

BUILDING THE
FUTURE OF TOURISM

STRATEGIC TOURISM PLANNING FOR COMMUNITIES

RESTRUCTURING
AND REBRANDING

ANUKRATI SHARMA
SHRUTI ARORA

Strategic Tourism Planning for Communities

BUILDING THE FUTURE OF TOURISM

Series Editor: Anukrati Sharma

The world is entering the Third Millennium in which great changes are expected in all areas of human interest, life, and activity. These changes have been brought on by past and present man-made events, which have had both positive and negative consequences. The coming millennium will be marked by significant social, political, demographic, and technological changes and will definitely differ from the last century. The future will bring more leisure time, a higher standard of living, and a better quality of life for us all. This series examines recent and the most probable changes and gives a wide range of visionary insights as well as operational takeaways.

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Strategic Tourism Planning for Communities: Restructuring and Rebranding

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INVESTOR IN PEOPLE

*To our parents, who planted the seed of knowledge in our mind and nurtured it, who
gave us the gift of dreams and the ability to realize them.
Last but not least to our wonderful contributors and readers.*

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Preface

Traditionally, strategic planning has been used for tangible products and not for intangible services like hospitality or tourism.

The new dynamics have altered the working of the service sector, and strategic planning now plays an important role. Numerous nations have long used tourism as a tool for development, from the national to the local level. To succeed, tourism must be strategically planned within a community framework. The viability of a destination is greatly influenced by its tourism strategy.

There is no doubt that external factors have a significant impact on the tourism industry, as the COVID-19 crisis serves to remind us. There is a search for new branding and organizational strategies among destination marketing organizations (DMOs) throughout the globe. They need to plan strategically for upcoming economic, political, and cultural changes. Planning strategically and executing it effectively is essential not only to overcome immediate obstacles but also to establish, enhance, and maintain a destination's competitiveness throughout the long recovery period. As urban and rural communities seek to increase revenue sources by developing or reviving tourist hot spots, rebranding and restructuring tourist attractions are becoming more common. In today's world, tourism cannot be complete without the involvement of the locals. It gives the tourist a distinctive experience in addition to enhancing the livelihood chances for the local population. Encouragement of local community engagement is a key component of tourism development because it is essential to the long-term viability of the sector.

There are many topics included in this edited book, including sustainable tourism planning, community festivals, culture, community development, local communities, COVID-19 impact on the tourism Industry, Ayurvedic wellness, revitalizing community-based tourism, and applications of smart transportation systems to tourism. Creating this edited book was primarily aimed at spreading knowledge about the "Strategic Tourism Planning for Communities: Restructuring and Rebranding."

This book is the culmination of the meticulous efforts of many minds from India, Sri Lanka, Turkey, Indonesia, Kyrgyzstan, and Bangladesh. We wish to thank all the contributors for their hard work.

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Chapter 1

Local Community Participation and Sustainability of Tourism – A Content Analysis

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Abstract

This chapter investigates the concept and relationship between community pride, involvement, and participation needs in the sustainable tourism development. The study will also try to find out how local communities are involved in various activities and practices for the development of the sustainable tourism. Local community participation in tourism activities has become one of the major principles of sustainable tourism. As tourism is a people-oriented industry, its major functions depend on human resources. A significant number of communities depend on tourism as a primary source of income. Tourism contributes to the growth of a community because it creates a lot of jobs in the various industries associated with tourism.

Keywords: Community involvement; community participation; local community; tourism industry; sustainable tourism

Introduction

Nowadays, one of the foremost sources of income is tourism. It creates job opportunities, earns foreign currency, aids in the construction of infrastructure, and even supports the economy in rural areas. One of the industries with the highest international growth rates, according to tourism literature, is tourism. This is as a consequence of the fact that it brings in billions of dollars every year. Through foreign exchange investment, tourism also makes significant contributions to the economy of the host country (Othman et al., 2012). Additionally, it has a diversity of effects on how the locals conduct their life. In addition to

meeting the needs of tourists and investors, developing sustainable tourism also considers the requirements of local communities that are immediately impacted by the growth of the tourism industry. In order to achieve sustainable economic, social, cultural, and environmental growth, local community involvement becomes a crucial component of tourism development. However, the majority of local communities in developing nations have few opportunities to contribute to the growth of tourism. [Gilmour and Fisher \(1991\)](#) claim that rather than referring to residents of a particular location, “a community can be defined as a set of persons having mutually recognized interest in the resources of that area” and sustainability of tourism is defined as all forms of tourist-related activities, management, and development that uphold the integrity of the environment, the economy, and society while ensuring the preservation of natural and cultural resources. While safeguarding and enhancing potential for the future, it satisfies the requirements of visitors and host communities in the present. India is often referred to as a tourist ecstasy because of its stunning natural and cultural landscapes. Travelers may benefit from community involvement in their natural experiences by being familiar with local customs, getting involved in cultural pursuits, and having the chance to enjoy nature and the natural ecosystem. Participation of the local community in tourist planning and related activities not only results in support for the tourism business but also plays a key role in attaining sustainable tourism development ([Cole, 2006](#)).

Review of Literature

It is impossible to develop any tourism site without involving the local population, and it is not a simple assignment for any kind of agency. In an ideal world, government should play a key role in tourist growth as well as pay attention to environmental and cultural preservation. Prioritizing local communities' interests should be the top priority ([Palimbunga, 2018](#)). According to research by [Thestane \(2019\)](#), the community must be involved in tourism planning, decision-making, implementation, and evaluation. Therefore, it is essential to change the paradigm of tourism growth from one that is capitalist-destructive and top-down to one that is bottom-up, ensures justice and the welfare of people, and is sustainable. Sustainable tourism is an initiative to develop tourism that has less detrimental influence on the environment and local culture and fosters a future-focused economic distribution that benefits the neighborhood ([Joobi & Satheesh, 2017](#)). The success of the tour depends on improved community leadership, sustain and participation of local administrative systems, strategic plans, comprehension, coordination, and cooperation between local leaders and business owners, support and participation of local administrative bodies, harmonization and teamwork of local business owners, participation in information supply and technological support, efficient convention and tourism bureaus, and community support ([Nagarjuna, 2015](#)). Active local community participation in tourist development is necessary to achieve sustainability goals and improve local welfare ([Ertuna & Kirbas, 2012](#)). The potential of the tourism business may be destroyed

if local community objectives and capacities do not line up with tourism development and planning. Participation of the local community is typically regarded as a key factor in the success of tourism projects (Breugel, 2013). The term “participation in tourism” refers to the proactive involvement of an individual or group of individuals (consciously) in tourism programs from decision-making, planning, implementation, monitoring, evaluation, and problem-solving, with full knowledge that the program or tourism activities will benefit those who participate. In a community within the tourist area, participation from the local community enables sustainable tourism growth. Similar to how tourism has evolved into a travel-related industry that helps a nation’s economy, it also enables local communities to provide visitors with the chance to experience and learn about their culture, thereby promoting their own heritage and past (López-Guzmán et al., 2011). According to Kamarudin (2013), community involvement is crucial for the development of the tourism industry because it enables various stakeholders to forge solid political leadership and a shared understanding of the issues at hand. The delegates also offer suggestions for how to foster active community involvement. Researchers have shown that although tourism brings many positive impacts, it can also cause the loss of sustainability in terms of economic, environmental, and social value of the site, especially if it is not properly planned (Adamson & Bromiley, 2008). Local communities are defined by Scherl and Edwards (2007) as groupings of individuals with a shared identity and who may participate in a variety of connected livelihood activities. Additionally, they point out that local populations frequently have customary rights pertaining to the region and its natural resources as well as a solid connection to the region on a cultural, social, economic, and spiritual level. According to Aref et al. (2010), a community is a cluster of people who live or work in the same region and share certain common cultures or interests. The decisions made on tourism should be focused on these residents (Choi & Sirakaya, 2005). Locals can be crucial in the promotion of a destination since they are far more familiar with the local tourism product than outsiders are. In order to obtain the best support from host communities, it is decisive to engross them in the development of tourism in a more favorable way. According to Dodds and Butler (2010), tourism is a complex system with many stakeholders, and community involvement in the form of community-based tourism can aid these communities in achieving sustainable tourist growth.

Communities therefore need to be aware of both internal and external constraints on local participation. With the awareness of its economic role in supporting stagnant economies and its capacity to unify local community inhabitants, tourism is becoming more and more recognized as a crucial community tool (Fennell, 2003). At the local level, tourism provided chances for employment and revenue that were direct, indirect, and induced, promoting regional and local economic growth (Aref, 2010; Coccossis, 2004). Tourism development, according to Godfrey and Clarke (2000), is a continuous process. It is best used as an addition to a local community’s efforts to improve because it is not an economic panacea (Godfrey & Clarke, 2000). Local engagement promotes community empowerment, decision-making, and the recognition of issues and

challenges unique to the area (France, 2003). Basically, the involvement of the local community is crucial to this industry because it guarantees tourists have an outstanding vacation while also allowing the community to profit from tourists' visits.

Objective of the Study

- Emphasize the importance of local communities for the growth of sustainable tourism.
- To become familiar with various Indian local groups that promotes tourism.
- To be aware of the obstacles or difficulties that local community engagement faces.
- Advice on how localities might promote tourism in the area.

Methodology

The study analyses literature in the form of journal articles, research papers, blogs, newspapers, and other forms using the content analysis method.

Various journal databases and search engines, including UGC, Scopus, Science Direct, and Taylor and Francis, were used to compile research articles, news stories, and blogs that were published between 2000 and 2022 for the analysis.

Role of Local Communities for Sustainable Tourism Development

One of the key components of tourism development is local community involvement because it is essential to the long-term viability of the tourism sector.

Involving the local community offers significant benefits for the people's lifestyle, as well as for the natural, cultural, and traditional characteristics that make the area attractive to tourists. By promoting local ownership of guide services, transportation, lodging, restaurants, handicrafts, and local product stores, local engagement can stop the leaking of foreign currency. Homestay or agro-tourism vacations boost local participation even more because they give visitors an enriching alternative to the mass market. To increase people's trust and confidence in tourist development, the local community must be involved in decision- and policymaking processes. The community's involvement guarantees that plans and service delivery are improved while encouraging a sense of community involvement among those who share a similar goal.

The concept of sustainable development is considered to be one of the most fundamental ideas. It aims to lessen the conflict, discord, and environmental degradation that may arise from interactions and overlaps between the tourism industry, tourists, and local communities on the one hand, and the environment and the environment on the other. Therefore, community participation and

goodwill are essential for the success of tourism growth. Making residents feel welcome to express their opinions and collecting various viewpoints from everyone who wishes to engage are the two main goals of community involvement.

There are various roles played by local community (as shown below in Table 1.1) like:

Table 1.1. Types of Community Participation (Role Play by Local Community).

1. <i>Passive Participation (Compliance)</i> : People engage in passive participation when administration makes unilateral announcements informing them of upcoming events or past ones. Only external professionals should have access to the information.	2. <i>Information Sharing</i> : Participants don't have the chance to make decisions; instead, they respond to questions posed by extractive researchers utilizing questionnaire surveys or other similar methods.
3. <i>Material Incentives</i> : People engage by contributing resources, such as labor, in exchange for food, money, or other material incentives; this is sometimes referred to as participation, but when the incentives run out, people have no vested interest in continuing the behaviors.	4. <i>Participation in Consultation</i> : People participate by being consulted, and an outsider hears the opinions and may change them in light of the responses, but they do not share in the decision-making process.
5. <i>Interactive Participation (Co-Learning)</i> : Participants engage in cooperative analysis, the creation of action plans, and the construction or improvement of regional institutions. Participation is viewed as a right, not just a way to carry out a project's objectives.	6. <i>Functional Participation (Cooperation)</i> : After significant decisions have been made, people participate by establishing teams to carry out predefined project-related goals.

Source: Compiled by authors.

Community members' participation is crucial for a successful representative democracy generally (shown in Fig. 1.1). Public engagement is crucial for people's empowerment in a democracy. Therefore, local communities would not only have the chance to speak up for themselves but also have the chance to participate actively, own stakes in certain projects, and show less opposition to novel ideas and plans. Local communities can also contribute fresh, innovative concepts that could lead to more profitable economic endeavors.

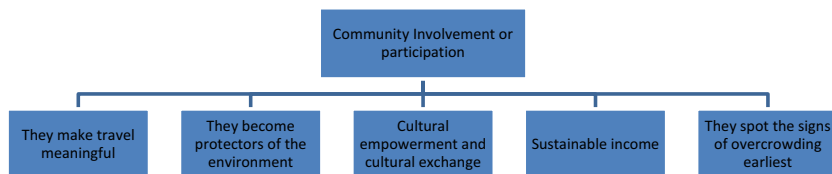


Fig. 1.1. Importance of Community Participation in Tourism.

Source: Compiled by authors.

Few Examples of Local Communities of India Involved in Tourism Development

By staying in homestays or farm stays and partaking in activities like crafting and cooking together, storytelling, and village tours, tourists can experience local life as it is lived by locals. To promote tourism in local or regional areas that are rich in traditional, performing and visual arts and crafts, food or cuisines, their living patterns, etc., new destinations are formed and new brands are produced, such as:

- Darap, a small village in West Sikkim, is proud to be a part of Sikkim's most comprehensive limboo culture legacy. There are adventurous activities available, including trekking and excursions.
- East Sikkim (a little village called Pastanga) – Rhododendrons, orchids, and diverse bird species are among the area's top attractions. Mountain biking and trekking are also available.
- Uttarakhand (Goat Village) – This area is known for its earthen Garhwali huts with views of the mountains, where organic farming and agriculture, including goat breeding, are practiced.
- Odisha (South Koraput district: Pottery Village) – Visitors can explore the village at their own pace, go to the potters' colony and learn pottery, take nature hikes in the nearby hills, interact with the local tribal women (who, if approached, will perform beautiful singing and dancing), and discover how to make local cuisine.

Here, community-based homestays are rather widespread.

- Himachal Pradesh (Pragpur – Heritage Village) – For those who are more active, there are delightful nature hikes, picnics by the Beas, water sports at Nadaun, or rides on the charming Kangra Valley narrow gauge train, for which the evening signal is still illuminated by an oil lamp. It is marketed as an illustration of local involvement in tourism and is perfect for village land tourism.
- Kerala – Homestays have been established by villagers for visitors in the village of Mothakkara, which is in the Wayanad district. To perform for tourists, women drummers studied the Chenda art style of Kerala. Additionally, mini

ceramic workshops for the travelers were organized. During the village trip, some of the village families serve traditional meals to the visitors.

- Ladakh (a little village called Tarchit) – The women were clad in their vibrant traditional clothing, known as kos. “Om mani padme hum” was repeated by village elders as they spun prayer wheels in their hands slowly and rhythmically, a fantastic illustration of how to coexist with nature. Snow leopards are stunning, uncommon wild cats that are well-represented in this area. Communities are also given encouragement to create homestays so that visitors can experience the Ladakhi people’s warm hospitality and traditional way of life.
- Madhya Pradesh (little regions like Malwa, Nimar, and Mahakaushal) – This region highlights the distinctive culture of its native and tribal populations. Tourists are provided with luxurious house stays designed specifically for them. In addition to experiencing the local cuisine, cooking techniques, dress, dialect, rituals and customs, traditions, traditional modes of transportation, jewelry, makeup, musical instruments, traditional healing systems, art, spirituality, fairs and festivals, rural games, ways of preserving food, customs, and hospitality, they also go on excursions throughout the village.
- Districts of Jhansi, Jalaun, Lalitpur, Chitrakoot, Banda, Hamirpur, and Mahoba in Uttar Pradesh’s Bundelkhand area – It boasts robust traditions, culture, and ethnicity, including Rai dance and Bundeli music performances by the locals. It is also well renowned for its handlooms and textile industry, where tourists may buy handcrafted goods like handmade paper.
- Gujarat (a typical Indian village called Baradpani) – The homestays are comfortable to stay in because they are composed of mud, cow dung, and wood. Without air conditioning or ceiling fans, it is tolerable to stay inside all year round because to the heating and cooling effects of cow dung. On a chulha, the indoor kitchen is where most meals are prepared (traditional fire-wood kiln). The settlement, which is tucked away in the Sahayadri Mountains, is a veritable haven for nature lovers, complete with flowing streams and organic farms.

Few examples of local based community-based tourism experiences can be like cooking and tasting local food, visiting a local market, working on the field, experiencing the coffee process, fishing or sailing with locals, biking tour around the village, handcrafting or painting.

Barriers to Local Community Participation

While community involvement was crucial in the development of a destination, it is also evident that many tourist sites, despite having enormous tourism potential, are still undeveloped and the community does not take the initiative to get involved in procedures related to tourism. According to research by [Azah et al. \(2014\)](#), there are both internal (cultural hurdles) and external (operational and structural) impediments that prevent community engagement in the development of tourism. According to [Tosun \(2000\)](#), there are numerous barriers to community participation in many developing nations, including paternalism, racism, clientele,

a lack of knowledge and resources, a lack of financial support, and other structural issues. These obstacles make it difficult to carry out the actual process of community participation. The welfare of the local population in the tourist sites is not, however, always guaranteed by the growth of tourism in different locations. This is due to the fact that many locations are still managed by capitalists who are primarily from outside the tourism region (Sidiq & Resnawaty, 2019). While theoretically local community involvement in tourism is thought to be able to accomplish the development of sustainable tourism destinations, in reality there are many difficulties and obstacles (Campbell, 1999; Dogra & Gupta, 2012; Scheyvens, 2002; Shah & Gupta, 2000). Few barriers to local community participation (as shown below in Fig. 1.2).

Suggestions to Develop Sustainable Tourism Through Local Community Involvement

There are numerous things to keep in mind and pay special attention to while promoting local tourism with the support of the local community. It’s crucial that both the local population and the visitor have a good time. Communities can play a significant role in the growth of the tourism industry. The idea of sustainable development has been proposed for improvement of community life quality in order to encourage community engagement (Lo & Janta, 2020). The authors make the following recommendations for the growth of local sustainable tourism:

- development and bolstering of community language proficiency and technical tourism management skills;
- offering financial aid to community groups so they can carry out tourism-related projects;
- training qualified workers for the tourism industry, including tour guides, restaurants, and hotels;
- educating the populace about the advantages of tourism while offering coaching and training;
- creation of initiatives to inspire and motivate the locals to support tourism-related activities in the area;
- official community participation in the local tourism industry’s planning processes.

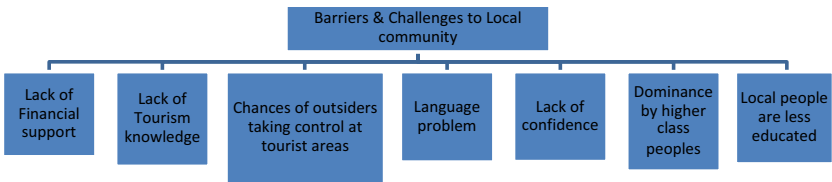


Fig. 1.2. Barriers to Local Community Participation.
Source: Compiled by authors.