adopted for the upscale tourists by shifting the focus of marketing from just peak-season arrival (November-February) to

off-peak periods. Subsequently, the developments and the product offerings are to be projected through the prominent travel agents, the tour operators, travel writers, academics, celebrities and media personalities.

Step 4. The proposed action plans will lead to positive evaluation of Goa's image. However, to counter negative media coverage or travel advisories, as part of recovery marketing, the formation of a special coherence team (destination managers, tour operators, local ministries, and the vernacular media) would enable the setting up of steps towards tourism restoration founded on government to international agency lobbying, intensified marketing, product development and organizing familiar trips (Deep & Johnston, 2016).

Step 5. At the visiting stage, the GTDC needs to organise cultural awareness training programmes for the local tourism service providers to inculcate knowledge about tourist culture, values, motivation, and expectations of the family leisure tourists, upscale tourists and the mass tourists. This needs to be followed up with organized cross-cultural interactions and participative developments with the free independent travellers and the backpackers (Chang, 2008). Local community must be involved in tourism developments and there has to be a continuous dialogue between the government and the local people. Inter-cultural dialogue between western tourist and the Goa locals should further be encouraged. In addition, the GTDC needs to set up a customer service cultural campaign 'Goa tourism- a celebration of diversities and opportunities' with a focus on delivering a greater experience to the visitors and simultaneously advocating distribution of tourism benefits (see step 2) amongst the host community. This would breakdown prejudices and blockages between cultures and help to improve the overall service quality levels (Avraham, 2015).

Post-Visit Stage

Step 6. At this stage conducting marketing research would ensure constant check on changing tourist wants and desires and simultaneously comprehend the tourist level of satisfaction with Goa's product attributes, receptiveness of local people, and empathy shown by the service personnel (Yuksel, Yuksel & Bilim, 2010). The marketing research findings will provide the base on which the product and service developments and marketing campaigns can be built by the global investment agencies, entrepreneurs and the tour operators (Avraham, 2004). These actions will create tourist satisfaction, which will further lead to repeat visits and positive word of mouth amongst extravagant leisure leaning tourists and finally customer loyalty.

CONCLUSION AND IMPLICATIONS

This paper analyses the reasons for the Goa's "static image" over the number of years by means of Butler's Tourism Area Life Cycle (TALC) and proposes a multi-step image reformation model to achieve the rejuvenation of destination after the stagnation stage. Dealing with image reformation will continue to be a challenge for Goa tourism until the negative connotations associated with Goa are eradicated and conflicts are resolved between the locals and the international tourists. For these reasons, destination managers need to focus on portraying the image of a safe and stress free destination and re-instate locals as the major stakeholders. Using the conceptual framework of the "multi-step model for reforming destination", we emphasized destinations' managers marketing and product development strategies to influence intrinsic & extrinsic motivations and affective & cognitive components of image formation in times of pre-visit, visit and post visit stage. Earlier literature has never before combined the intrinsic and extrinsic motivation framework and cognitive and affective image components together to form a conceptual framework that offers makeover solutions to destinations with stereotyped negative image. Never before such model has been proposed that offers solution on not only attracting first time visitors but also offers guidance on winning the customer loyalty. The proposed multi-step image reformation model is a useful start; it offers guidelines on developing product and marketing campaigns to influence components of image formation and tourist behaviour. In the future, primary research is needed to validate model authenticity. Further, research using secondary data could shed limited light on the behaviour of the targeted tourists. However, each 'stereotyped destination' is a unique case and may require different strategies. Therefore, extensive research is required in marketing and strategic developments for the stereotype negative image destinations.

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