

The Paradigms of Workation for Novel Destination Development: An Explorative Study Based in Himachal Pradesh

Rajinder Kumar*, Punit Gautam**, Rupa Sinha***

Abstract *The dissonance between work and leisure is a contemporary trend that has influenced the entire dimension of travel. This change might be analyzed as the positive impact of technology on professionals. Owing to technology, to some extent, professionalism has been made much easier as the workforce can perform or accomplish their online tasks sitting far away from their workplaces or even enjoying the holidays. Subsequently, a new tourism product termed “workation” is steadily taking root and challenging the traditional concept of tourism. The objective of the present study is to conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis of Himachal Pradesh as a premier Workation Tourism Destination (WTD). The successful establishment of the Workation concept can enhance and enrich the stay of the tourists. The interviews (primary) and digital media (secondary) data are the bases of the work. It was found that digitalized WTDs would grow over non-digitalized ones. The study also expects to highlight leads as regards the international platforms, where experiences from across the world will make this concept more comprehensible. This paper strives to envision harnessing the connections between rural community development and Workation Tourists or Workationists.*

Keywords: *Workation, Workationist, Rural Destinations, Product Development, Workation Tourism Destination*

INTRODUCTION

Developmental requirements of economies have engaged different generations. The generations based on birth year as Silent Generation (1928-1945), Baby Boomers (1946-1964), Generation X (1965-1980), Millennials or Generation Y (1981-1996), and Generation Z (1997-2012) (Dimock, 2019). The Silent Generation is hardworking, loyal to the employer for a full work-life, accepted any work, respected authority, and is technologically challenged (Kane, 2019). The Baby boomers grew up in the era of television expansion but without technology unlike today's generation (Dimock, 2019; Viens, 2019). Generation X witnessed the computer revolution, has a spirit of entrepreneurship, late marriage, careers, and acceptance of cultural diversity as well as the importance of personal life over work life (Meredith & Schewe, 2004;

Dimock, 2019). The Millennials are tech-savvy as they grew up with the internet explosion and understand the importance of time, seek real-life experiences, and use technology for productive output (Rese, Schlee & Baier, 2019; Dimock, 2019; Viens, 2019). Generation Z came to know this world through technology and connect to the web through mobile devices, Wi-Fi, or high-speed cellular internet (Viens, 2019; Dimock, 2019). The Millennials and Z generation are known as the gig generation and prefer more flexible work hours, and work-life balance to precedent generations. The gig economy work culture attracts four in five among the gig generation (Jha, 2019). It shows information society is providing new opportunities and a new value system (Krivtsova, Martynova & Valko, 2019). All generations experience different world events, and unique social,

* Assistant Professor, Department of Travel and Tourism Management, University of Ladakh, Ladakh, India.
Email: krajinders@yahoo.com

** Associate Professor & Head, Department of Tourism and Hotel Management, North-Eastern Hill University (NEHU), Shillong, Meghalaya, India. Email: pg20120301@rediffmail.com

*** Assistant Professor, Amity Institute of Travel & Tourism, Amity University, Kolkata, West Bengal, India.
Email: rsinha.bwn@gmail.com

political, and technological environments than precedent (Rentz, Reynolds & Stout, 1983; Dimock, 2019). These environments shape values, beliefs, attitudes, behavior, and perception (Schewe & Noble, 2000). For example, Elon Musk is among the most productive entrepreneurs. This entrepreneur belongs to Generation X and believes in no hierarchy structure, commonsense as your guide, and no enforced meetings at the workplace (Loria, 2018). Across the generations, there was a transformation from giant natural resources to advance technology, hardship to smart work, authoritative to liberalization, and strict office hours to flexible work hours. These transformations are creating demand for workation in the tourism world. Workation is a hybrid type of tourism when tourists travel for either leisure or business or dual (business and leisure) motive and due to modern technology, they perform both work and leisure activities away from home (Pecsek 2018) in addition to earning as well (Shiraz, 2020). A few examples are dedicated to workation e.g. Out of Office (Jentsch, 2020), Coworking in the Sun (Sellingsloh, 2015), Hacker Paradise (Cowan, 2017), and Workation India (2021), Workation X (2020), and leading travel companies are offering workation package. The essence of these companies facilitates 'remote working' through coworking spaces; equipped with basic technical tools. The popular workation destinations across the globe are Coconat Space (Germany), Sun and Co (Javea, Spain), KoHub (Koh Lanta, Thailand), Roam (Ubud, Bali), Hacker Paradise (Lima, Peru), Wifi Tribe (Mexico), Refuga (Italy), Nomad House (Barcelona, Spain), The Remote Experience (Prague, Czech Republic) and Terminal 3 in Tokyo, Japan (Cowan, 2017). All of these places attract like-minded people and provide an inspirational and safe environment, diverse activities and food, internet connectivity, and livings like local, and seamless remote working. The Japan Tourism Agency is among the first National Tourism Organisations to promote workation (Okada, 2019). In India or among Indian, workation became a travel trend during COVID-19 (Dhyani, 2020; Shiraz 2020) as well as a marketing tool (Anand, 2020) but in the USA there is workation centric vacation policy adopted by The Fresh Tilled Soil in 2012 (Dutel, 2017).

LITERATURE REVIEW

New kinds of tourism destinations are developing across the globe such as sports, events, heritage, fashion, wellness, spiritual, and now 'workation tourism destinations'. Literature is scarce on workation or WTD (Kapkoti, 2021). This manuscript discussed literature review under the Concept of Workation; Working Hours, Leisure, Technology, and Workation; Promoting Workation; Pre-requisite at WTD; Workation Demand and Reflection.

Concept of Workation

The COVID-19 has coerced travel plans topsy-turvy. It enforced employers to adopt 'work from home' among employees. The concept is an option to cope with the boredom of 'work from home' and the dent marked by the pandemic on the touristy employees. The 'work from home' trend gave birth to workation (a portmanteau of "work" and "vacation") and became a 'new normal' in the tourism industry (Anand, 2020). The negative aspects of 'work from home' provided the breeding ground for workation in India, and it has rebooted the Indian tourism industry (Baleny, 2020).

Table 1: Concept of Workation

Sr. No.	Author	Workation
1.	Pallavi. (2020)	A vacation that combines business with leisure, outside conventional workplace.
2.	Workation India (2020)	Work and enjoying vacation, outside conventional workplace.
3.	Das (2020)	Long stay breaks along with work.
4.	Cofoundersre-treat (2019)	Workation implies doing work while on a vacation OR any opportunity to work on yourself and improve your skillsets while enjoying the thrill of exploring a new destination.
5.	Rana (2020)	Leisure during non-working hours outside the usual place.
6.	Shiraz (2020)	Making money by working from the scenic destination of their choice.
7.	Subhadra (2020a)	Clubbing vacation and work (from exotic location).
8.	Pereira (2018)	Having fun during work trip.
9.	Borah (2020a)	Workation is the buzzword as travelers are opting to work from exotic destinations to beat mundane schedules.
10.	Gustasp (2020)	A work/vacation combo.
11.	Jermyn (2013)	It is the future of work.
12.	Thrillophilia (2020)	This process is about connecting; enjoying, exploring and get work done while away from usual office.
13.	Kapkoti (2021)	It is future of work because India has growing numbers of remote workers and digital nomad.
14.	Okada (2020)	Work from a remote tourist destination with the help of laptop or telework.
15.	Sellingsloh (2015)	Trips all over the world where entrepreneurs, freelancers, remote workers and other digital nomads can work while experiencing a different culture and environment.

The Table 1 shows that *workation* is an amalgam of performance, participation, and payment i.e. a person *performing* work (for being paid) from any tourist destination; which is inspiring (culture, nature, ambiance) and connected, *participating* in local tourism activities; which rejuvenate and person and getting payment while on work. This person can be termed a *workationist*. The other side of *workation* excludes '*payment*'. It means a person performing work (upskilling/learning) at any tourist destination and participating in tourism activities but not earning. It can be termed as *workation* tourist.

Working Hours, Leisure, Technology and Workation

Work is an integral part of human life. During the last 150 years, working hours have decreased substantially, particularly in the United States, United Kingdom, Germany, France, Belgium, Sweden, and Australia. In Germany, annual working hours decreased by nearly 60%, from 3,284 hours in 1870 to 1,354 hours in 2017. In India, annual working hours were from 2077 hours in 1970 to 2117 hours in 2017 (Giattino, Ortiz-Ospina & Roser, 2020). It shows huge inequalities across the countries. The people in poor economies work for more hours than in developed economies and it makes them 'leisure poor'. It was found, an imbalance between work and life is a major reason for the development of workation (Pecsek, 2018). Because workation helps in work from a remote area or tourist destination through

technology and technology provides work flexibility (Weir, 2020).

Promoting Workation

Workation can help to achieve Organisational, labour, recreational, and health benefits (Workation India, 2020). Multinational and startup companies promoting 'home office allowance' as technology-savvy employees 'demand greater freedom and fulfillment from their careers' (Menon, 2020). The Fresh Tilled Soil US-based User Experience (UX)/User Interface (UI) firm, adopted a 'professional-goal completion' based workation policy in 2012 resulting in improved productivity and employee happiness (Dutel, 2017). Hence, companies are adopting workation in vacation policy.

Pre-Requisites at Workation Tourism Destinations

Table 2 shows the pre-requisite requirements other than those discussed by Fletcher et al. (2018) and mentioned six key features of a tourism destination. A tourism destination should be a recognized geographical unit (R) and administrative-able (A), having attractions (A), accessibility (A), local transport (T), and tourism infrastructure (I). Additionally, literature has shown that high-speed internet (I), electricity 24*7, and mini office space (M) are additional requirements for WTD development. The requirements are abbreviated as TRI-A-EMI (TRI-A = TRI-AAA).

Table 2: Pre-Requisites at Workation Destination Other Than Basic Infrastructure

Sr. No.	Author	Uninterrupted Internet Connectivity	24*7 Electricity	Laptop Friendly Work Space/Video Calling Space
1	Rana (2020)	✓	-	-
2	Thrillophilia (2020)	✓	✓	✓
3	Shiraz (2020)	✓	-	-
4	Borah (2020)	✓	-	-
5	Parulekar (2020)	✓	-	-
6	Gustasp&Irani (2020)	✓	✓	✓
7	Jermyn, (2013)	✓	-	-
8	Cofoundersretreat, (2019)	✓	-	-
9	Das (2020)	✓	✓	✓
10	Pallavi, (2020)	✓	✓	✓
11	Workation India, (2020)	✓	✓	-
12	Kapkoti, D. (2021)	✓	✓	✓

Workation Demand and Reflection

It is garnering popularity among financial institutions, gig generation, freelancers, journalists, bloggers, IT professionals, millennials, marketing professionals, digital

nomads, yoga coaches, learners, online tutors, startup ideas and comfortable longer stay seekers (Cofoundersretreat, 2019; Subhadra, 2020b; Kapkoti, 2021; Jha, 2019; Rana, 2020; Borah, 2020a; Jermyn, 2013; Parulekar, 2020; Shiraz, 2020; Okada, 2021).

Research Gap

Workation has become a lifestyle in the global north; one of the reasons is that IT-based companies are adopting workation in vacation policy and the suppliers are facilitating 'remote working' with desired facilities. The work from home during the COVID-19 lockdown propelled individuals towards workation in the Indian context. The development of WTDs in Himachal can be a new paradigm for employment, regional development, and longer tourists stay, especially in the rural zones. Innovation through workation can lead to rural tourism destination development. The State has established itself as a popular tourist destination but lacks WTD and the requisites need to be addressed.

WORKATION TOURISM DESTINATION AND HIMACHAL PRADESH

The State of Himachal Pradesh has huge potential for tourism. According to IBEF (2023) tourism sector contributes 7% to the state GDP. Domestic tourist inflow in the state reached 5.63 million in 2021, while foreign tourist arrivals reached 4,932. According to Shukla (2017), "the state was visited by 17.53 million tourists in 2015- almost three times its own population. The revenue earned by the state- Rs. 1200 crore- is a pittance compared to the huge number of people coming to the state: on a per capita basis it is little more than Rs. 600 per tourist. mass tourism is slowly but surely changing the natural beauty of Himachal Pradesh, turning its once idyllic towns into nightmares". It is important to address these issues and remedies are embedded in sustainable tourism growth in the state. As of December 2019, there were 3,679 registered hotels in the state (IBEF, 2023). Additionally, the central government has favorable approach towards the development of tourism infrastructure in State. The sanctioned project for Himachal is, 1. Urban Transport Ropeway Project worth Rs. 1,546.4 crore (US\$ 187.92 million) for Shimla in Himachal Pradesh. 2. Development of a Greenfield Airport in Nagchala, located in the district of Mandi in Himachal Pradesh. 3. And development of Parvatmala Yojna at a total cost of Rs. 3,232 crore (US\$ 417.44 million). The project will cover a total length of 57.1 km.

The State has many popular tourist destinations, for example, mini Switzerland (Khajjar), mini Lahasa (Dharamshala), mini Israel (Ksol), and the summer capital of British India (Shimla). The demand for Himachal Pradesh as WTD is growing, and more among IT professionals, which is overtaking other States (Baleny, 2020; Kapkoti, 2021). Himachal Pradesh is well known as a summer destination across the globe because of its prominent tourism destinations i.e. Shimla, Manali, Kullu, Dharamshala, Bir Billing, Lahaul, Spiti, Khajjar, Dalhousie, Chamba, and many others are enlisted. The 24*7 electricity and high-speed internet are not

afforded by the citizens in the majority of the mountainous rural regions across the State. It is a major challenge to attract workationists or workation *tourists* to mountainous rural regions to develop it as 'WTD'. It was found through literature that workation stay ranges from 7 days to 60 days (Pallavi, 2020; Workation India, 2020; Das, 2020; Parulekar, 2020; Borah, 2020b; Playground Adventure Hostel, 2020). The workation demands various activities yoga, spa, meditation, cycling, pool time, trekking, nature walking, camping, outdoor dinners, and cultural programs, travel to nearby destinations, biking, and fishing (Rana, 2020; Parulekar, 2020; Pallavi, 2020; Workation India, 2020; Das, 2020). "Tourism sector plays an important role in boosting a nation's economy, and increase in tourism flow can bring positive economic outcomes to the nations, especially in gross domestic product and employment opportunities" (Manzoor et al. 2019). Manwa (2012) "posited that in order for tourism to be sustainable for society they must gain economically from it". The literature has proved that workation diverge the above mentioned parameters. Hence, this study is important to investigate the potential of Himachal Pradesh as WTD.

METHODOLOGY

A descriptive type of research study was conducted with tourism academicians and tourism practitioners and other stakeholders in Himachal Pradesh. It uses both primary and secondary data. The current study recruited 100 participants via a purposive sampling method based on the inclusion criteria of the study. It includes tourism professionals (39), tourism academicians (11), tourism researchers (26), hosts from tourism destinations (18), and tourists who availed workation in Himachal (6). The data was collected through a self-designed online questionnaire from January 2021 to February 2021. It includes information related to the respondent perception of tourism destination parameters suggested by Fletcher et al. (2018), the socioeconomic benefit of workation, the potential & requirement of WTD, and opinions of tourism stakeholders "on how to develop Himachal as WTD. Further, the data was analyzed for descriptive statistics by using the advanced tool of MS Office. The current study tried to describe the following research questions.

RQ1: How do the tourism stakeholders rate the features of Himachal Pradesh as 'tourism destination development parameters' suggested by Fletchers et al. (2018)?

RQ2: What do the tourism stakeholders opined about workation awareness, the target market for workation, and established potential and digitally sound Tourism Destinations in Himachal?

RQ3: What did the tourism stakeholders opine about the socioeconomic benefit of workation?

RQ4: What are the nuances of proposing a model to develop Himachal as a destination for 'Workation Tourism'?

RESULTS AND DISCUSSIONS

Data were collected from tourism professionals (39), tourism academicians (11), tourism researchers (26), hosts from tourism destinations (18), and tourists who availed *workation* in Himachal (6). Study reveals that majority (80%) of respondents were male, followed by female (20%) respondents. This indicates that there is one female respondent among every five respondents.

PARAMETERS TO DEVELOP A WORKATION TOURISM DESTINATION FROM THE HIMACHAL POINT OF VIEW

These are the parameters guided by the work of Fletcher et al (2018) about destination development. The parameters are

‘natural beauty’, ‘local transport’, ‘accessibility’, ‘tourism infrastructure’, ‘tourism management and planning’, ‘popularity of Himachal Pradesh as a Tourist destination’, and ‘facility for tourist activities’ in the State. The level of quality of these parameters was measured on 5-point Likert scale. The scale reliability is .892 {it should be $> .7$ (Nunnally, 1978)} Cronbach’s alpha. The results show that majority (63%) of the respondents rated Himachal Pradesh’s ‘Natural Beauty’ in *excellent* category. The majority i.e. The respondents opined that Accessibility (38%) and Popularity (35%) of the destinations in the State are good (Table 3).

State Government need to work on Local Transport (41%), Tourist Infrastructure (42%) and Facility for Tourist Activities (30%) which the respondents has rated as ‘Fair’ in this naturally blessed State. Meanwhile majority of the respondents as much as 39% rated Tourism Management and Planning as ‘Poor’ (Table 3).

Table 3: Destination Features

Parameters	Rating of Tourism Destination Features				
	Very Poor (%)	Poor (%)	Fair (%)	Good (%)	Excellent (%)
Natural Beauty	1	2	8	26	63
Local Transport	8	9	41	36	6
Accessibility	7	11	37	38	7
Tourist Infrastructure	10	18	42	22	8
Tourism Management and Planning	22	39	22	13	4
Popularity as Tourist Destination	3	4	25	35	33
Facility for Tourist Activities	9	26	30	29	6

Source: Primary data.

GENDER, OCCUPATION AND AWARENESS OF WORKATION

Table 4 shows that 67% of respondents are aware of workation. Among the total female respondents 70%, and

66.25% among total males are aware of workation. It shows that female are more aware of workation than male. The fact is visible in literature as well. Table also shows, among the total respondents, 40% got query or enquired regarding workation package. It shows the phenomena is on rise.

Table 4: Gender and Workation

		Awareness of Workation		Total	Query Regarding Workation		Total
		Yes	No		Yes	No	
Gender	Male	53	27	80	32	48	80
	Female	14	6	20	8	12	20
Total		67	33	100	40	60	100

Source: Primary data.

Table 5 shows that among the total respondents; tourism professionals (owner) are most aware of *workation* while tourism academicians are the least (excluding who availed *workation*). Order of awareness among the category of

occupation is as follow:

Workation (availed) > Tourism Professional (Owner) > Tourism Professional (employee) > Resident of tourist destination > Tourism Researchers > Tourism Academicians.

Table 5: Occupation and Workation

		Aware of Workation		Total
		Yes	No	
	Tourism Professionals (Owner)	13 (81.25 %)	3	16 (100%)
	Tourism Professionals (employee)	17 (73.91 %)	6	23 (100%)
	Tourism Academicians	5 (45.45 %)	6	11 (100%)
	Tourism Researchers	13 (50 %)	13	26 (100%)
	Host of tourist destination	13 (72.22 %)	5	18 (100%)
	Travelled to Himachal On Workation	6 (100%)	0	6 (100%)
Total		67	33	100

Source: Primary data.

OPINION ABOUT THE POPULARITY OF WORKATION

Majority of the respondents ‘agreed’ that *workation* in Himachal is trendy among ‘entrepreneurs (41%)’, ‘IT

professional (36%)’, Millennials and those ‘working on startup’ (34%). While the majority of respondents ‘strongly agree’ that Freelancers (35%), Digital Nomad (32 %) and Online Learners (31 %) are travelling to Himachal on *workation* (Table 6).

Table 6: Agreement

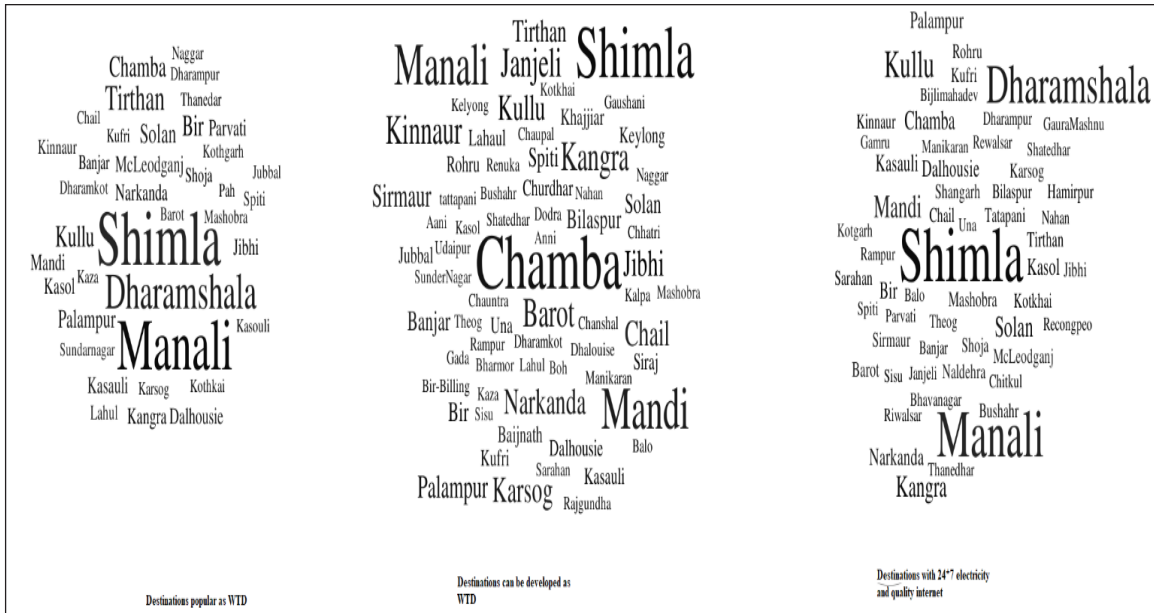
Parameters	Rating of Agreement				
	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)
IT Professional	09	04	21	36	30
Entrepreneurs	07	19	23	41	10
Freelancers	12	04	21	28	35
Digital Nomad	10	04	23	31	32
Millennials	07	09	34	34	16
Working on Startup	14	08	31	34	13
Online Learners	12	05	25	27	31

Source: Primary data.

OPINION ABOUT ‘ESTABLISHED WTD’, ‘POTENTIAL WTD’ AND TOURIST DESTINATIONS WITH ‘24*7 ELECTRICITY/INTERNET’

The respondents opined that there are no established WTD in Himachal but Shimla, Manali and Dharamshala are trendy among *workationist*. Even though the opinion of respondents are scattered over ‘potential WTD’ in Himachal but Chamba, Shimla, and Mandi/Manali are among the top.

State has uninterrupted electricity supply but seasons, natural calamities and maintenance activities are major factors to hamper the electricity supply. The places at Lahaul, Spiti and Kinnaur also have uninterrupted internet (subject to the specific network operator) but winter season is a big hurdle to maintain both the facilities at 24*7 bases. The majority of the respondents mention that Shimla, Manali, Dharamshala and Kullu are the top destinations with uninterrupted internet and 24*7 electricity supply. It implies if these basic facilities will not be extended to potential WTD, *workationist* can shift to other States. Because literature has shown that *workationist* prefer less crowded tourist places.



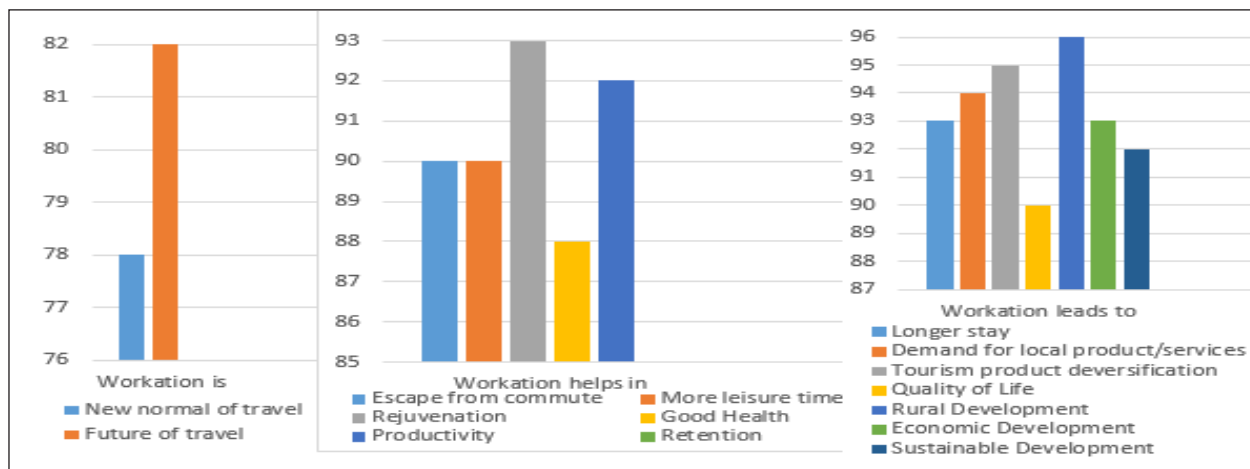
Source: Primary data.

Fig. 1

SOCIOECONOMIC BENEFITS OF WORKATION

The opinion of majority of respondents have mentioned that Workation is ‘new normal of travel (78%) as well as future of work (82%). It can help in ‘escape from commute (91%)’, ‘more leisure time (90%)’, rejuvenation of employee (93%), health benefit (88%), enhance employees’ productivity (92%) and employees’ retention (86%). The respondents have opinion that workation can leads to longer tourist stay (93%), demand for local product/services (94%), Tourism

Product Diversification (95%) and enhance quality of life of locals (90%). These are the factors responsible for Rural Development (96%), Economic Development (93%) and consequently sustainable development (92%) of the destination. There are 95 % respondents feels that workation can be promoted in HP if internet/24*7 electricity/office space are incorporated in accommodation properties. As 94% of the respondents have opinion that 24*7 electricity, premium internet services and space for laptop/electronic gadgets are essential components of ‘WTD’ infrastructure. These are the technical components along with basic components (mentioned by Fletchers et al.).



Source: Primary Data (number shows %).

Fig. 2

WTD ATTRIBUTES FOR DESTINATION DEVELOPMENT

Workation Tourism Destination (WTD) development parameters is a continuum process. This research came out with nine attributes, which comprises of essential components pre-requisite to develop a destination as WTD. It is addition to the key parameters mentioned by Fletcher et al (2018). Hence the key parameters for WTD development are; Transport (T), Recognition (R), Infrastructure (I), Administrative-able (A), Attraction (A), Access (A), Electricity (E), Mini-office-space (M) with maintained privacy and Internet (I). These attributes can be termed as TRI-A-EMI attributes for WTD. It can be applied at a tourist destination (less explored/stagnation/decline); ask DMCs to include the tourist destination as WTD, followed by feedback and improvement in the WTD facilities.

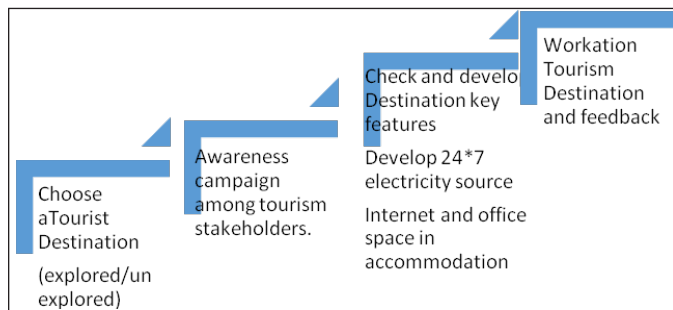


Fig. 3: TRI-A-EMI attributes of WTD Development

SWOT ANALYSIS OF HIMACHAL PRADESH IN THE CONTEXT OF WTD DEVELOPMENT

Strengths

- Natural beauty.
- Trendy among workation destinations.
- Public universities and colleges have introduced tourism and allied subjects to produce Human Resources.
- Cost-effective and tourist friendly localities.
- State has mini Switzerland (Khajjar), mini Lhasa (Dharamshala), mini Israel (Ksol), two UNESCO World Heritages and summer capital of British India (Shimla).
- Pro Tourism State Government.
- Sound digital infrastructure, diverse culture and cuisines.

Weaknesses

- Lack of awareness about workation among tourism stakeholders.
- Geographical conditions or terrain makes connectivity (Internet, road or electricity) expensive as well as frequent/seasonal repair.

Opportunities

- Workation is a trendsetting paradigm of tourism.
- Government has started 'Nai Rahain Nai Manjilain Scheme' to develop unexplored 'potential destinations'. The workation can be connected with this scheme.
- Pro-Tourism tourism policy of State Government.
- Proposed international airport at Mandi.
- Proposed Pathankot-Leh railway line.
- Tourism education courses in school, colleges and universities.
- Startup funds.

Threats

- Quality services and promotion of workation in Uttarakhand, Sikkim and Kerala may divert the potential workation market.
- The 24*7 electricity and internet are among basic requirements to develop a 'tourist destination' as WTD. These facilities established at Shimla, Manali and Dharamshala, can make the destinations crowded.

SUGGESTIONS

- *Digital Cum Traditional Village (DTV)*: It was found in this research as respondents mentioned there is need to develop at least one DTV in every district of Himachal Pradesh while keep the cultural aspect more in favor of local community. DTV can have tourist facilities e.g. uninterrupted internet, 24*7 electricity, food outlets, accommodation, banking services, medical facilities, well connected roads to district headquarter or nearest interstate connecting transportation center.
- *Workation Village*: The government can plan theme based workation village. In addition, Government can target 'competitive exam aspirants' from metro cities to host at workation villages.
- *Awareness Campaign*: It can play an important role to sensitize the local community towards 'WTD' development in the targeted region. It can involve public, local governance, tourism board, investors,

academicians, policymakers and tourism industry professionals.

- *Integration of Existing Schemes with Workation:* Himachal Pradesh Government have schemes to promote tourism i.e. Homestay scheme and Nai Raahein Nai Manzilien. These schemes can play an important role in the promotion of WTD if integrated with WTD desired infrastructure.
- *Accessibility:* The proposed accessibility projects i.e. International Airport at Mandi and Pathankot Leh Railway line need to be implemented with concerned sustainability measures. It will facilitate the State with direct domestic and international accessibility.

CONCLUSION

General Discussion

The positive benefits one can generate from workation are sustainable tourism development, quality tourists, new tourism product, increase in per tourist revenue, increase in tourist stay and strengthening local economy. This paper considers Himachal to have WTD potential. The selection of Himachal for the study's context is because of its scenic landscapes, diverse tourism activities, diverse cuisines, popularity, accessibility and the attractive tourism destinations (Rana, 2020; Parulekar, 2020; Pallavi, 2020; Workation India, 2020; Das, 2020; Holidify, 2023).

The empirical results of this paper show that respondents perceive two factors, namely accessibility to Himachal and popularity as WTD, as good. The two factors fit the notion of "WTD" which embraces the parameters of Fletcher et al (2018). Additionally, respondents perceived that, State Government need to work on Local Transport, Tourist Infrastructure, Facility for Tourist Activities. The study also shows that there is need to strengthen the Tourism Management and Planning and its rectification to develop Himachal as WTD.

Managerial Implications

Marketers and tourism destination planners can craft meanings—whether of temporal, spatial, or socio-cultural implications—from the workation to deliver experiential and leisure purposes. It will help the policy planners to strengthen workation based tourism policy in Himachal and productive results for Himachal tourism as study shows tourism professionals (owner) are most aware of workation among different categories of respondents. This study can help the tourism professionals to launch the product among target market as findings of this study e.g. The female respondents are more aware of workation over male respondents. It will

also help to attract the quality tourist (workationist) to the State (Parulekar, 2020; Shiraz, 2020; Okada, 2021). The development of Himachal as WTD will increase per tourist revenue, happiness and health of workationist, and can address the issues raised by different researchers (Shukla, 2017; Dutel, 2017; Workation India, 2020).

The workation can be promoted in Himachal if tourism stakeholders are providing un-interrupted internet and electricity, mini-office-space with maintained privacy (along with basic facilities required at a tourist destination) in the tourism destination like in Himachal Pradesh (Pallavi, 2020; Das, 2020; Thrillophilia, 2020; Kapkoti, 2021). This is how tourism stakeholders can develop any tourism destination as WTD. It can enhance economic development of rural areas via product diversification, better quality of life, increased demand for local product/services and tourist stays at a destination. Consequently, it can lead to better employment opportunities, smart cum sustainable village and development of tourism destinations across the States and Nation. In nutshell, workation is new normal of travel and future of tourism (Anand, 2020) and it is need of the hours to develop Himachal as WTD.

REFERENCES

- Anand, H. (2020, August 202). Workstation and staycation, the new normal. *The Economic Times*. Retrieved from <https://hospitality.economicstimes.indiatimes.com/blog/workstation-and-staycation-the-new-normal/4453>
- Baleny, A. (2020, December 19). On workation during a pandemic. *Economic Times*. Retrieved from <https://hospitality.economicstimes.indiatimes.com/news/speaking-heads/on-workation-during-a-pandemic/79810722>
- Borah, P. (2020a, September 11). Work From Home No More! Take Off For A Staycation (Or Workation). *Swirlster*. Retrieved from <https://swirlster.ndtv.com/travel/work-from-home-no-more-take-off-for-a-staycation-workation-2293776>
- Borah, P. (2020b, September 30). Uttarakhand calling: Plan A workation, road trip or a long staycation. *Swirlster*. Retrieved from <https://swirlster.ndtv.com/travel/uttarakhand-calling-plan-a-workation-road-trip-or-a-long-staycation-2303416>
- Cofoundersretreat. (2019, March 26). *Workarions: A trend on rise*. Retrieved from <https://cofoundersretreat.com/workations-a-trend-on-the-rise/>
- Cowan, K. (2017, March 15). 10 great workation retreats for digital nomads. Retrieved from <https://www.creativeboom.com/features/10-great-workation-retreats-for-digital-nomads/>
- Das, M. (2020, July 6). The holiday is back but it's now called a workation. *Times of India*. Retrieved from <https://>

- timesofindia.indiatimes.com/india/the-holiday-is-back-but-its-now-called-a-workation/articleshow/76645601.cms
- Dhyani, V. (2020, October 30). Top 10 workation destinations in India! *Flamingotravels*. Retrieved from <https://www.flamingotravels.co.in/blog/2020/10/top-10-workation-destinations-in-india>
- Dimock, M. (2019 January 17). Defining generations: Where Millennials end and Generation Z begins. *Pew Research Centre*. Retrieved from <https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>
- Dutel, R. (2017, March 24). The workation manifesto. *Medium*. Retrieved from <https://medium.com/@rdutel/the-workation-manifesto-6652fe40739f>
- Fletcher, J., Fyall, A., Gilbert, D., & Wanhill, S. (2018). *Tourism: Principles and practice* (6th ed.). United Kingdom: Pearson.
- Holidify. (2023). Tourist places in Himachal Pradesh. Retrieved from <https://www.holidify.com/state/himachal-pradesh/top-destinations-places-to-visit.html>
- Giattino, C., Ortiz-Ospina, E., & Roser, M. (2020). Working hours: Our World in data. Retrieved from <https://ourworldindata.org/working-hours#citation>
- Gustasp & Irani, J. (2020, October 14). Feeling burnt out? Plan A workation to beat the blues. *Reader's Digest*. Retrieved from <https://www.readersdigest.in/features/story-feeling-burnt-out-plan-a-workation-to-beat-the-blues-126676>
- <https://www.tripoto.com/trip/this-remote-work-station-in-himalayas-dedicated-to-elon-musk-is-the-new-home-for-digital-nomads-5a1b9571e49d7>
- IBEF (2023). Himachal Pradesh state report. Retrieved from <https://www.ibef.org/states/himachal-pradesh>
- Jentsch, A. M. (2020 January 25). Out of office workations. Retrieved from <https://workation.works/2020/01/25/how-workations-help-gohiring-embrace-a-remote-culture/>
- Jermyn, D. (2013, July 31). The rise of the 'workation:' Vacationers pack their jobs in their suitcase. *The Globe and Mail*. Retrieved from <https://www.theglobeandmail.com/report-on-business/careers/the-future-of-work/the-rise-of-the-workation-vacationers-pack-their-jobs-in-their-suitcase/article13531514/>
- Jha, L. (2019 January 26). Four in five millennials, Gen Z'ers prefer gig work to 9-5 jobs: Report. *Mint*. Retrieved from <https://www.livemint.com/news/india/four-in-five-millennials-gen-z-ers-prefer-gig-work-to-9-5-jobs-report-1561572851202.html>
- Kane, S. (2019 May 02). Common characteristics of the traditionalists generation. *The Balance Careers*. Retrieved from <https://www.thebalancecareers.com/workplace-characteristics-silent-generation-2164692>
- Kapkoti, D. (2021, February 8). This remote work station in Himalayas, dedicated to Elon Musk, is the new home for digital nomads. *Tripoto*.
- Krivtsova, E. V., Martynova, T. N., & Valko, O. V. (2019). Social risks and human values in context of digital nomadism. *Advances in Social Science, Education and Humanities Research*, 273, 389-395.
- Loria, K. (2020, April 18). 7 tips on how to be productive from Elon Musk. *Business Insider*. Retrieved from <https://www.businessinsider.in/science/7-tips-on-how-to-be-productive-from-elon-musk/articleshow/63822734.cms>
- Manwa H. (2012) Communities understanding of tourists and the tourism industry: The Lesotho highlands water project. *Afr. J. Bus. Manag.*, 6, 6667-6674.
- Menon, R. (2020, May 22). Companies provide home office upgrade to make WFH better. *Mint*. Retrieved from <https://www.livemint.com/companies/news/companies-offer-home-office-upgrade-to-make-work-from-home-comfortable-11590149589007.html>
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.
- Okada, M. (2021, February 4). Workation and Bleisure: New working styles under COVID-19. *Japan Forward*. Retrieved from <https://japan-forward.com/workation-and-bleisure-new-working-styles-under-covid-19/>
- Pallavi, K. P. (2020, September 7). What is workation? The new way to travel and end your WFHboredom. *India Today*. Retrieved from <https://www.indiatoday.in/lifestyle/travel/story/what-is-workation-the-new-way-to-travel-and-end-your-wfh-boredom-1719513-2020-09-07>
- Parulekar, T. (2020, May 21). Travel trends 2020: Workations, just weekends are the new vacations? *Shethepeople*. Retrieved from <https://www.shethepeople.tv/blog/travel-trends-2020-workations-just-weekends-are-the-new-vacations/>
- Pecsek, B. (2018). Working on holiday: The theory and practice of workcation. *Balkans Journal of Emerging Trends in Social Sciences Balkans JETSS*, 1(1), 1-13.
- Pereira, D. (2018, June 20). How to turn your workation into a vacation. *Swirlster*. Retrieved from <https://swirlster.ndtv.com/travel/how-to-turn-your-workation-into-a-vacation-1870585>
- Playground. (2020). Himalayan workspace in Manali, India. Retrieved from <https://www.playgroundoutdoors.com/remote-workspace>
- Rana, P. (2020, September 23). Decoding 'workation', the new tourism trend. And the best places to take a working

- break. *Luxebook*. Retrieved from <https://www.luxebook.in/best-places-to-go-on-a-luxury-workation-in-india/>
- Rentz, J. O., Reynolds, F. D., & Stout, R. G. (1983). Analyzing changing consumption patterns with cohort analysis. *Journal of Marketing Research*, 20, 12-20.
- Rese, A., Schlee, T., & Baier, D. (2019). The need for services and technologies in physical fast fashion stores: Generation Y's opinion, *Journal of Marketing Management*, 1-23. doi: 10.1080/0267257X.2019.1665087; Retrieved from <https://www.hindustantimes.com/travel/yearender-2020-5-workation-destinations-that-became-the-new-travel-trend-amid-covid-19/story-L72Jm5uSgEZbw03tcTJaTM.html>
- Schewe, C. D., & Meredith, G. (2004). Segmenting global markets by generational cohorts: Determining motivations by age. *Journal of Consumer Behaviour*, 4(1), 51-63.
- Schewe, C. D., & Noble, S. M. (2000). Market segmentation by cohorts: The value and validity of cohorts in America and abroad. *Journal of Marketing Management*, 16(1-3), 129-142.
- Sellingsloh, F. (2015, October 30). Workations & coworking camps worldwide. Retrieved from <https://www.coworkinginthesun.com/category/workations/>
- Shiraz, Z. (2020, December 29). Yearender 2020: 5 'workation' destinations that became the new travel trend amid COVID-19. *Hindustan Times*.
- Shukla, A. (2017). Himachal Pradesh's model of tourism is not sustainable. Retrieved from <https://hillpost.in/2017/08/himachal-mass-tourism-not-sustainable/109286/>
- Srivastava, S. (2020, September 30). Planning a workation trip? Check out these rejuvenating destinations in India. *Herzindagi*. Retrieved from <https://www.herzindagi.com/diary/best-workation-destinations-in-india-slideshow-13101>
- Subhadra. (2020a, July 18). 5 ways how 'destination working' boosts productivity. *Treebo*. Retrieved from <https://www.treebo.com/blog/destination-working/>
- Subhadra. (2020b, September 18). Work away from home: 8 offbeat workation destinations in India. *Treebo*. Retrieved from <https://www.treebo.com/blog/workation-destinations-in-india/>
- Thrillophilia. (2020). Best workation in Himachal Pradesh. Retrieved from <https://www.thrillophilia.com/states/himachal-pradesh/tags/workation>
- Viens, A. (2019 October 2). This graph tells us who's using social media the most. *World Economic Forum*. Retrieved from <https://www.weforum.org/agenda/2019/10/social-media-use-by-generation/>
- Weir, J. (2019, March 26). Three ways technology can help with work-life balance. *Forbes*. Retrieved from <https://www.forbes.com/sites/theyec/2019/03/26/three-ways-technology-can-help-with-work-life-balance/?sh=3fb6cbdc3b15>
- Workation India. (2020). Idea of workation. Retrieved from <https://www.workation.co.in/idea-concept-of-workation/>
- WorkationX (2020). What is workationX? Retrieved from <https://workationx.com/>