

# Situational Analysis of Tourism Micro-Enterprises in Meghalaya with Special References to Homestays and Food and Beverages

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**Abstract** *Tourism in Meghalaya has grown exponentially. According to the Directorate of Tourism 15 lakhs tourists travel to the State in the year 2023. With the high tourist influx, tourism can no longer be perceived as a part-time business but a full-fledged livelihood of the local people. Thus, to meet their growing demands, tourism enterprises such as homestays, transport operators, tour operators, retailers, restaurants, and tour operators are the main thrust to provide the facilities and deliver quality services. The paper attempts to provide a comprehensive study on the current tourism value chains and a baseline assessment of the existing enterprises in the State. To facilitate the research objective, SWOT matrix was chosen for the study employing both quantitative and qualitative research with self-administrative questionnaires serving as the primary tool for data collection. Research design includes a stratified sampling of the different tourist circuits and a random selection of 50 samples of tourism enterprises from the strata. The data was analyzed using descriptive statistics and presented in the form of SWOT matrix. Results indicate that all value chains nodes shows variations of SWOT. However, overall assessment indicates that a major strength was observed in the accommodation and food and beverages, more effort needs to be improved on accessibility and tour operators and the highest scope was observed in tourist activities and shopping arcade. While all enterprises are susceptible to unforeseen events, the impact on accessibility and tourist information is higher as they are pure tourism driven enterprises.*

**Keywords:** *Situational Analysis, Tourism, Micro-Enterprises, SWOT, Meghalaya*

## INTRODUCTION

Meghalaya “The Abode of Clouds” is a jewel located in Northeast India renowned for its captivating nature-focus tourism and rural hospitality. The presence of hills, mountains, rich flora and fauna, deep gorges, cascading waterfalls, river systems, caves and a blend of culture and heritage captivates visitors across the world makes it one of the best places to travel in India. Due to tourist visibility, the growth of tourism in the state has been exponential. Started out from a colonial outpost and place of resting during the British times tourism

have slowly transform into an enterprise driven activity. This gradually transformation has truly positioned Meghalaya as a competing tourist destination in Northeast India.

Tourism enterprises represent the backbone of any tourist destination. Indeed, any tourist activity cannot exist or function without the presence of enterprises as they facilitate in the fulfilment of tourist needs and the delivery of memorable experience. Tourism micro enterprises includes multiple small businesses such as tour operators, transport operators, accommodation units, and adventure operators involves in handling and providing various products and

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services to the visitors. Such are evident in a majority of the popular tourist circuits such as the Shillong, Myllem, Sohra, Pynursla, Mawlynnong and Dawki circuits. Interestingly, they started as small retail outlets in remote areas and then slowly venturing into accommodation, transport operators and other adventure activities as tourist demand grew. Over the years, discovery of new tourist destinations and high tourist arrivals have immensely impacted on the growth of tourist enterprises in the state. Moreover, there have been several public sector initiatives to promote their development such as PRIME HUB, CM-elevate and other state level schemes reviving the entrepreneurial spirit of local communities. These movements gave impetus to change and growth, however it also demands proper assessment and monitoring. Thus, in the current scenario, a baseline assessment on situational analysis is crucial not only to capture a comprehensive understanding of tourism but also necessitates the importance of evaluating the performance of the existing enterprises in the state.

## REVIEW OF LITERATURE

### Theoretical Backdrop on Situational Analysis and SWOT Analysis

Situational analysis describes the current situation or “where are we right now” and serve as means by which a business can identify both the macro and micro environment (Vrontis & Thrassou, 2017). Moreover, it relates to the process of evaluating the internal and external factors affecting an organization, project, or business activity (Gürel & Tat, 2017). Its application is beneficial to build organizational strategy and provides a structure way of operating a business (Pahl & Richter, 2009: 4-5). Although commonly associated with SWOT analysis, there are several tools and techniques in which organization can use to assess its environment. It includes the pestle model (Çitilci & Akbalık, 2020), critical success factors (Orouji, 2016), porters five force model (Bruijl, 2018), and value chain analysis (Haron et al., 2013). However, despite the availability of different tools, SWOT is no doubt a highly reliable tool which has been adopted in different fields of study (Panagiotou, 2003).

The history of SWOT goes back to the 1960’s where it was used by different research institutes as part of a developing new management and control (Chermack & Kasshanna, 2007; Madsen, 2016). Later on it in the 1990’s, SWOT has been identified as an important part of strategic management and has gain popularity due to validity and accuracy (Hoskisson et al., 1999). SWOT analysis is an acronym which stands for Strengths, Weaknesses, Opportunities and Threats. It refers to a two-dimensional analysis that is use to evaluate the internal and external forces operating on the business in which both the positive and negative sides are

presented (Jonassen, 2012). Strengths and weakness show the internal elements of an organization which facilitate how can a management reached its goals and somewhat are under the control of the management. Opportunities and Threats are external factors that the management needs to address the gaps while also identifying the potential barriers to reach its goals (Sammut & Galea, 2015).

Over the years, its application has contributed not only in businesses and research institutions but have also provides strategic decision making in different public sectors and NGO’s (Benzaghta et al., 2021). In general management, application of SWOT has enabled management to identify how high levels of cooperation between companies solved infrastructure deficiencies and increases associations recognition and gradually better implementation of governance (Mello et al., 2022). Similarly in education, it shows how universities connect their weakness with lack of funding, low positions in ranking, governance problems as well as fragmented faculty structures and administrative support (Hladchenko, 2014). In the case of marketing, Suwanmaneepong et al. (2019) utilises a combination of SWOT and TOWS matrix in developing effective marketing strategies of agro products for a community group in Nongchok, Accordingly 12 marketing strategies were identified that Nongchok community should undertake. It was concluded that community should focus on product re-branding, packaging and proper certified labelling and display of ingredient information. SWOT analysis has also proved to be useful tool in healthcare services. In another study, Aslan et al. (2014) emphasized the need for specialised doctors to meet the needs of the increasing population and opening of nursing homes to decrease load hospitalization. Moreover, it shows more medicines and devices should be produce in the localised country to prevent money outflows.

In the parlance of tourism studies, You (2023) reveals critical insights on Singapore’s tourism industry. Apparently, the growth of tourism was due to the improvements of overall tourism infrastructure and political stability which promoted visitor’s confidence in travelling. However, the key concerns are the sustainability of the destination, rebuilding convention tourism city, and highlighting the cultural beauty of the destination. Additionally, in another study conducted by Rojabi, Budiatiningsih and Pratama (2023) in small village of TeteBatu, SWOT reveals the importance of capable human resources in tourism development through capacity building and skill development. It provides recommendations for promoting sustainable tourism enterprises through policy changes in environmental management, community empowerment, and sustainable infrastructure development. Similarly, Borthakur (2024) also highlights its importance in assessing the strengths and weaknesses of a tourism destination. In the study, it was found that social and cultural benefits to a main motivating factor for local residents to start enterprises however the lack of coordination among

tourism administrators, owners of the hotel industry, travel and government entities turn out to be the weakness of the state. This is conjunction with study of Choudhury et al. (2018) which highlights moderate climate, the instinctive hospitality, nature scenic beauty, cultural and traditional massages to be major strength in NE region however a major weakness was due to lack of awareness of tourism being a sustainable livelihood, no human resource development, low-literacy level, poor connectivity and insurgency in a few areas.

## SWOT Analysis and Tourism Micro-Enterprises

Tourism micro-enterprises are businesses that offer a range of services and facilities during the entire visitor's trip to a destination. They include services that are involves in supporting the tourist destination as well as meeting the needs and wants of the tourist. The different kinds of services includes accommodations, travel business, tour operators, transport services, food and beverages, catering services and other specialized services (Humke, 2013). Under the MSME Act of 2020, tourism micro enterprises includes businesses in which investment does not exceed 1 crore and turnover is up to 5 crores. They emerged as highly vibrant and dynamic sector which provides large number of employment opportunities at lower capital cost and also contributes towards the GDP growth (Ministry of MSME, 2020). Despite their importance, many of the tourism micro-enterprises belongs to the unorganized sector and more importantly many-faced problems of credit facilities, poor infrastructure, unavailability of raw materials, lack of marketing strategy, and proper training (Sree & Vasavi, 2020).

In the study of Mustika and Aditya (2018c) on rural enterprises in Kampung Tajur village, the author employed SWOT analysis and TOWS matrix and concluded that primary reason for tourist visitation is due to prosperity in agriculture, local culture, educational tours and traditional homestay. However, villages are facing issues on capacity building and low support from government in terms of management of the tourist destination. There are also other concerns on poor infrastructural development, lack of basic infrastructure as well as mistrust between government and local communities which will reduce attraction of the place. Moreover, Somashekara and Chitra (2024) in the study at Kalasa Taluk homestays pointed out that although tourism homestays have opened employment opportunities, created infrastructures and reducing rural to urban migration, A major constraints is that tourism has cause excessive deforestation and reduction of agricultural land posing a threat to food security.

Bhatia (2013) on the application of SWOT on Indian tourism industry however stress on the provision of good

quality accommodation at reasonable prices, availability of banking facilities and entertainment facilities for guest stay. Furthermore, with regards to food and beverages, restaurants at the different tourist sites should put more emphasis on providing wide selection of local food and variety of meals to suit the taste of the tourist. This is in conjunction with the study of Sikhiram (2014) who emphasised that visitors preferred organic food freshly prepared from the local garden. Also food prepared by the host should be tasty delicious and should be clean and hygienic. Notably, Mshenga et al. (2010), shows that there is a significant difference in the effect of tourism and the type of business. For curious businesses, tourism has a significant effect since shopping is an important activity for tourists. This is due to the fact that as part of their travel experience, tourists enjoy purchasing goods which serve as symbolic reminders of the trip. For farm and restaurant businesses, the results are mixed as they serve both locals and tourists. In the nutshell, SWOT analysis provides a clear view on how tourism business operates, enabling them to get a better envision for the desired future (Pahl & Richter, 2009: 4-5).

## RESEARCH GAP AND RATIONALE BEHIND THE STUDY

Both the literature and the present observations have provided a basis of rationale before further advancement on the current research study. Firstly, as evident from the literature SWOT has become a power strategic tool to identify the business environment both internally and externally and has proved to a useful to identify gaps that businesses should address. This ultimately would give businesses more structure in dealing with the gaps, existing barriers as well as current prospect for expansion and up gradation of services. Secondly SWOT has been relevant in myriads of industries and sectors making it a reliable and viable methodology for the current study. Thirdly given the growth of tourism in the state and increasing number of microenterprises, there is a need for baseline study to assessed the current status of these businesses and how well are they performing in their avenues. This will not only provide valuable information for knowledge building but will also bring clarity, structure and effectiveness with regards to policies making and better implementation of tourism community-led projects

## METHODOLOGY

### Research Design and Objective

The objective of the paper is to explore existing tourism enterprises value chains and provide a situational analysis

of tourism enterprises. To achieve the desirable results, an exploratory research design was adopted for the study employing both quantitative and qualitative methods. To facilitate the design, value chain mapping was projected and SWOT matrix methodology containing ('strengths', 'weaknesses', 'opportunities' and 'threats') of the different enterprises was computed. Value chain mapping provides a baseline data in identifying the existing enterprises and their service flow from production to consumption stage. In addition, SWOT analysis gave an in-depth situational analysis and served as a means in understanding the business operations, present market demand, existing gaps, local competition and feasible intervention. Overall, the study will provide a holistic insight of the present scenario which will help key stakeholders in taking strategic decisions for future tourism projects in Meghalaya.

## Sampling and Data Collection

Both stratified and random sampling has been adopted for the study. Firstly, the Tourist destinations in state were divided and segregated base on relevant criteria. These criteria include geographical regions, tourism clusters, tourist circuits and other factors that are critical for the analysis. Secondly, 50 samples were randomly selected from the stratum; it includes tourist accommodation, transport, food and beverages, retail outlets and handicrafts shops. Finally tailored questionnaires were distributed together with focus interviews held with business owners, cooperatives societies, integrated village cooperative societies (IVCS) and other community led enterprises like Self Help Groups.

## Variables

The present study includes indicators retrieved from both primary and secondary sources pertaining to studies on tourism situational analysis. The variables selected for the study comprised of mainly two dimensions which had been classified into internal and external factors. The internal factors include criteria's that are under the control of the stakeholders, they are - natural attraction, basic Infrastructure, tourism infrastructure, hospitality services, service offerings, business operations and management, financial management, human resources development, marketing and branding, stakeholder roles and participation, community awareness and conservation. The external factor includes those are not under the control of the stakeholders. Selected criteria includes-tourism policies, tourist inflow, tourist preferences, digital marketing and market access, disposable income, better transport connections, fairs and festivals, local competition, dynamic development in

neighbouring areas, cross border traffic, natural disasters, political instability (Goranczewski & Puciato, 2010).

## Tools and Techniques

Descriptive statistics including percentages and frequencies were employed to analyse the demographic profile of the enterprises. Demographic profile includes Age, Gender, Income, Occupation etc. Furthermore, a flow chart value chain mapping was developed to identify the community-based tourism enterprises and capture the major stakeholders and the identification of their roles in different value chains A SWOT Matrix was then prepared to highlight their current business operations, quantitative mapping of tourism infrastructure, market analysis, tourist demand and the existing gaps and challenges faced by stakeholders in different value chains along with their root causes.

## RESULTS AND DISCUSSIONS

### Descriptive Statistics Showing Demographics of the Respondents

The demographic analysis of the current study reveals over 60% of the total respondents was males and 40% were female. From the study it was evident that women participation in tourism varies is low to equal and may vary depending on the type of enterprises. It was found that many women have ventured into small accommodation units such as homestays guest house, hotels and were also engaged in different food and beverages outlets such as footstalls and retails shops. In addition, concentration of the women workforce in different hotel jobs and the hospitality sector is high. Hotels, lodges, and resorts hire women to undertake most of the jobs in the hospitality sector. However, it is noticeable that in other sectors such as transport, tour operators and tourism activities, males forms majority of workforce. Male also plays a major role in the administrative role of planning, organising leading and execution of majority CBT related activities. With respect to age, majority of the respondents and were primarily concentrated between the age group 36-45 indicating that majority of enterprises are owned and manage by middle age male members of the family. The respondents also had an average level of education with graduates accounting for approximately 50% and those that had not completed graduation around 50%. In terms of family members, 64% of the respondents had family members ranging between 5-8 members in which 88% of the family members resembles a nucleated family with 80% being married couples, 16% single parents and 4% separated.

**Table 1: Descriptive Statistics Showing Sample Characteristics**

Particulars	Category	Frequency	%
<b>Gender</b>			
	Male	30	60
	Female	20	40
<b>Age</b>			
	26-35	5	10
	36-45	38	76
	46-55	5	10
	>55	2	4
<b>Education</b>			
	Illiterate	0	0
	<10th Pass	2	4
	10th Pass	10	20
	12th Pass	13	26
	Grad & Above	25	50
<b>Marital Status</b>			
	Single	8	16
	Married	40	80
	Separated	2	4
<b>Type of Family</b>			
	Joint	5	10
	Extended	1	2
	Nuclear	44	88
<b>No of Family Members</b>			
	1-4 members	32	64
	5-8 members	12	24
	more than 8	6	12

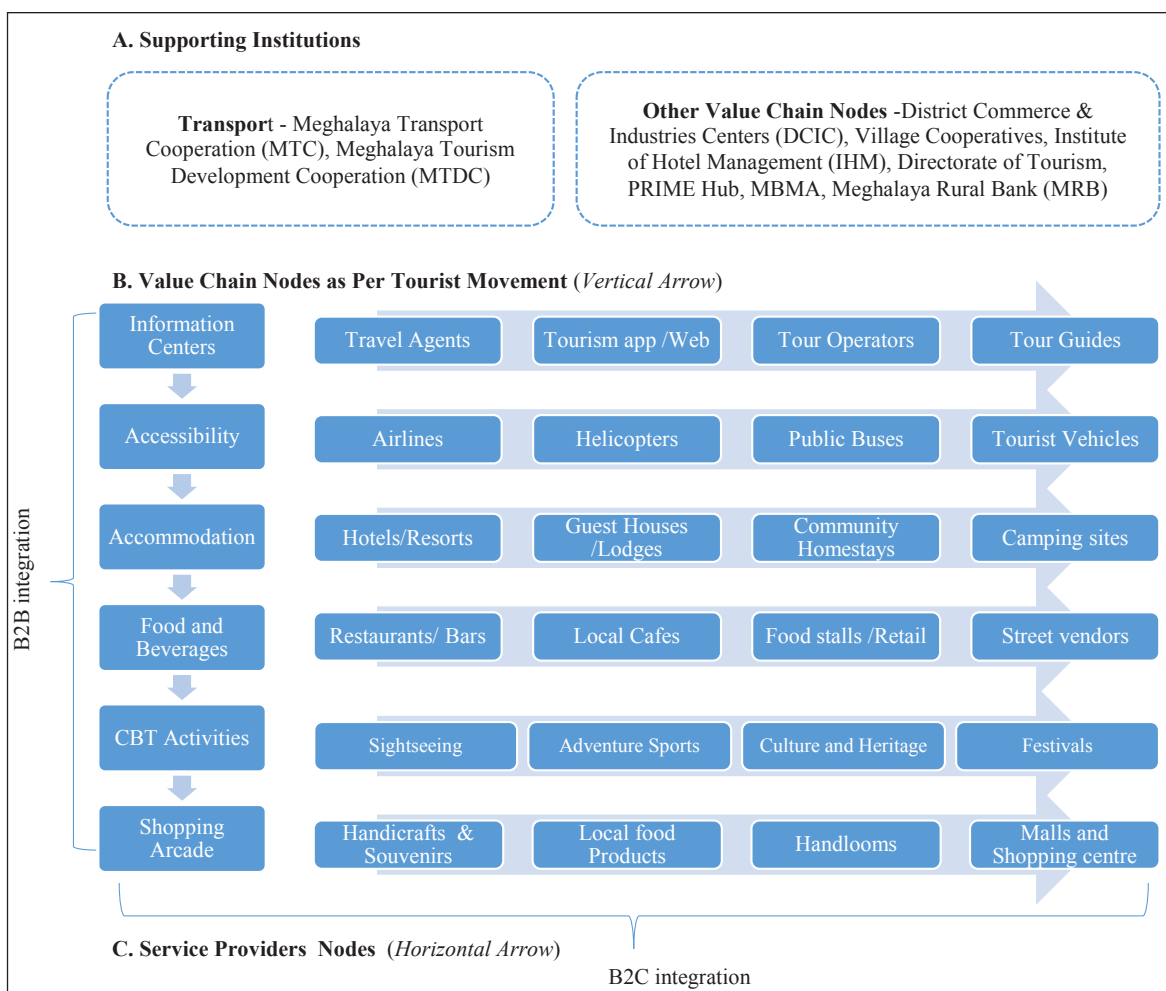
Sources: Survey data.

## Tourism Value Chain Mapping

Tourism Value Chain is a complex chain of multiple systems, processes, actors and interest that operates mutually in order to deliver an experience to the clients. Unlike manufacturing, tourism value chain composed of tourism products both tangible and intangible elements and each of the elements are delivered individually and together as coherent experience for the tourist. It includes the original offerings such as the natural attractions, cultural resources, tourism infrastructure and also other tailored designed services such as hospitality industry, guest information, and transport systems for tourists, hiking trails or events. Thus the events in tourism value chains are both tangible and intangible and

are mutually inclusive. What differentiates it from other value chains is that while in most economic activities, the product reaches the consumer through a series of vertical linkages known as a value chain. In tourism, however, the flow runs opposite whereby the consumer travels towards the end product/service/experience through a chain of businesses (e.g. travel agencies, accommodation, food & beverages, tourism activities). Thus from guest general outlook, the different products and services can describe as all the processes the guest has to go through from the starting till the end of the journey.

In the context of the different Tourist circuits in Meghalaya tourism value chain mapping can be identified with help of the diagram presented below:



Sources: Survey data.

**Fig. 1: Flow Chart Showing Tourism Value Chain**

Tourism Homestays are a part of the many types of accommodations that are available to tourist in the state catering to provision of

**Table 2: Different Value Chain Nodes and Their Role**

Value Chain Nodes	Enterprises	Product/Service Types	Role in the Value Chain
Tourist Information	Travel agents, Tour operators, Ground operators	Intermediaries	Providing information about destinations through both digital and conventional means, Preparation of customized tour packages, Guiding tourist at the destination.
Accessibility	Airlines, Helicopters, Public buses, Tourist vehicles	Tourist Commuters	Means of accessibility to the tourist destination, ensuring comfort and safety while travelling, Acting as transit guide.
Accommodation	Hotels, Resorts, Guest Houses, Homestays, Camping Sites	Lodging	Providing lodging facilities to the guest both at urban and rural areas, cater to both low- and high-end clients, making sure all room facilities and amenities are available for guest stay, Provision of comfort and safe stay of the guest, Homelike experiences.

Value Chain Nodes	Enterprises	Product/Service Types	Role in the Value Chain
Food and Beverage	Restaurant, Bars, Cafes, Food stalls, Street vendors	Eateries & Beverages	Providing a wide selection of delicious dishes, Availability of multi cuisines, Providing well balance meals, Exploring indigenous food of the different tribes, Ensuring cleanliness and efficient food services.
Activities	Sightseeing, Adventure sports, Culture and heritage, Festivals	Leisure & Entertainment	Tourist engagement in different adventure activities, Cultural and Heritage immersive experience (Monoliths, Eri-silk), Participation in different indigenous festivals connecting to way of life.
Shopping Arcade	Handicrafts', Food, Handlooms, shopping malls	Shopping Thrills	Highlighting various unique local products (handicrafts, clothing, ornaments, jewelries, souvenirs etc), Handpicking exotic fruits and locally processed foods items, Observing allied industries such as sericulture, tea and food processing.

## SWOT of the Different Enterprises in Meghalaya

In the marketing sense, firstly it was evident that public sector has made significant contributions in highlighting information on popular tourist destinations through Meghalaya portal and application however more effort is needed to improved brand visibility and highlight the unique selling proposition as well as developing integrated tour circuits map of nearby destinations. This will help in marketing while also promoting other destinations. Also, there is a need to build Information centres at popular destinations and placing of signage at strategic locations for visitor's visibility. Secondly, it was notice that tourist information enterprises plays a crucial role not only on providing visitors confidence but also creating business opportunities and B2B linkages to multiple service providers creating a domino effect. Thirdly, apart from competing, a close coordination between the value chains nodes can be more beneficial as this can strengthen access to new markets both for peak and lean season making tourism a desirable income generating activity. Fourthly, more efforts is needed to further do a comprehensive study on product development and developing tourist infrastructure at new tourist destinations in order to scale tour operators operations with better customised tour packages. Lastly proper training and assessment should be imparted for capacity building and up scaling of ground operators skills and opportunities should be sensitised at schools, colleges and universities.

With regards to accessibility, the high tourist influx currently at 2 million tourists per annum is a major strength however, due lack of proper luxury vehicles and lack of proper trained professional a lot of the market share has been exploited by other neighbouring states. Thus, a priority of the state is to facilitate the supply of more tourist vehicles through schemes and financial assistance while also create platforms / training

institutes where professional skills can honed. It is also imperative that an inclusive growth of tourism enterprises should be facilitate by improvement on road infrastructure, development of footpaths, trails and other public assets through convergence with community level schemes such as MNREGS. Furthermore, an in-depth feasible assessment of tourist road network and traffic flow should be prioritized to minimized traffic congestions and disturbance to everyday pedestrians.

A major strength in food and beverage sector is that its offers more scope to cater to both tourist and non-tourist (local residents) making it more resilient as compared to other value chain nodes. As noticeable, there has been a consistent growth in number of restaurants and other smalls outlets in cities as well as rural areas however a major concern is that in order to provide good customer experience and derive maximum returns, outlets should focus on improving food quality, addition of wide selection of menus, ensuring cleanliness, providing comfort and unique décor and promoting of local indigenous food.

In the case of tourist accommodation, this value chain node is considered to be the most commercialised and constitute a majority proportion of tourism enterprises in the state available in major cities like Shillong, Jowai and Tura and also at popular destinations. It was also evident that the enterprises have well integrated with digital bookings with good all round profit margins. Moreover, there have been several initiatives from the public sector to boost development of tourist accommodations through homestay and resorts schemes applicable to any tourist resident with financial assistance of up-to 70% of the total cost, thus making it viable business in the state. However, despite their growth in number, a major concern is that; firstly, there is a lack of distinction/categorization between the different tourist accommodations on basis of price, service quality and facilities. Secondly community led hotels and resorts

are generally absent. Thirdly a majority of enterprises are not homestay scheme beneficiaries, they are run and manage by the residents of the local communities who either do not have sufficient capital or are not aware of the policies on facilities, décor and room amenities to facilitate proper guest stay 5. Fourthly, most of the homestays scheme applicants face issues with banking formalities hence tourism technical assistance is needed. Fifthly, more training should be imparted to operators to improve basic hospitality services.

Across all other value the chain nodes, tourist activities including shopping arcade are areas where there are minimal tourism intervention and there is an unrealised potential with exception of very few tourist destinations in state. They can be considered as the core product or USP as all activities are derived from the combinations of eco-systems comprising

of landscapes, vegetation, river system, culture, heritage and social structures which are convertible to tourism resources for tourist experiences. Despite their abundance, there is a lack of dedicated, seriousness and engagement among all stakeholders to be alert and fully exploit the opportunities. As mentioned, there is an absence of a convergence in tourism feasibility studies (administrative and educational), proper business model ensuring vision / plan and also proper implementing policies across all state level departments to build a comprehensive tourism structure. Hence it can be an underlining statement that due to such factors, tourism operation in the state lack strategy and a sense of direction. Operationally existing enterprises are also demoralised due shortage of capital, lack of machineries and equipments and proper access to markets.

**Table 3: SWOT Matrix**

<b>1. Tourist Information</b>			
<b>Travel Agencies</b>			
<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
1. Strong presence in the State with 70% of accommodations units is equipped with digital bookings 2. Huge guest portfolio for both off and peak season.	1. Difficulties in maintaining rapport with the service providers due unsettle commission rates & room cancellation policies.	1. Prospects in connecting and collaborating with other service providers with attractive packages for 365 days operations.	1. Growth of tour operators as they offer creative tour packages which are more attractive
Tour Operators			
1. Currently, 20 tour operators are state recognized 2. Eco tour, heritage and adventure tour packages are available	1. Due lack of accessibility and infrastructure, packages tours may be limited to few popular destinations. 2. Limited use of IT integration 3. Access to different tourism markets	1. New markets are available 2. Availability of training academies such as Duia Eco trek, Nomads, Pioneers, Campfire trails	1. Inter-state competition 2. Rise of online travel agencies /self-booked tour packages
Ground Operators			
1. Knowledgeable and more tourist engagement (Site supervisors) 2. Guiding and offering visitors with offbeat places	1. Limited knowledge on travel markets 2. Nature of work demands human skills and site awareness	1. Prospects for startups / students for entry level tourism businesses. 2. Higher scope for in-depth interaction	1. Businesses can be overrun by travel agencies and tour operators 2. Operations highly affected by seasonality.
<b>2. Accessibility</b>			
<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
1. Highways are well connected with 1124.39 km's of motor able roads 2. Popular destinations are well connected 3. Demand for tourist vehicles is high (Pm @ 500-1000 per booking)	1. Lack of large-scale airport operations 2. Proper connectivity at new destinations 3. Proper vehicles services centers 4. Lack of trained professionals in navigation, traffic rules & hospitality	1. Scope for improvements of road infrastructure 2. High tourist influx 3. Increase supply of luxury tourist vehicles (PRIME) 4. New creative tourist vehicles like RV's	1. Government Initiatives to fund road infrastructure to major tourist hotspots 2. Competitive domestic markets of tourist vehicles 3. Overcrowding in city 4. Seasonality and weather conditions

<b>3. Food and Beverages</b>			
<b>Restaurants and Café's</b>			
1. Adequate number of enterprises in the cities 2. Diversity in cuisines 3. Comfort and décor	1. Absence in major tourist spots 2. Cost of establishment 3. Lack of fine dining restaurants 3. Long waiting hours 4. Congestion & parking space	1. Opening in major tourist spots 2. Growth of outside dinners 3. Rise of disposable incomes 4. Online orders	1. Prices hikes 2. Change of tastes 3. New entries 4. Rigid labor markets
<b>Local Food Stalls and Street Foods</b>			
1. Tasting local authentic food 2. Experiencing local food culture 3. Having home cooked food	1. Availability of food items in the menu 2. Lack of pure-veg local food stalls 3. Cleanliness and sanitary 4. Food quality and presentation 5. Uncomfortable seating and spacing 5. Lack of online payments	1. Growth of indigenous food explorers and food enthusiast 2. High influx of tourist at the tourist destinations	1. Lack of skilled persons 2. Market availability of raw materials and ingredients 3. New entries of restaurants and cafés in the destination
<b>4. Accommodation</b>			
<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>Hotels and Resorts</b>			
1. Present mostly in commercial areas 2. High Income generating enterprises @4000 per room 3. Currently more than 100 units across the state 4. Comfort stays with good facilities and tangible assets 5. Highly trained staffs 6. Job creation.	1. Lacking in most rural areas 2. High cost of establishing 3. Expensive during peak seasons 4. Success depends on staff competencies 5. Lack of authentic experiences 6. Purely commercialized.	1. High demands during peak season 2. Scope for adding new facilities like gymnasium, Spa, shopping malls 3. Scope in venturing into rural destinations.	1. Expansion requires customary community laws and policies 2. Entries of AirB&B's 3. Difficulties in finding skilled manpower
<b>Guest House and Homestays</b>			
1. Present mostly in rural areas 2. Currently there are more than 200 units 3. Budget friendly 4. Experience natural environment and culture 5. Sustainable community-based businesses	1. Basic facilities may be lacking 2. Limited décor and room amenities 3. Highly unstructured services 4. Informal in nature	1. Best for startups 2. Existing government schemes 3. Tourist demands for authentic experiences 3. Accessible to untapped places	1. High competition from hotels and resorts in Shillong 2. Conditions where they have become commercialized 3. Tourist perception on quality against price
<b>5. Activities</b>			
<b>Strength</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
1. Plethora of Natural tourist sites comprising of 1800 unmapped caves, more than 50 waterfalls, beautiful river systems and greeneries 2. A rich culture, heritage, folklore, myth and legends 3. Diverse festivals and gastronomical delights 4. Adventure and sports hub like trekking, rock-climbing, riverside camping, bungee jumping, rappelling, river rafting, zip lining etc.	1. Lack of detail study on potential activities 2. Lack of cooperation and cohesiveness between public, private and community members 3. lack of vision, plan and community initiatives 4. Lack of capital and support systems 5. Minimal convergence between government departments	1. Huge scope due to presence of untapped potential 2. High pool of talented and motivated human resources across different institutions 3. Introduction of business incubators such as PRIME 4. Tourist demands for exciting activities	1. Getting access to markets for tourist activities 2. Product development 3. Issues with investments and government funding and support 4. Test for safety 5. Community willingness to participate

6. Shopping Arcade			
Strength	Weakness	Opportunities	Threats
1. Presence of highly skilled entrepreneurs in areas of woodcarving, painting, arts and crafts 2. Also, existence of unique gastronomy e.g. wines, beers, juices and other local food products such as exotic species of fruits and herbs that have significant health properties.	1. Issues in scaling productions 2. Lack of support machineries and processing units 3. Accessing domestic and international markets 4. identification of high value products such as handmade potteries, paintings, handicrafts, jewelries etc.	1. Scope of converting local practices into high value tourism products 2. Creating experiences where client not only buys the product but also take part in the production process	1. Concerns in loss of traditional arts and craft due to loss of productivity 2. Selling products at the destination unrelated to local culture 3. Local competition

## FINDINGS AND CONCLUSIONS

In Situational analysis studies, combination of value chain mapping and application of SWOT matrix has proved to be a useful tool in tourism baseline assessment studies as value chain mapping helps identifying the enterprises, their functions, role and positioning in the value chain while SWOT gives detail study on how the enterprises are performing at the field level. In the context of situational analysis of tourism enterprises in Meghalaya the results indicates that all value chains nodes shows variations of SWOT. However, overall assessment indicates that the value chain node accommodation and food & beverages to be a major strength due to large number of established enterprises, easy access to markets, high profit margins and existence of support systems in the state. With regards to weaknesses, a considerable effort needs to be improved on accessibility and tour operators operations with support on developing tourist infrastructure and access to new markets for both domestic and international tourist. In the case of opportunities, it was evident that activities and shopping arcade had the highest scope due to presence of various untapped places and untapped allied businesses which can supplement value to the tourist experiences. With regards to threats, all value chains nodes are susceptible to unforeseen events such as seasonality, political unrest, change of taste and preferences, local competition however impact levels will be minimum on accommodation and food and beverage enterprises due to ease of convertibility and maximum for accessibility, tourist information as they are pure tourism driven enterprises.

Summing up, it is believed that the study has offer priceless insights on the current scenario of tourism enterprises in state. Future intervention should focus on dissecting individual value chain nodes and assessing their performance using a combination of situational analysis methodologies. This will provide a more in-depth analysis suitable for research purposes. However, in the case of community led developmental projects, tourism enterprises value chain should be developed as a integrated system with simulated business models and business plans to ensure

survivability and sustainability of all the tourism enterprises. Moreover, since all value chain nodes are directly and indirectly dependent on one another, expert opinions from multiple stakeholders including public sector, private sectors, communities, academicians and private consultants are crucial for any tourism project implementation. Nevertheless, the basis of this study has provided suitable benchmarks for further diagnoses that will not only add to the existing body of knowledge but also offer some insights for future tourism project implementation. Additional study should be conducted with larger samples at the Northeast level as this ensures better assessment on demographics and changing market trends that will offer better understandings on product development and value addition.

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