Development of Strategic Interpretive Structure Modeling Linkages in Himalayan Tourism Industry

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Abstract

The Himalayan region is a popular tourist destination. It attracts massive inflows of tourist in this region round the year. Most of the tourist comes here either for adventures or pilgrimage purpose. Tourism is a multidimensional crucial development parameter of the world economy. Travel & Tourism's impact on the economic and social development of a country can be enormous: opening it up for business, trade and capital investment, creating jobs and entrepreneurialism for the workforce and protecting heritage and cultural values. For the purpose of present study we have chosen the complete Himalayan Region which consists of Western Himalayas of Kashmir and Punjab Region, Central Himalayas of Kumaon and Nepal Region and Eastern Himalayas of Sikkim, Arunachal Pradesh and Eastern part of Tibet as it provides both adventures and pilgrimage tourism along with educational tourism. Tourism here is a source of employment opportunity which provide source of living to local people. Therefore there is a need to understand the factors influencing or impacting on tourism industry in Himalaya. For that purpose we utilized the Interpretive Structure Model for development of Hierarchical relationship among factors identified. This model helped us to understand the situations and problems associated to Himalayan tourism industry, which further get improved and rectified by partially utilizing flowing stream strategy.

Keywords: *Flowing Stream Strategy, Himalaya, ISM, Tourism Industry.*

Introduction

Tourism is one of the largest and promising industries in the world. Tourism industry obviously could be one of the milestones for underdeveloped countries' sluggish economy to uplift. Tourism is one of the top priorities for many countries, because of its contribution to economy in terms of foreign exchange earnings, creation of employment opportunities, promoting international understanding, etc. As the importance of tourism increases day by day, allocation of funds for tourism development has gone up and it has resulted in different ways such as emphasis on infrastructure development and streamlining tourism activities. Tourism is essentially a social phenomenon defined by the consequence of the movement of people to and their temporary stay at a place away from their normal residence. With increased national incomes, the rise of leisure ideology and the popularization of the global village, foreign/domestic tourism has become a part of people's lives. In fact, tourism products can include tangible and/or intangible elements. Moreover, tourism is not just the production of goods or services. From a marketing perspective, an engagement in tourism activities can be seen as an extension of a brand–consumer relationship; therefore, tourism producers must make their tourism products/services more customer/market oriented and quality focused and innovatively designed to attract consumers' attention and meet

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diverse needs. To consumers, tourism programmes that tourism producers offer must be capable of fulfilling their tourism/travel expectations and satisfying their needs, enhancing return intentions and loyalty. Mountains of the world are known for their different landscapes, highly elevated peaks, river valleys, dense forest cover, innocent people and the highland sacred pilgrimages. The pilgrimage tourism is one of the most cultural and socio-economic activities in mountain regions; has been practicing from time immemorial and is the major source of income, as about 40 per cent of the total income is earned from its practices. It has also impact on the environment, as a large-scale degradation of landscape along the pilgrim routes and the pilgrimages are enormous.

Himalayan Region: An Overview

The Himalayan arc extends over 2400 kilometers from west-northwest (Nanga Parbat 8125 m) and to the east (NamcheBarwa 7755 m) and lies between the Western and Eastern Syntaxis bends (Wadia 1931), which are used by two rivers: the Indus and Tsangpo–Brahmaputra described as syntaxial rivers by Friend et al. (2009). From the north, the chain is limited by a 50 to 60 km wide tectonic valley called the Indus–Tsangpo Suture (Valdiya, 1998). Towards the south it is fringed by the very low Gangetic plain (Le Fort, 1975). The range varies in width from approx. 350 kilometers (Kashmir) in the west to approx. 150 kilometers (Arunachal Pradesh) in the east (Fig. 1).
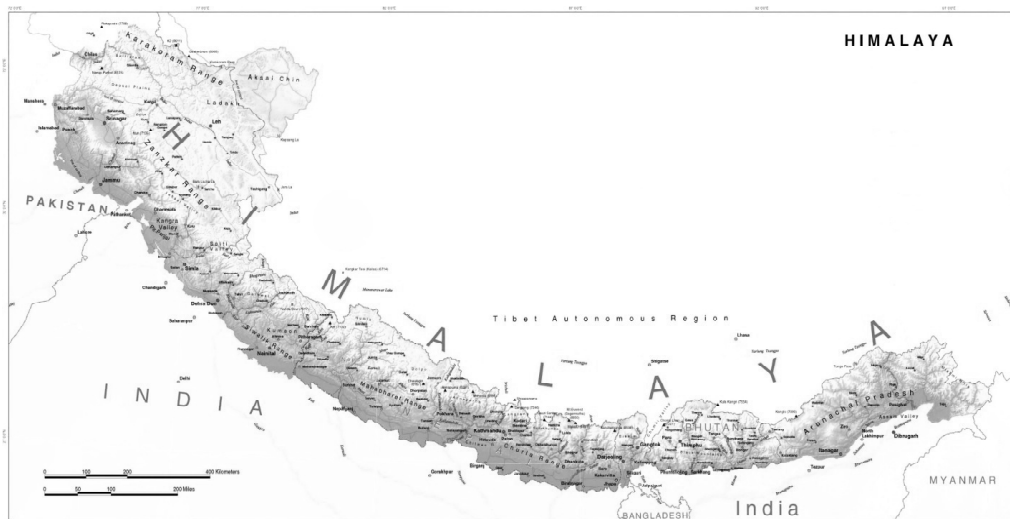

Figure 1: Himalayan Region

Various scholars have divided the Himalayas by their own criteria (Burrard, 1934; Bordet, 1961; Chatterjee, 1964; Gansser, 1964; Karan, 1966). The easiest way the Himalayan Range can be divided is into three meso-physiographic regions i.e. Western, Central and Eastern (Chatterjee, 1964). According to Singh (1971) those regions can be further subdivided into 8 regions, however with some modifications (without the Purvanchal region).

Western Himalaya, also known as North-western Himalaya is divided into (1) Kashmir; and (2) Punjab Himalaya. The 550 km long arc extends (longitudinally) from the Indus river gorge near Nanga Parbat through Kashmir, Himachal Pradesh to the gorge of Sutlej River in the east.

Central Himalaya, is sometimes referred to, although incorrectly, as Nepalese Himalaya, due

to the fact that the whole region is divided into (3) Kumaun Himalaya; and (4) Nepal Himalaya. Those regions lie between Sutlej River in the west and Arun River in the east.

Eastern Himalaya is divided into four sub regions (5) Sikkim Himalaya; (6) Darjeeling Himalaya; (7) Bhutan Himalaya; and (8) Arunachal Himalaya. The eastern part of the Himalayan Range extends from the Arun river gorge to the Tsangpo–Brahmaputra valley in the east. It is worth noting that according to Singh (1971) there is another sub region in the very south-east of Eastern Himalaya–Purvanchal, however Burrard (1934) does not even mention it, and Chatterjee (1964) clearly excludes Purvanchal region from north-eastern ranges. The Himalayas are the pride of the Asia Pacific region that is poised for a dramatic tourism growth. Himalayas are one of

the youngest mountain ranges in the world evolving since the Jurassic Era (80 million years ago) and epitomize a civilization identity that goes back to the dawn of history and if these majestic mountains were not there, the climate of the entire Indian subcontinent specifically and of Asia would have been entirely different. The Himalayan region has huge variation in people, wealth and economic growth. By and large poverty and population pressure characterizes the Asian landscape. About 75 per cent of world poor live in Asia. Besides habitat fragmentation, this has forced people to move to the ecologically fragile areas while the number of landless people is ever increasing. Considered as a whole, habitat losses have been most conspicuous in Indian sub-continent, China, Vietnam and Thailand (UNEP 1999). Certainly tourism is not the only culprit.

In the state of Himachal Pradesh, Manali an internationally acclaimed tourist destination in the Himalayans exhibits an amazing amalgam of history, natural beauty, biodiversity and heritage exhibiting a mosaic of people of different ethnicity, manners and mores. No wonder that Manali accounting for 20 % of all tourist arrivals to Himachal Pradesh but the resident tourist ratio of 1:650 has breached the carrying capacity threshold of Manali seriously eroding their attraction of this varied tourism product. The early years of tourism in Manali can best be defined as circumstantial alternative tourism (CAT) which superficially seems to be eco-friendly being smaller and unregulated. All these destinations stresses get camouflaged by the high returns and employment that tourism generates. Hence voices of concern about Manali's environment and the need to centre stage tourism as the core of development policy get drowned in celebrating the increasing arrivals under the overarching irrational success criteria of "more being merrier". The ecological footprint (EF) of Manali increased from 1883 ha in 1971 to 9353 ha in 1995 i.e. 25 times more than the total land area of Manali primarily due to tourist a floating population. It was inevitable that the resident tourist ratio of 1:650 would make demand for civic and consumer resources outstrip supply leading to "Ecological deficits" and huge resource stress, Manali as a tourist destination needs to be salvaged since it enjoys international fame and still has unexploited potential for up market tourism as proved by the recent interest of Himalayan Ski Village, the largest tourism project in India, seeking it as their investment location. Selecting the right growth

strategy and implementing it cautiously can save Manali from its present premature decline on the destination lifecycle trajectory. To realize this vision it is necessary that policy makers and other destination stakeholders quickly imbibe lessons illustrated in the numerous international and national case studies cited in this research that show how stressed destinations have combined close community involvement to lend sustainability to a customized blend of the quantity, quality and location/dispersal growth management options under the overarching umbrella of a holistic ecosystems approach that seeks to tame the threat posed by runaway tourism growth.

The story of Himalayan tourism is a story of weak economy that went into the weakest mountain regions of the World. It can be summed up in three parts: religious tourism, bourgeois tourism and mass tourism, social tourism. The first two had a fair respect for the stability of ecosystem, but the third one had all the semblance of 'modem tourism', discussed in the foregoing. It all began, ages past, with traders and pilgrims in the high and trans-Himalaya where Bhotias and Sherpas could be seen on their ponies or yaks, negotiating difficult mountain paths for their basic needs, bartering grain and unrefined sugar (gur)for Tibetan salt and wool. This landscape of cattle-breeders and of pastoralists often witnessed a party of pilgrims, trekking to the abode of gods. A hermit in a remote rock-shelter was not an unusual sight. For centuries, such a landscape kept itself preserved from unnatural human intervention. Over the time, the institution of pilgrimage got strengthened and more and more people visited Himalayan shrines. As a sacrament, it was demanding and as a ritual it was mandatory for a Hindu to pay homage to Himalayas' super pilgrims' economy ensured local benefits and maximum participation of the people, enriching both the host and the guest communities. Conservation of environment was encapsulated in the observance of rituals. Much of this scene is still in evidence in some parts, but the forces of modernization are active in eroding it very fast. The second phase in the Himalayan tourism was noteworthy as it was a precursor of modern tourism. Around the first quarter of the nineteenth century, the British established climatic resorts and sanatoria all along the middle Himalayas. Roads for the first time entered the Himalayan height, giving birth to process of urbanization and other forms of development. In due course of time, these urban foci sprawled amidst the otherwise agro-pastoral

and silvi-agricultural landscape. New impulses of growth were seen in socio-economic environments, while highland-lowland interaction systems got a spurt. Self-sufficient and fairly resilient ecosystem could keep itself intact, despite the emergence of Himalayan cities of Shimla, Darjeeling, Musoorie and Nainital which besides serving the recreation need of the English people had added new functions in tertiary sector, and administration. Later, the Indian bourgeois, feudal, business executives and elite of the society used these services. While the higher Himalaya could not remain unaffected by these dramatic socio-economic changes, it however, maintained its road less and resort less green environment, to be occasionally disturbed by a local festivity; pilgrims' chanting of mantras or by a visit of a Raja or maharaja for game-shooting or for a royal romance. From the latter part of the nineteenth century, the British rulers started taking interest in unveiling the mysteries of the Himalayas with the help of local hill people. Mountaineers, mostly drawn from the army, were sent to the different parts of the Himalayas, but the two consecutive world wars prevented further exploration of the region. During the second world war, a German mountaineering team came to India to try its luck and the 8000m plus high Navga Parbat and the Karaborans, but the entire group was arrested and detained in a containment near Dehradun on account of the then ongoing war. A member of this team, Henry Harrar escaped from the Dehradun prison and followed the river Bhagirathi and after a gruesome march for about three months and going through varied experiences reached Lhasa, the capital of Tibet. In route he crossed high passes and innumerable snowfields. This perhaps was the first real high altitude tripping the hitherto inaccessible Himalayas without any planning.

The third phase was crucial as it was forbidding. In the post-independence era (after 1947) tourism began to be promoted in public sector on a large scale. The demand increased faster than the supply. Tourism, with its characteristic dynamics, had its full play. Unplanned and unguarded tourism carries evil with it, and it did. Mass tourism overpowered elite and bourgeois resorts with altogether different visitors in lifestyle and demographics. If Musoorie and Nainital catered to 1,00,000 tourists in 1951, they were to host 4,00,000 in 1971 and about 6,00,000 visitors in 1981, with scarce and almost inelastic resource supply. The capacity strains were observed by Singh and Kaur and diffusion of activity into the close by homogeneous recreation areas was strongly advocated but the bureaucratic resource managers subscribed to the concept of demand fallacy, nor did they possess worthwhile planning expertise to handle as complex a phenomenon as tourism. Instead, the worst happened. They took a leap into the higher Himalayan zones of delicate beauty and sensitive ecology as some of these areas were now made accessible by newly constructed reads that came up after Sino-Indian clash. This event had momentous effect in regard to the development of great Himalaya on grounds of strategy and regional disparity. Tourism was found promise for the latter. It could have been, indeed, a fair promise, had the care been taken in resource analysis, plan formulation and in setting sound goals of development, which seemed a cry in wilderness as adhoc and impulsive programmes were considered best for the windfall of tourism. Evil of tourism was reaped. Some of the worst evils that weakened the stability of these regions were commercial green felling, overgrazing, steep slope, terracing and dam construction 111 the vulnerable areas. Demographic erosion was another severe symptom of the syndrome. Adverse impacts of these activities have often been attributed to tourism, whereas the fact is that these actions reduce tourist amenity and visual appeal of the areas.

Some studies, have, however, revealed that tourism had its blessings, too in providing alternative jobs, and sometimes new jobs, to highlanders, besides promoting their dwindling crafts. Sherpas and Bhotias lost their trade as China closed trade as China closed doors of Tibet on them. They found better alternatives in subsequent development of mountaineering and tourism which became their major source of income. Sufficient economic benefits were observed at the cost of eco-losses which could be minimized by effective planning techniques. Tourism-induced changes were largely abrupt which the socio-cultural environment refused to absorb. This 'cultural lag' would be hard to make up. While tourism environment impact studies would have been helpful for any problem solution approach, two sample studies from Leh in the Indian Himalaya, and Khumbu region from the Nepal Himalaya are illustrative of the good and bad that tourism has wrought. The case of Garhwal comes as a corollary. Leh in Ladakh was forbidden land up to 1974. As the highest road of the world(Beacon Highway), Leading to exotic Buddhist culture, was advertised for touristic sale, the land of monks and monasteries came under

the influence. The case of Ladakh exemplifies that how a unique cultural Himalayan heritage can be ravaged by sudden tourist invasion. This also bears testimony to the fact that tourist induced development in a backward economy can only result in marginal economic gains with relatively heavy socio-cultural losses. Thus, findings of a study reveal that in 1979 out of fifteen comparatively big hotels in Leh, ten were managed by Ladakh is and remaining five was run by outsiders. Personnel in catering and other standard services were drawn from India, Kashmir and Nepal and some Tibetan refugees also did share the proportion. Most of the smaller eating houses and Dhabas, were run by local people as a family business. Local farmers also changed to growing more vegetables to meet the tourist needs. Good sums were collected through the entrance fees to monuments and monasteries which the Gompa Association wisely spent on restoration and renovation of monasteries. Such healthy trends in tourism can help build tourist assets and cultural properties which otherwise suffer due to neglect or want of resources. Considered as a whole, only a small part of tourist earnings remains inside the Ladakh, and much of it flows back to the Kashmir valley and the lowlands, affording a poor multiplier. On the sociocultural front, it is shocking to see many Lamas coming under the influence of western culture, younger generation uprooted from their age-old tradition, local pilgrims being discriminated against the better paying foreigners, lack of respect shown to religious objects which in many cases, have been reduced to mere 'wares for sale' cultural assets and art treasures got commercialized, and sold, stolen or smuggled away. In Tribetan culture 'art 'is nota saleable commodity, greed and avarice debases it. This is a dilemma between tourism and tradition. It is pity that Gompas' aesthetic appearance has been disfigured by awkward tourist signs, and peace of lamas, at prayer, is disturbed by uncalled for intrusion of visitors into' their sanctuary. It is for this reason, perhaps, that devout Lamas are seldom to be seen during the summer time. Tourism has emerged as a main source of Nepal's national economy. The country offers many attraction and forms of recreation activities, ranging from holidaying inmost urbanized capital town of Kathmandu to bucolic Pokhra, there are myriad treks and trails that lead to Himalayan majesty and natural beauty par excellence.

Mountaineering activity is very popular in the Khumbu region, around. The Everest Treks in the Langtang valley attract attention of visitors and both these areas have been studied by experts recently with a view to assessing impacts of tourism on their environment. These findings point to most positive gains obtained in the economic environment, though physical environment has paid the price. Pawson holds that Nepal's Everest region presents a unique example where tourism has transformed a subsistence society to a cash economy within a short period of a decade or so, raising the standard of living of Sherpas, affecting demographic changes, improving structure of human settlement (in and around Namche Bazar) besides creating job opportunities in the remote areas, Impacts, however, vary from village to village and from route to route. Since this region has been designated as National park-Sagarmatha-in 1976, major income accrues through collection of entrance fees. In 1980-81, it amounted toUS$ 22,814 (95% of the Parks' total income). Treks of different tourist categories generate income and create employment. About 5,000 trekkers and visitors have been recorded. Another study reveals that 40 trekking agencies operate in Nepal with atotal staff of 500. Employment support fluctuates from 5000 to 7000 with the season. The per capita income from mountain tourism is about $340 (much higher than the national average) and totals an estimated $2.4 million in wages and services, besides other benefits that accrue to sellers of food, handicrafts and climbing equipments. They certainly make more money than the wood cutters ad farmers. In 1982 the climbers and trekkers paid $357, 000 in peak-royalties, $15384 permit fees to Nepal Mountaineering Association and $34,000 fee for Everest and Langtang Parks.

Research Methodology

The research Methodology has been divided into three segments that are reviewing the existing literature followed by primary and secondary data analysis then by ISM model

➢ *Review of the Literature*: The existing literature regarding tourism management and problems associated to tourism is being reviewed; it includes the entire tourism management framework and other aspects related to tourism management. The literature is being reviewed from early 1980 to till the date. The literature is being used for identification of ISM factors

➢ *Primary and Secondary Data Analysis*: Identification of different framework related to tourism and factors related to tourism industry were done through secondary data analysis.

➢ **ISM Model**: Using ISM (Interpretive Structuring Model) to propose a well defined model to find out the relationships between different factors on the basis of expert opinion.

Identification of Factors for ISM

As we have seen in the above paragraph that this industry is facing many problems for the purpose of the study we have identified some industry related factors which are affecting this industry in Himalayan region for the purpose of development of Hierarchical relationship.

➢ **Tourist Arrival:** In some of the countries, tourism industry is one of the most important segments of their economy, as it shares major part in their growth. According to World Tourism Organization (WTO) statistics reveal that the growth of international tourist arrivals in world between 1995 and 2011 increased from 538 million in mid-nineties to 940 million in 2011, which shows the growth rate of almost 4.7% on average in each year. Environment, market and culture are most important factor which got affected by tourist arrival in destination of the state, it also impact on economy of the destination by providing the extra revenue generation capacity to destination. (Kashyap, Rana&Mairaj, 2015)

➢ **Economic Prosperity:** The basic impact of tourism is that it generates the regular employment for the unemployed people which later in turn bring economic prosperity. The tourism and other related sectors impact on employment generation by establishing the tourist related facilities like safari, hotels, resorts, parks, and tourists guide etc. At global level, the tourism industry generates about five percent of the world GDP and almost thirty percent of world exports of services (UNWTO, 2012). Furthermore, many countries started developing tourism for gaining economic growth not only in their own country but also by making it worldwide activity to boost worldwide growth.

➢ **Tour and Travel Operator:** Tour and Travel operators are the most important players in the tourism industry and they could use their market power to improve and increase the sustainability factor in the tourism sector. The roles and responsibilities of tour and travel operators are important in running the responsible tourism in tourist destination. If tour and travel operators did not play their role responsibly at the tourist destination, then they would experience a loss or down turn in their business due to the low and deteriorated quality of the said destination.

➢ **Hospitality Infrastructure Facility:** The need for accommodation in different classes of hotels depends on the various requirements of tourists is no less an important part of tourism infrastructure. Accommodation facilities in the home country is become such a significant part in creation of tourism industry that it is now known as hotel industry by itself. Hospitality services are evaluated differently by many persons due to the fact that services are intangible and people rely on physical attributes when they take decisions. Hospitality refers to the relationship between a guest and a host, wherein the host receives the guest in term of tourist, which include the reception and entertainment of guests, visitors, strangers or tourist.

➢ **Information Management System:** The information communication technology (ICTs) is transforming tourism globally. The information communication technologies are re-engineering gradually to generated a new paradigm - shift, they are altering the industry structure and creating a whole new range of opportunities and threats. The ICT helps consumer to empower them in selection, alteration and taking buying decision for tourism products and supports the global industry by providing tools for creation, management and distribution of offerings worldwide. Increasingly, information communication technologies also play a significant role for making the competitiveness of tourism organizations among the destinations. (Buhalis 1998)

➢ **Disaster Management System:** The disaster management system is important factor for tourism as safety, security and availability of good emergency services are the primary conditions for the development of the tourism destination, region, state and country and thus this is the basic determinants of growth in tourism. Without them, destinations cannot successfully compete in creation or generating markets, even if destination present in its marketing campaigns the most attractive and best quality natural and built attractions. According to Pizam, every day an act on violence or a crime occurs at a destination in some part continent and it is difficult to say no to that many types of features belongs to safety and risks free features exist in everyone's daily

routine and within tourism also. Therefore it is most important to study the disaster management system (DSM) of destination and have such system implemented at destination.

➢ **Government Planning:** Tourism helps and support the government in generation of revenue earning activities by various taxes like luxury transportation, hotels, hospitality, tourist related activities and income for the tourist protected zone (TPA). Development of tourism shows strong and positive contribution toward the economy. The government should work on the plan to develop an area for better and increased arrival rate of tourist and development of the tourism industry in some destination of region. Further after getting benefits from tourism industry they can increase their investment in estimation of tourism demand, tourism planning and development. It helps to manage the inflow of both the domestic and foreign tourists and will be able to provide all the basic amenities to the arrivals and by proper estimation and planning government can maintain the tourism sustainability as well.

➢ **Safety and Security:** The rate of crime is increasing day by day against foreign tourists in India since the last five years which has been responsible for decreasing India's image in foreign and among foreign tourists and casting a dark shadow on the whole tourism industry. The tourism industry is badly affected and the number of foreign tourist arrivals in India has fallen up to 25% by the time of December 2012 and this problem requires a serious and major thought. This grey areas of the tourists security and safety required a high attention and all criminals those who are responsible for such crimes should be identified and punished properly, if tourism has to be promoted in a better way in the country, ITDC (India Tourism Development Corporation) need to play a much bigger role to protect the tourism industry and in this regard it has to assume more responsibilities which includes tourists security and safety along with disaster management system (DMS) and information management system (IMS).

➢ **Environmental Concern:** Tourism industry is becoming a serious threat to human beings and their environment specifically adventure and nature related tourism where tourists are the continuously destructing the natural resources. Bearing this in mind, the efforts started by various governments time to time but it is unfortunate to see that these efforts to permanently change people's environment and make is sustainable didn't get much success. Government need to aware the people related to environmental laws and lose done by people living in destination so as to aware the people for increased environmental concern. This can help the future generation in utilising the same features which we are using.

➢ **Foreign Exchange Earning:** Tourism is an important source of generating foreign exchange earning in India as it is already earned about $20 billion only in 2014. This has favorable impact on balance of payment of the country as shown in table 1. The tourism industry in India earned about18.44 billion USD in 2013 and it is expected to raise by 275.5 billion USD by 2018 at approximately 10% growth rate. One most important fact to understand here is that if tourism increases by one percent in India it increases the foreign exchange by 2% that means tourism has two fold impacts on foreign exchange earnings.

➢ **Connectivity:** Here connectivity includes communication and transportation. Both the factors i.e. communication and transportation plays huge and most important role in supporting and creation of sustainable tourism environment and development and managing its multiple dimensions. Communication can also help in creation and facilitation of a system which can allows stakeholders interact with each other in same destination also in far flung destination to exchange opinions and arrive at decision to take a trip to destination. Effective use of communication tools can also help in linking the products to markets, and could contribute to visitors' safe and extra ordinary experiences. Transportation do not impact on development of tourism but in case of negative aspects related to it is, it acts related to situations in which it brings about increase migration, spread of disease or decline in the level of per capital income and increase in chaos at destination with increase in the prices of basic products.

Development of ISM

For developing the ISM, firstly one needs to identify the variables or elements and then develop a questionnaire which asks how the variables are being influenced by each other. Then expert's opinion is being collected to know whether these variables influenced each other band if yes, how

they influence each other and on the basis of this, a model is being designed (Sushil, How to Check Correctness of Total Interpretive Structural Models?) (Sushil, Interpreting the Interpretive Structural Model, 2012).ISM is being developed on the basis of expert's opinion. Firstly performance factors are being identified and a questionnaire is prepared. Then the expert's opinion is being asked and on the basis of the responses from the experts, The Reachability Matrix for the elements under consideration is then prepared by filling in the responses of the group on each pair-wise interaction between the elementswhich is shown in Table 1.1 and Table 1.2 (post iteration). Then the Driver power-dependence matrix is built which is shown in Figure 2. Now the level partition is carried out to know the placement of each element level wise that is shown in Appendix. (Table A1, A2, A3, A4, A5, A6, A7, A8)and then level of each factor is identified that is shown in table 3 On the basis of the level of the factors, a diagram is being plotted which is shown in the figure 3

Table 1.1: Factors for Development of ISM

Sr. No	Factor Code	Factors
1	F1	Disaster Management System
2	F2	Government Planning
3	F3	Safety and Security
4	F4	Environmental Concern
5	F5	Foreign Exchange Earning
6	F6	Connectivity
7	F7	Tourist Arrival
8	F8	Economic Prosperity
9	F9	Tour and Travel Agents
10	F10	Hospitality Infrastructure Facility
11	F11	Information Management System

Table 1.2: Reachability Matrix (Post Iteration)

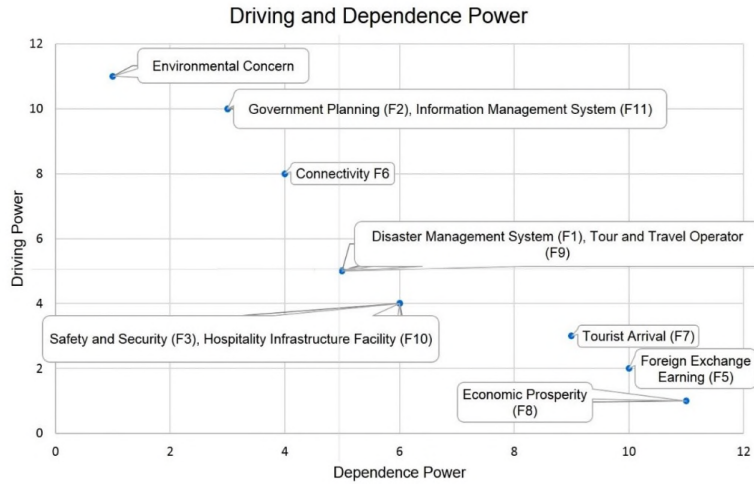| Factor No.	01	02	03	04	05	06	07	08	09	10	11	Driving Power
01	1	0	1	0	1*	0	1*	1*	0	0	0	5
02	1	1	1	0	1*	1	1*	1*	1*	1*	1	10
03	0	0	1	0	1*	0	1	1*	0	0	0	4
04	1*	1	1*	1	1*	1*	1*	1*	1*	1*	1*	11
05	0	0	0	0	1	0	0	1	0	0	0	2
06	1	0	1*	0	1*	1	1*	1*	1	1*	0	8
07	0	0	0	0	1	0	1	1*	0	0	0	3
08	0	0	0	0	0	0	0	1	0	0	0	1
09	0	0	0	0	1*	0	1*	1*	1	1	0	5
10	0	0	0	0	1*	0	1	1*	0	1	0	4
11	1*	1	1*	0	1*	1	1*	1*	1*	1*	1	10
Dependence Power	5	3	6	1	10	4	9	11	5	6	3	

Note: * Shows Transitivity (Insignificant)

Figure 2: Driving and Dependence Power Matrix

Table 1.1: List of Factors and their Levels in TISM

| Sr. No	Factor Code	Factors	Level
1	F1	Disaster Management System	V
2	F2	Government Planning	VII
3	F3	Safety and Security	IV
4	F4	Environmental Concern	VII
5	F5	Foreign Exchange Earning	II
6	F6	Connectivity	VI
7	F7	Tourist Arrival	III
8	F8	Economic Prosperity	I
9	F9	Tour and Travel Agents	V
10	F10	Hospitality Infrastructure Facility	IV
11	F11	Information Management System	VII
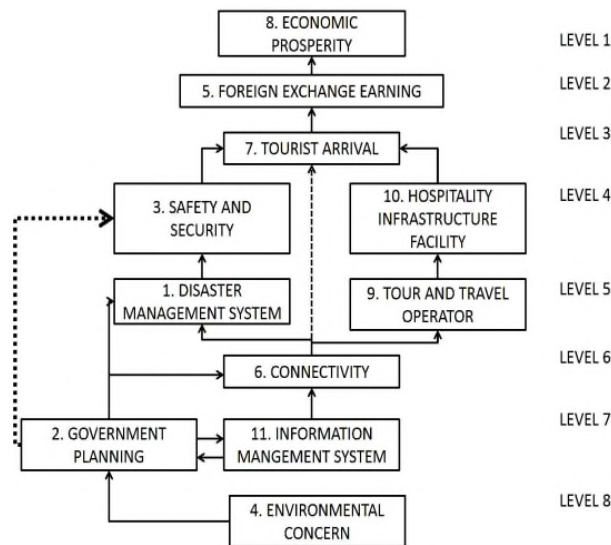
Figure 3: ISM Diagram to Show the Relationship Between Factors of Himalayan Tourism

Mapping of Himalayan Tourism Industry on Change and Continuity Matrix

Any industry can be mapped on the basis of assessment of continuity and change forces, both found to be high; Himachal Pradesh Pilgrim Tourism Industry is mapped in the synthesizer quadrant of the C-C matrix as shown in the figure below.

Figure 4: Mapping HTI on Continuity-Change Matrix

The Continuity-change matrix presented above has identified that Himalayan tourism industry fall under flowing stream strategy which means that we can implement strategic flexibility for integrating opposites as strategic path. Therefore we can categories the factors identified for development of ISM among the flowing stream strategy principles.

Formulation of Flexible Strategy

Table 1.4: Allocations of Factors with Principles of Flexibility

Sr.No Risk)	Factors	Principle	Strategic Dimension (Associated
F9	Tour and Travel Operator	Divert the Continuity Momentum	Strength of Continuity (Risk of Change as well as Stagnation)
F5	Information Management System	Have creative discontent to reach beyond existing performance	Performance curve and Learning (Risk of Obsolescence)
F6	Connectivity	Focus on customer requirements rather than product/service	Customer Orientation(Market Risk)
F10	Hospitality Infrastructure Facility	Have a flexible synthesis of multiple options	Flexibility (Organizational and Business Risk)
F4 F3	Environmental Concern Safety and Security	Follow multiple routes and create a web	Relationship with stakeholders (Change Risk)
F2	Government Planning	Institute Process for Continuous	Vitality
F8	Economic Prosperity	Vitalization of the organization	(Survival Risk)
F1 F5	Disaster Management System Foreign Exchange Earning	Overcome hurdles in flow	Innovation (organizational and management risk)
F7	Tourist Arrival	Merge into blue ocean	Discontinuous change (Entrepreneurship risk)

Conclusions of the Study

Here we focused on Himalayan Region and divided our paper into three sections first section give us insight about Himalayan region followed by second section in which we have developed a hierarchical model of HTI followed by the final section in which we have utilized the flowing stream principles of further development of Himalayan Tourism Industry. The Tourism industry is a dynamic industry and Himalayan region in India remains a popular tourist destination. It attracts massive inflow of tourist in this region round the year but at strategic level Himalayan tourism industry is

facing many problems. Therefore we have identified the factors related to HTI and developed a hierarchical relationship as well as we mapped it on C-C matrix through which we clubbed all this factors with the principles of Flowing Stream Strategy to incorporate the flexibility in HTI for its sustainable development.(Sushil, How to Check Correctness of Total Interpretive Structural Models?)

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