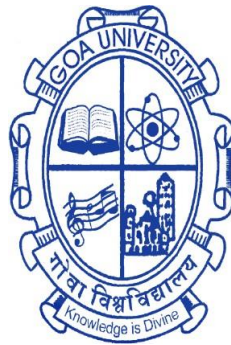


# **Mapping Tourism Strategy Patterns**

## **A case study on tourism development in Goa, India**

A Thesis submitted in partial fulfillment for the degree of  
**DOCTOR OF PHILOSOPHY**  
in Management Studies

Goa University



By

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March 2023

## **DECLARATION**

I, Surabhi Anup Gore, declare that this thesis represents work that has been carried out by me and that it has not been submitted, either in part or full, to any other University or Institution for the award of any research degree.

Place: Taleigao Plateau.

Date:

Surabhi Anup Gore

## **CERTIFICATE**

I hereby certify that the above Declaration of the candidate, Surabhi Anup Gore is true and the work was carried out under my supervision and may be placed for evaluation.

Name of the guide: Professor Nilesh Borde

Affiliation of the guide: Goa Business School, Goa University

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**Dedication**

*In loving memory of my father*



Late Wing Commander Vinayak Mahadeo Patankar

1945-2015

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# Abstract

**Purpose:** Tourism planning and strategy-making require a review of past strategies. It is an essential requirement for future tourism planning. Future strategy roadmaps can be developed by assessing past events and analyzing how the events happened. Covid 19 situation has halted tourism growth across the world. However, it has allowed destination management organizations or the government to review the strategies and decide the future development course. Therefore, this research looks at the pattern of tourism development and analyses the strategies formed during development. The research provides a way of identifying the types of strategies and the strategy formation processes during the development of the destination. The research also maps the strategic periods and the significant development patterns. Identifying the strategies will help destination managers adopt strategies for different stages of development at the destination. Thus, the research looks at strategy processes and analyses the development of a tourism destination.

**Design/Methodology:** The research uses a case study methodology. Tourism development at the destination is presented as a single case study. The case analysis is based on the Tourism Area Life Cycle (TALC) model and the Mintzberg strategy analysis process. The TALC tracks the development pattern of the destination on a temporal scale at a macro level. Mintzberg's strategy analysis process helps to identify strategies during the development of the destination and identifies if the strategies were deliberate or emergent. The study also uses the properties of emergence to differentiate between deliberate and emergent strategies. Finally, the strategies are mapped on the TALC according to the stages.

The primary data on destination development is collected through twenty-two in-depth personal interviews. The officials of the government departments, business associations, and entrepreneurs who have had a first-hand experience of the policy decisions being made or have witnessed changes themselves were



selected for the interviews. They were selected through purposive and snowball sampling. The interview analysis is done by word-to-word transcription of the data. Time series analysis, pattern matching, and explanation building are the techniques used for data analysis.

**Findings:** The TALC stages identified at the destination describe the pattern of tourism development. The initial development was as per the stages of TALC. However, the later stages show two new rejuvenation cycles representing the cycle-recycle pattern of tourism development. The research provides relevancy to the TALC indicators. It also shows specific indicators as leading (occurring prematurely) and lagging (delayed), highlighting the adverse effects of tourism and sluggish tourism planning at the destination.

Economic, technology, and tourism strategies have contributed to the destination's development. The research shows that the majority of strategies are adaptive and reactive. They are formed due to changes in the external environment. The types of strategies formed are deliberate, emergent, partially deliberate, partially emergent, one-time, and incremental. Convergence and divergence of strategies were also observed. The mapping of strategies on the TALC shows the rejuvenation and consolidation stages correlating with the period of strategic change. Patterns concerning the strategic focus area and direction were also observed.

**Research Implications:** The research evaluates the underlying dynamics during the development process of a tourism destination. It extends the research on TALC by evaluating strategies responsible for tourism development on the TALC for a state as a unit of analysis. The research advances the strategy process research by evaluating the strategy formation process at a tourism destination. The research uses properties of emergence (radically novel, global, ostensive, and coherent) to identify the types of strategies. Previous researchers identified strategies as deliberate and emergent. This research furthers the Mintzberg strategy analysis process by identifying strategies having both deliberate and emergent properties classified as partially deliberate and partially emergent. The research also maps the strategies at each stage of the TALC to identify the patterns in strategies.

**Practical implications** – The study clarifies the style of public planning for tourism. Effective and efficient use of strategy-making through road mapping can aid in co-creating a sustainable tourism destination for the future. Destination managers can use TALC to develop a mix of strategies according to the stage of TALC. They can also influence the life cycle of the destination by implementing strategies for specific stages.

**Social Implications** – The research highlights the negative social impacts of tourism at the destination. It also highlights the discontent among a section of the locals concerning tourism activities. The government must recognize the fact and mitigate the negative social impacts. Concerning strategies, the research shows fragmented strategic planning. More integrative and collaborative strategic planning will help the government establish social equity.

**Originality/Value** – The TALC research that evaluates a state as a unit of analysis, having multiple stakeholders and tourism products, has not been attempted before. The research also presents the TALC indicators for the state that can be used as a benchmark to evaluate the tourism development of other states of India. The study is analyzed using the TALC and Mintzberg's strategy analysis framework to evaluate strategies at a tourism destination, thus integrating the strategy process research into the tourism domain. The research proposes a strategic evaluation process that recognizes past strategies to validate future strategy formulation. The research uses the properties of emergence to identify emergent and deliberate strategies. In doing so, the research found strategies having a mix of deliberate and emergent properties. Therefore, they are categorized as partially emergent and partially deliberate strategies.

**Limitations:** The time series data on tourism revenues, investments, and tourist mobility patterns were unavailable for TALC analysis. The study's methodology did not help establish a relationship between environmental and social strategies and tourist arrivals.

**Keywords:** Tourism, Strategy, TALC, Deliberate Strategy, Emergent Strategy, Patterns, Mapping

# Abbreviations

<b>Abbreviation</b>	<b>Full-Form</b>
AAI	Airport Authority of India
AMRUT	Atal Mission for Rejuvenation and Urban Transformation
ARPANET	Advanced Research Projects Agency Network
ASI	Archaeological Survey of India
BCAS	Bureau of Civil Aviation Security
BRICS	Britain, Russia, India, China, South Africa
BSNL	Bharat Sanchar Nigam Limited
CDMA	Code-Division Multiple Access
CDOT	Centre for Development of Telematics
CHOGM	Common Wealth Head of Government Meeting
CII	Confederation of Indian Industries
CM	Chief Minister
CRS	Central Reservation System
CRZ	Coastal Regulatory Zones
DGCA	Directorate General of Civil Aviation
EDC	Economic Development Corporation
EDM	Electronic Dance and Music
ETA	Electronic Travel Authorization
FDI	Foreign Direct Investment
FIFA	Fédération Internationale de Football Association
FIT's	Free Individual Travellers
FM	Frequency Modulation
FrM	Finance Minister
E-Visa	Electronic Visa
GATT	General Agreement of Tariff and Trade
GCCI	Goa Chamber of Commerce and Industries
GDS	Global Distribution Systems
GIS	Geographic Information Systems
GIDC	Goa Industrial Development Corporation
GPS	Global Positioning Systems
GSAT	Geo Stationary Satellite
GSDP	Gross State Domestic Product
GSM	Global System for Mobile Communications
GST	Good & Services Tax
GSIC	Goa State Industries Corporation
GSIDC	Goa State Infrastructure Development Corporation
GTDC	Goa Tourism Development Corporation
HOHO	Hop In Hop Out
ICAO	International Civil Aviation Organization
IFFI	International Film Festival of India

<b>Abbreviation</b>	<b>Full-Form</b>
IIT	Indian Institute of Technology
IMF	International Monetary Fund
INSAT	Indian National Satellite
iOS	iPhone Operating System
ISL	India Super League
IT	Information Technology
ITDC	India Tourism Development Corporation
IRCTC	Indian Railway Catering and Tourism Corporation
KBPS	KiloBytes per Second
KPMG	Klynveld Peat Marwick Goerdeler
KTC	Kadamba Transport Corporation
MBPS	MegaBytes per Second
MICE	Meeting Incentives Conference Exhibitions
MIT	Massachusetts Institute of Technology
MSFC	Maharashtra State Financial Corporation
MSME	Micro, Small and Medium Enterprises
MTNL	Mahanagar Telecom Nigam Limited
NASSCOM	National Association of Software and Service Companies
NavIC	Navigation with Indian Constellation
NGO	Non-Governmental Organization
NIC	National Informatics Centre
NITI	National Institution for Transforming India
NSDP	Net State Domestic Product
OECD	Organization for Economic Co-operation and Development
OYO	On Your Own
PABX	Private Automatic Branch Exchange
PM	Prime Minister
PRASAD	Pilgrimage Rejuvenation And Spiritual Augmentation Drive
RTO	Regional Transport Office
SDG	Sustainable Developmental Goals
SEZ	Special Economic Zones
SMS	Short Message Service
SRI	Stanford Research Institute
STD	Subscribers Trunk Dialling
SWOT	Strength, Weakness, Opportunity, Threat
TAIP	Transportes Aéreos da Índia Portuguesa (Air Transport of Portuguese India)
TALC	Tourism Area Life Cycle
TCI	Travel Corporation of India
TFCI	Tourism Finance Corporation of India
T & CPD	Town & Country Planning Department
TTAG	Travel & Tourism Association of Goa
TV	Television
TUI	Touristik Union International

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<b>Abbreviation</b>	<b>Full-Form</b>
UDAN	Ude Desh Ka Har Nagrik
UN	United Nations
UNESCO	United Nations Economic, Social, Cultural Organization
UNWTO	United Nations World Tourism Organization
UK	United Kingdom
US	United States
USA	United States of America
VFR	Visiting Friends and Relatives
VSNL	Videsh Sanchar Nigam Limited
2G	Second Generation
3G	Third Generation
3S	Sun Sand Surf
4G	Fourth Generation
5G	Fifth Generation

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