

# **Mapping Tourism Strategy Patterns**

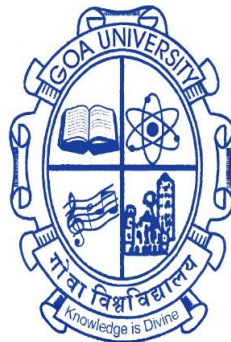
## **A case study on tourism development in Goa, India**

A Thesis submitted in partial fulfillment for the Degree of

**DOCTOR OF PHILOSOPHY**

in Goa Business School

**GOA UNIVERSITY**



By

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Goa University  
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## **DECLARATION**

I, Surabhi Anup Gore, hereby declare that this thesis entitled “Mapping Tourism Strategy Patterns: A case study on tourism development in Goa, India” 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: 17-02-2023

Surabhi Anup Gore

## **CERTIFICATE**

I hereby certify that the work was carried out under my supervision and may be placed for evaluation.

Dr Nilesh Borde

Professor,  
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Surabhi Gore

**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, technological, 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 On Hop Off

<b>Abbreviation</b>	<b>Full-Form</b>
ICAO	International Civil Aviation Organization
IFFI	International Film Festival of India
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

<b>Abbreviation</b>	<b>Full-Form</b>
T & CPD	Town & Country Planning Department
TTAG	Travel & Tourism Association of Goa
TV	Television
TUI	Touristik Union International
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

# Chapter 1

## Introduction

The concept of strategy was adopted from the ancient Greeks. Strategies were first discussed as one of the principles of scientific management by F.W. Taylor in 1911. Chandler (1962) brought strategies into the mainstream business and academic stream. According to Rumelt (1993), “A strategy is a collection of objectives, policies, and plans that define the extent of the organization and its approach to survival and success.” Strategies are integral to organizational planning. They are formulated by the top-level managers using different techniques and implemented throughout the organization.

The mainstream strategy researchers (Ansoff, 1957; Mintzberg & Waters, 1985; Porter, 1980; Rumelt, 1974) also influenced the research in the tourism strategy domain, where scholars tested the strategic concepts in the tourism context. Tourism strategy-making is similar to organization strategy-making (Kotler, Haider & Rein, 1993; Porter, 2002). It involves individuals making plans within organizations like municipalities, regional bodies, or tourism departments (Gunn & Var, 2020; Hall, 2008). Harrington, Chathoth, Ottenbacher and Altinay (2014) undertook a literature review on strategic management research in hospitality and tourism. The authors focused on identifying trends in strategy research topics. The study revealed that most research focuses on corporate strategy, strategy-making processes, and practice. The research from 1988-2019 by Aladag, Köseoglu, King and Mehraliyev (2020) in the strategy implementation domain revealed that the studies are based on: understanding how relationships with the external environment are managed during strategy formulation (22%), examining how organizational characteristics influence strategy implementation (31%), exploring success factors and impediments in strategy implementation (37%), developing strategy implementation frameworks (8%) and assessing strategy implementation effectiveness (2%). The authors concluded that the strategy analysis in hospitality and tourism is still nascent and suggested that hospitality and tourism studies can benefit from innovative investigations (Aladag et al., 2020; Athiyaman, 1995; Evans, Stonehouse & Campbell, 2003; Okumus, 2001). For example, Harrington et al. (2014) suggested domain-based strategy formulation and implementation frameworks. Cooper (1992) and Henderson (2008) suggested using the Tourism Area Life Cycle (TALC) model for planning, implementing, and evaluating tourism strategies.

Planning and managing tourism destination development requires an understanding of how destinations develop and change (pattern of growth). The approach would be to understand the role of the government, entrepreneurs, and regulations in shaping the tourism destination (Jamal & Camargo, 2018; Prideaux, 2000; Russell & Faulkner, 2004). Butler (2009a), Mckercher (2005), and Strapp (1988) suggested that tourism destinations can be analyzed as a single product. Such studies generate practical viewpoints to finding appropriate solutions to the problems arising from the dynamic external environment. Thus, the present study attempts to map the development pattern of a tourism destination. The study also identifies strategies, their types, and the strategy formation process at the destination. The research uses a case study methodology. The development of tourism in the state is presented as a case. The case analysis is based on the TALC model and the Mintzberg strategy analysis. The TALC maps the destination's development pattern, while Mintzberg's strategy analysis process identifies the strategies, their types, and the strategy formation process during the development of the destination.

## **1.1 Background Study**

### **1.1.1 Strategy Process Research**

Traditional strategy research is dominated by the notion that strategies are formed by higher-level managers using a top-down approach wherein environment and SWOT (strengths, weakness, opportunity, threat) analysis, strategic direction approach, or a resource-based model approach for strategy formulation is considered. However, a few scholars have questioned the traditional approach to strategy formulation (Farjoun, 2002; Mintzberg, 1990; Vaara & Whittington, 2012). They feel that the traditional strategy formulation process did not account for complex social relationships in organizations. Whittington (1996) proposed investigating "strategies as a social practice." Under the "strategy as process" research, the author suggested studying a broader context of strategy development, including questions like "how do strategies develop?"; "who is involved in strategy development?"; "how do the practitioners act and react during the strategy formation process?"; "What activities take place in the development of strategy?" and "What are the norms and the rules under which strategies develop?".

The "strategy as process" view looks at strategy formation and implementation processes. It contributes to understanding how a specific context influences the process of strategic management. Fieldman and Orlikowski (2011) discuss three strategy process

approaches: empirical, theoretical, and philosophical. Recognizing strategy patterns is an empirical process-based evolutionary model of strategy analysis that looks at streams of strategic activity over time (Jarzabkowski, 2005). Identifying the causes of specific effects in complex organizations is often challenging. Hence, instead of looking for causes and effects, it is necessary to look for patterns and systematic implications (Hutzschenreuter & Kleindienst, 2006). Mintzberg (2007) discusses the configurational approach (organizations as a cluster of interconnected structures) to strategic management and evaluates how the strategies are realized by identifying patterns in the strategy formation process. Miles, Snow, Meyer and Coleman (1978) recommended that by searching for patterns in organizations' behavior, one can describe and predict the process of organizational adaptation.

### **1.1.2 Mapping Patterns in Strategy Formation**

Lindblom (1959) first recognized patterns in strategy formation while researching the strategy formation process of the US (United States) Government. The author postulated that strategy-making is incremental and described it as “the science of muddling through.” Cyert and March (1963) and Learned, Christenson, Andrews and Guth (1969) defined strategy as “observed patterns” in objectives, purposes, and goals. Patterns in strategies were also assessed by Mintzberg (1978). The author categorized strategies as deliberate and emergent based on organizational decision-making patterns. The “logical incrementalism” concept was proposed by Quinn (1989). The author suggested that strategies cannot be predetermined. Instead, they evolve through interactions between internal and external events. The literature review chapter provides further details on organizational strategy mapping and patterns studies (section 2.2.2, page 36).

Pattern recognition is a crucial ability of effective managers. Pattern identification can help answer important questions like why, who, what, when, where, and how the change has happened (Mintzberg & Waters, 1984). Burgi, Jacobs and Roos (2005) recommended mapping as an essential visualizing strategy. Strategy mapping involves using previous years' strategy inputs for new strategic planning. Strategy mapping helps judge the validity of strategic choices and provides transparency and accountability for past decisions.

### **1.1.3 Mapping Patterns in Tourism Destination**

A tourism destination refers to a region with varying spatial or administrative ranges. It is a historically shaped structure experienced and represented through different administrative, economic, social, and cultural practices (Saarinen, 2004). According to MacCannell (1976), destinations are designed and built to attract non-local customers (tourists) and capital. Thus, touristic needs and values are considered among the top guidelines for development (Saarinen, 2004). Relph (1976) suggested that tourist destinations undergo a homogenization pattern, which leads to changes in the original cultural and physical landscape and the loss of a unique and authentic sense of place. MacCannell (1976), on the other hand, proposed that tourist destinations experience spatial and product differentiation patterns to compete with other tourism destinations. The research on mapping patterns at a tourism destination has focused on three main areas.

- Destination structural development pattern: involves studying land-use patterns to identify destination development based on core and peripheral tourism products
- Destination development, tourist consumption behaviour pattern & resident's attitude
- Destination development through cycles of evolution

The seminal work on destination structural development pattern study can be traced back to Gilbert (1939). The author analyzed the photographs, maps, and population at England's inland and seaside health resorts to map growth patterns. Christaller (1964) researched landscape development patterns in Europe. The author introduced peripheral tourism by identifying a tourist region's development pattern Halkier and Terkelsen (2013) offered a path elasticity perspective on destination evolution that looked at the destination's core and flexible periphery components. The authors stressed that the path plasticity perspective is interdisciplinary, process-oriented, and has a qualitative, quantitative, and longitudinal focus. Prideaux (1999, 2000) and Russel and Faulkner (1999) discussed the role of entrepreneurs and regulations in shaping the destination. Ruhanen (2004) analyzed the destination's strategies by researching the physical, environmental, and economic situation, the local community, stakeholder participation, and influence in the planning process. Haugland, Ness, Grønseth and Aarstad (2011) researched destination capabilities, coordination at the destination level, and inter-destination ties to evaluate integrated destination development.

The tourist behaviour pattern studies are done to classify tourist's behaviour and consumption patterns or to strategize on managing the visitor's movement, matching supply, and in some cases, identifying the economic impact of tourists (Ashworth & Turnbridge, 2000; Cooper, 1992; Modsching, Kramer, Hagen & Gretzel, 2008). Cohen (1972) mapped the tourist's experiences and patterns of familiarity and novelty with the destination. The author classified the tourists as drifters, explorers, individual mass tourists, and organized mass tourists. Plog (1974) mapped the tourist's personality and travel patterns and classified them as allocentric, mid-centric, and psycho-centric. The changes in the resident's attitude towards tourism/ tourists were mapped by Doxey (1975). The author proposed that as tourism grows in the region, the residents develop a sense of euphoria, apathy, irritation, and antagonism. Urry (1990) researched photographs clicked by tourists and developed the concept of the tourist gaze. The author suggested that tourism is a visual practice where the tourism industry stages the visual expression, and the tourists consume it. The concept of tourist gaze helps identify why tourists come to a destination. GIS (Geographic Information Systems) and GPS (Global Positioning Systems) technologies are also used to map tourist movements (Mckercher & Lau, 2008; Shoval & Isaacson, 2007).

Destination development study also evolved based on the cycles of evolution. Stansfield (1978) developed the life cycle concept while researching the evolution of Atlantic City resorts. The author discussed the accessibility and recreation geography of the resort and observed an apparent development cycle, expansion, a shift in patronage, and a decline in the socio-economic base. Butler (1980) developed the Tourism Area Life Cycle (TALC) concept, depicting an area's evolution cycle as having an S-shaped curve and six developmental phases: exploration, involvement, development, consolidation, stagnation, and decline. According to Butler (2011), the purpose of the TALC was to draw attention to tourism destinations' dynamic nature and propose a development process through planning and management. Other authors have also advocated using the TALC as a forecasting and strategic planning tool (Cooper, 1992; Baum, 1998; Mckercher, 2005).

Most scholars of tourism planning have postulated that tourism developed during the '60s as an unplanned activity (Inskeep, 1991; Pearce, 1989; Seth, 1985). According to Tosun and Jenkins (1998), tourism development has undergone five stages of development patterns

1. Unplanned tourism development era (Bhatia, 1986),
2. Supply-oriented tourism planning period (Inskeep, 1991) that stressed developing hotels, restaurants, and telecommunication systems



3. Entirely supply oriented tourism planning period (Gunn, 1988) was characterized by the haphazard development of the tourism industry
4. The market/demand-oriented tourism planning period (Archer & Lawson, 1982) stressed planning and marketing
5. The contemporary planning approach includes social and cultural aspects to planning and practising sustainable tourism (Swarbrooke, 2010).

Stamboulis (2008) and Miriani (2007) suggest that the evolution of a destination is a game of cooptation. The stakeholders either win or lose while responding to opportunities and expectations. Changing stakeholder interactions leads to emergent strategies (Evans et al., 2003). Thus, individual commitments take place within the broader framework of destination development.

## 1.2 Research Setting: The State of Goa

The coastal state of Goa is the smallest in India. It is situated in India's western part and is surrounded by Maharashtra, Karnataka, and the Arabian Sea. Table 1.1 shows the parameters, and figure 1.1 shows the map of Goa. The name Goa was given by the Portuguese, who ruled it for more than 450 years (Kamat, 1999). Goa was a trading destination for many centuries. It was ruled by the Chalukyas, Rashtrakutas, Kadambas, Yadavas, Bahamani's Sultanate, Vijayanagara Empire, Mughals, Marathas, and the Portuguese (D'Mello, 2015).

Table 1.1: Goa Parameters

Parameters	Goa
Capital	Panaji
Geographical area (sq km)	3702
Administrative Districts	2
Population Density (persons per sq km)	364
Total population (million)	1.46
Male population (million)	0.74
Female population (million)	0.72
Sex Ratio (females per 1000 males)	973
Literacy Rates	88.7

Source: ibef (2021a)

After India's independence, from 1947 to 1955, the locals and traders could travel between Goa and India with a passport. In 1955, the Indian government imposed an economic blockade on Portuguese Goa (Kamat, 2011). The blockade also restricted the movement of people between Goa and India (Kamat, 2011). Goa was liberated from the Portuguese in 1961 and was integrated with the Indian Territory. Post-liberation, Goa was a Union Territory and partly governed by the central government. In the year 1987, Goa was granted statehood. Panjim is the capital of Goa, and Margao, Mapusa, Ponda, and Vasco are its main cities. The state has two districts, North and South Goa. Each district has six sub-districts (Taluka). The official language of Goa is Konkani. Hindi, English, Marathi, and Portuguese are commonly spoken in the state.

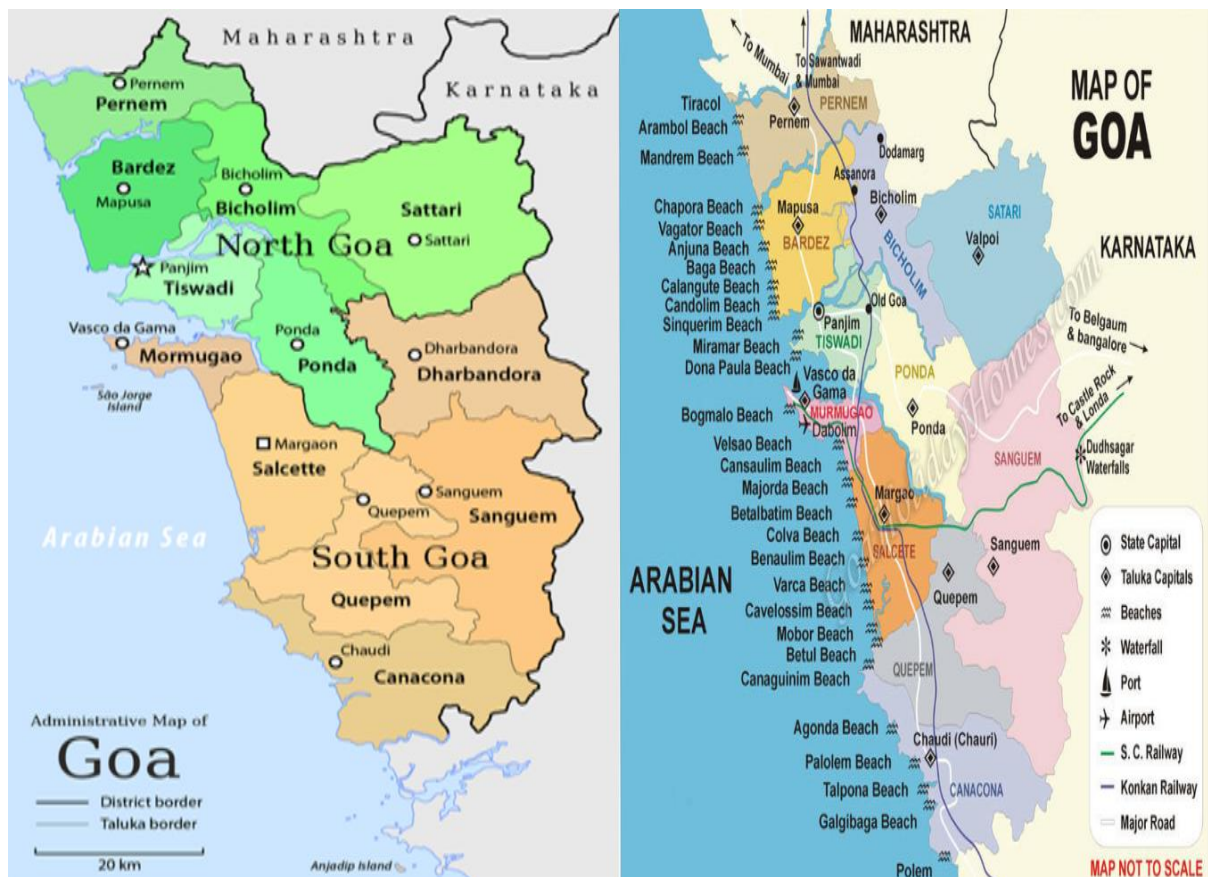


Figure 1.1: Geographical and Tourist Map of Goa

Source: Wikiwand (n.d.)

Before its liberation, the economy of Goa was import-oriented (Sinha, 2002). Mining was the most predominant activity. The ore was supplied to Japan, West Germany (70%), and other European and American countries. The other main occupations were agriculture and

fishing. Land reforms, technological changes, and increased cost of living prompted the locals to venture into tourism. The growth and development of tourism have predominantly been a “people’s movement” (personal communication, R De Souza, 15 January 2021).

Goa has undergone a continuous transformation, which has left a unique and indelible impression on every aspect of its development, be it social, cultural, economic, or environmental. The state receives more than 80 lakh tourists per year. The tourism expenditure of the local government is the highest among all Indian states (Infographia, 2019). Goa has the highest GSDP (Gross State Domestic Product) amongst the small states of India. The NSDP (Net State Domestic Product) for 2018-19 was 660 billion US dollars, a growth of 15.6% over last year (Statistics, 2018). Figure 1.2 shows tourism’s contribution to the state’s GDP. Goa is well connected with the other states by an international airport, western and Konkan railway, and national highways.

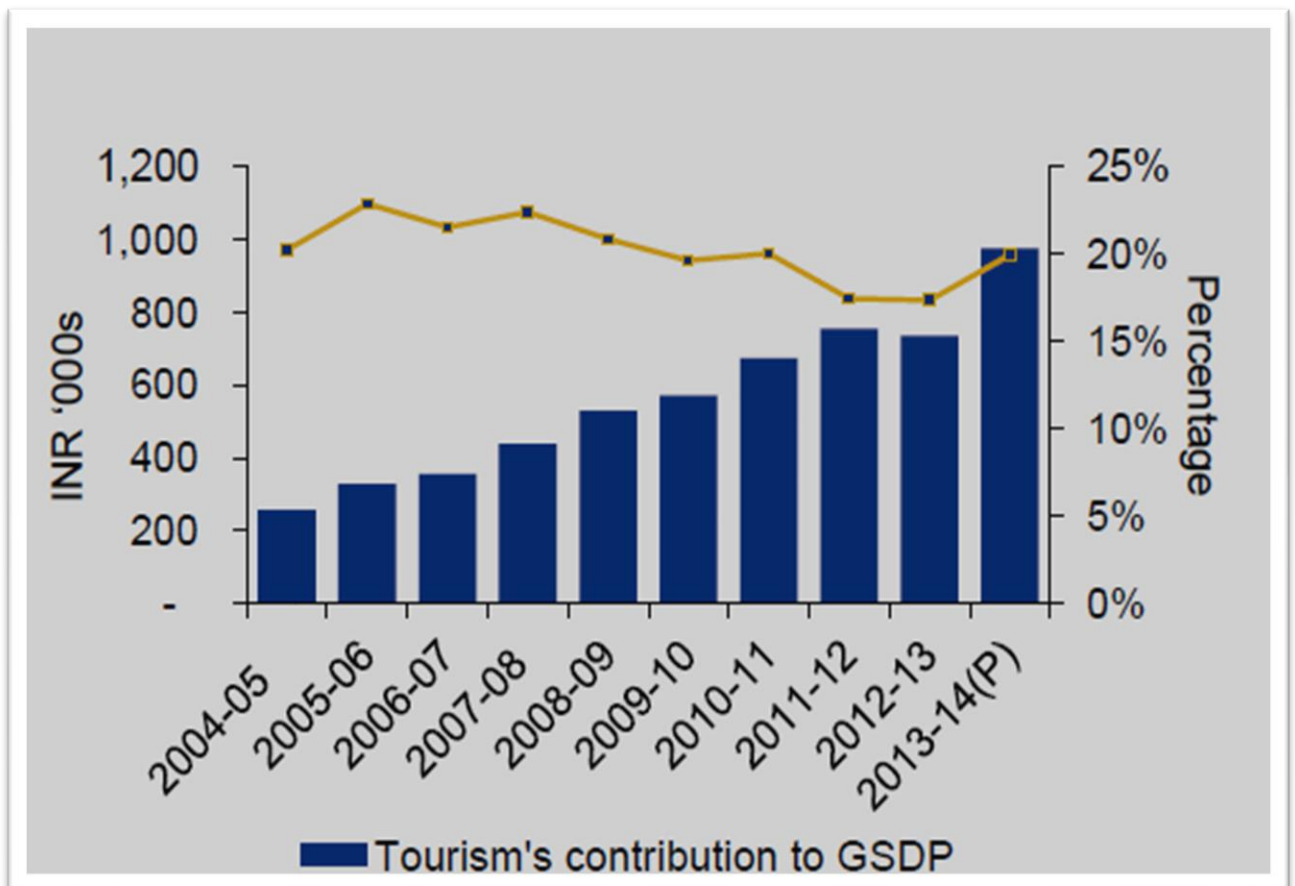


Figure 1.2: Tourism’s contribution to the state’s GDP

Source: KPMG (2015)

(the data on the contribution of tourism to the state’s GDP post-2014 is not accessible)

### **1.3 Tourism Planning Framework in Goa**

Tourism in India comes under the concurrent list of the Indian constitution. Hence, it is a subject for both the central and state governments. The residual power, however, remains with the central government (GOI, n. d). The Ministry of Tourism, Government of India, develops tourism policies for the whole country based on the guidelines given by UNWTO (United Nations World Tourism Organization). The Ministry of Tourism advises the state government in formulating tourism plans. It also sanctions central funds for the restoration and management of tourism assets. ITDC (India Tourism Development Corporation) was set up in 1966 as the Ministry of Tourism's profit-making body. It was responsible for increasing the accommodation capacity, developing new tourism products, and promoting tourism within the country and abroad (ITDC, n.d.). In the early '80s, India recognized tourism as an industry and acknowledged the financial benefits of tourism (Ministry of Tourism, n.d.).

The Department of Tourism, the Government of Goa, and the Goa Tourism Development Corporation (GTDC) regulate and develop tourism in Goa (GTDC, 2020). The department is mandated to prepare a state tourism plan. The first tourism plan was prepared in 1987. However, the state government failed to pass the tourism plan due to opposition from the stakeholders. In 2001, the government passed the recommendations of a draft master plan as State Tourism Policy 2001. Decisions on any tourism projects are based on the state tourism policy (Gore, Borde, Desai & George, 2021). The Department of Tourism has appointed KPMG (Klynveld Peat Marwick Goerdeler) India Private Limited as consultants for making the tourism master plan for Goa. The Goa legislative assembly approved the tourism master plan in 2019. The phase-wise implementation schedule was worked out (R Kale, personal communication, 4 January 2021), and the plan was finally passed in July 2021. A "Tourism Board" having members from the government and private sector stakeholders was also constituted. The board will take all major and minor decisions regarding tourism planning and development (R De Souza, personal communication, 15 January 2021). The tourism department's other activities are developing tourism infrastructure, administering the Goa Registration of Tourist Trade Act, 1982, and the Goa Tourist Places (Protection and Maintenance) Act, 2001.

## 1.4 Stakeholders of Tourism in Goa

Figure 1.3 represents the list of primary and secondary stakeholders for tourism in Goa. The concept of “stakeholders” was first coined by Freeman (1984) in his book, “Strategic Management: A Stakeholders Approach.” The author defines stakeholders as “any group or individual who can influence or be influenced for attaining the organization’s goals.” Stanford Research Institute (SRI) defined stakeholders as “individuals or groups without whose support the organization would stop functioning.” Thus individuals, groups, organizations, institutions, and societies qualify as prospective stakeholders. In addition, stakeholders are classified as primary and secondary. The primary stakeholders are those affected directly by the activities in the tourism industry. Secondary stakeholders are indirectly affected by the activities in the tourism industry (Clarkson, 2016).

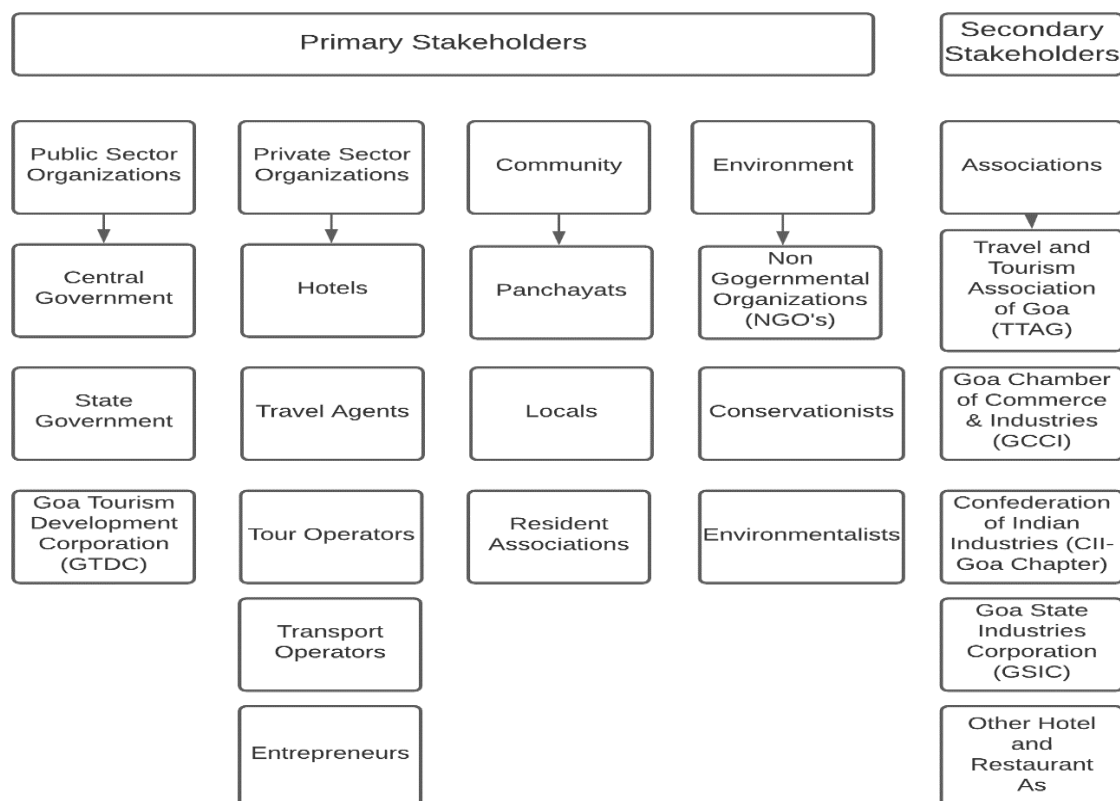


Figure 1.3: Primary and Secondary Stakeholders of Tourism in Goa

Source: Primary Data

## 1.5 Types of Tourism in Goa

- **Coastal/ Beach Tourism:** The 110 Km of Goa's pristine beaches are breathtaking and are the most prominent tourism product. The smooth, golden sand and friendly waves allow a complete 3s (sea, sand, and surf) experience.
- **Gaming:** Casinos and Gambling are significant attractions for domestic tourists. The onshore and offshore casinos attract many weekend tourists, employ locals, and generate revenue for the government.
- **Spiritual/ Heritage Tourism-** Goa has a rich and diverse Hindu, Muslim, and Christian heritage. Many temples of different gods and goddesses hold utmost significance among the locals. The UNESCO (United Nations Educational, Scientific and Cultural Organization) World Heritage Site of "Churches and Convents of Goa" attracts many faithful every year. The other churches also hold rich architectural and historical significance. Two of the most ancient mosques are also located here. The Buddhist and Jain culture found in Goa appeal to foreign visitors. Goa is also a treasure trove for historical forts, monuments, and heritage houses.
- **Nature/ Ecotourism-** Goa is a nature lover's dream destination. The western ghats are a biodiversity hotspot, covered with evergreen dense rain forests and diverse flora and fauna. The mountains have a worldwide appeal. The land of Goa is gifted with plenty of freshwater springs, lakes, and untapped waterfalls. Wildlife and bird sanctuaries are home to many indigenous birds, animals, and migratory birds.
- **Festival Tourism:** Goa's culture incorporates Indian and Western-style. The feasts and festivals of different communities are celebrated with much enthusiasm. Some festivals include Carnival, Shigmo, Sao Joao, and Bonderam. Grape Escapade, Goa Food and Cultural Festival, Goa Vintage Car and Bike festivals are a few conceptualized festivals. These fairs and festivals attract many tourists.
- **Adventure Tourism:** Adventure tourism activities are newly introduced in Goa. White water rafting, hot air balloons, helicopter rides, amphibian vehicles, bungee jumping, and water sports activities provide a different tourist experience. Off the Marmagoa Harbour, the Grand Islands is the only spot in Goa where the water's clarity exposes corals and the shipwreck that lies at the sea's bottom. Dive enthusiasts explore this unique area while experiencing close encounters with the Arabian Sea marine life and fish.

- **River Tourism** – Goa has 350 km of navigable river. The tourists enjoy ferry rides, boats, and backwater cruises.
- **Village Tourism** - Goan villages reflect “prosperity, purity, and grandeur.” The Goan houses, paddy fields with sluice gates, catchment areas, and coconut groves are priceless creations shared with tourists. The villages of Goa are where the soul of Goa resides in peace and tranquility.
- **Retail and Night Markets**- Good standard boutiques, shopping centres, and local markets add a complete retail experience. In addition, jewellery, handicrafts, earthenware products, and luxury goods shops entice visitors to spend in Goa. The night markets too attract many visitors. Goa has a large number of clubs, and its nightlife is vibrant.

Figures 1.4, 1.5, and 1.6 provide information on Goa’s natural, heritage, and manmade attractions. Other tourism types recently gained popularity are MICE (meetings, incentives, conferences, and exhibitions), weddings, sports, films, and culinary tourism.

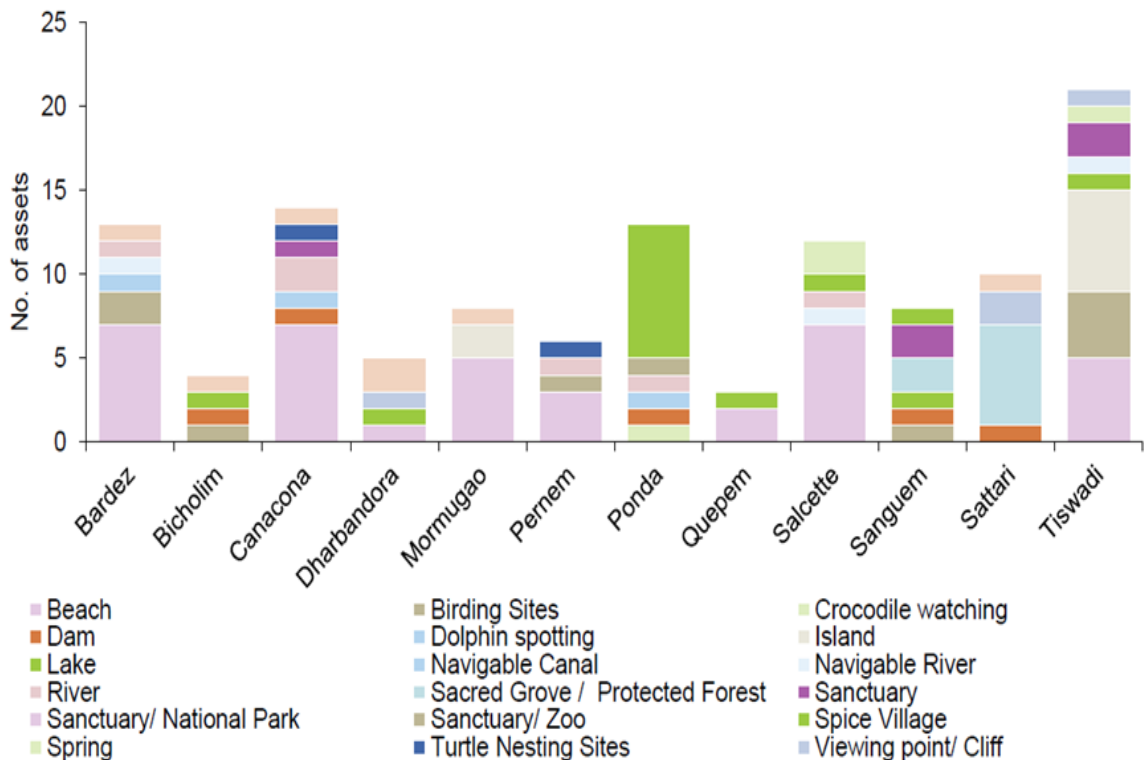


Figure 1.4: Taluka wise natural attractions in Goa  
Source: KPMG (2015)

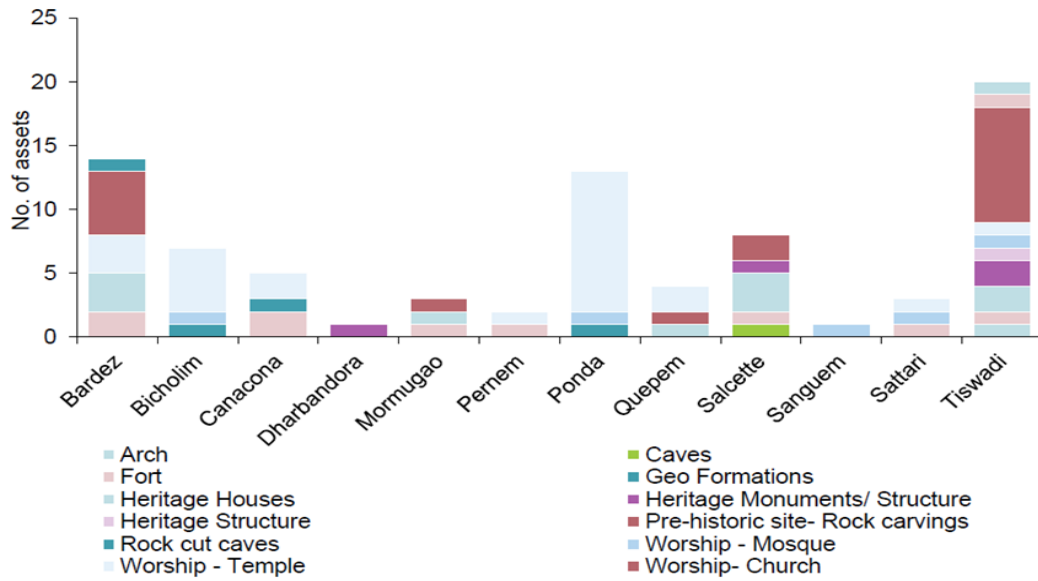


Figure 1.5: Taluka wise heritage properties in Goa  
Source: KPMG (2015)

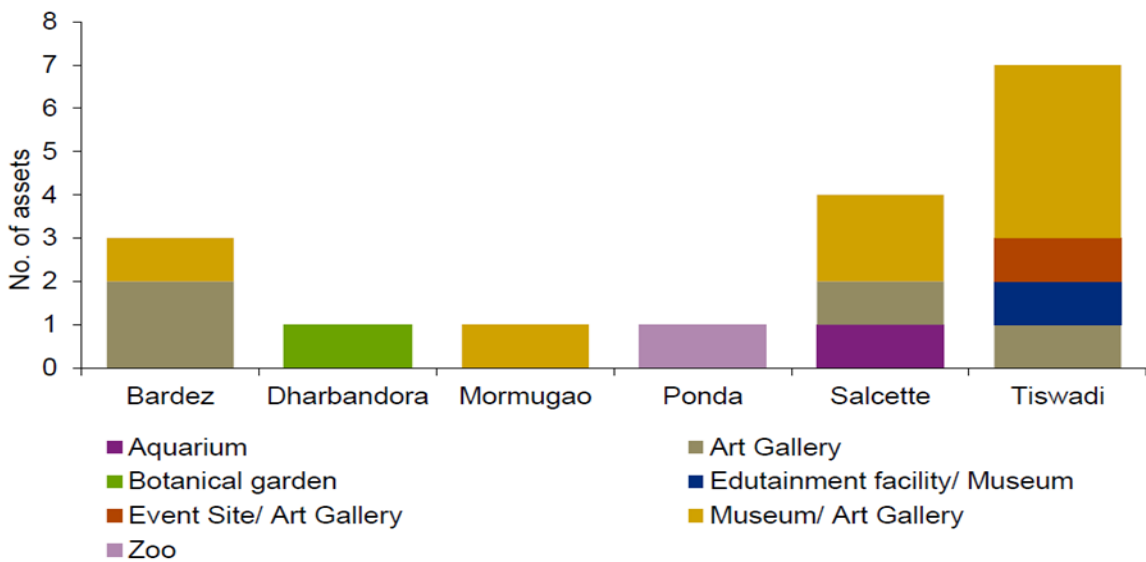


Figure 1.6: Taluka wise manmade attractions in Goa  
Source: KPMG (2015)

## 1.6 Significance of the Research

Tourism destinations are continually changing products (Butler, 1980; Getz, 1992). Exploring and mapping the destination's changing patterns can bring to light critical evolutionary aspects of a destination that was not known previously. Goa, a popular tourist destination on the westcoast of India, was known for its natural beauty, golden beaches, and rich cultural heritage. However, manmade attractions like casinos, water sports, and nightclubs have altered the destination's image. Although there have been many



economic benefits of tourism, Goa has also experienced negative impacts. The study on the development pattern of Goa as a tourism destination will help discover crucial facts that aided the proliferation of tourism and transformed the destination.

Strategy mapping is a tool used to assess growth. It is an essential feedback mechanism for rearranging and improving strategy implementation (Tayler, 2010). Strategies are the cause and effect of the destination's life cycle and are developed for each stage of the life cycle to prolong the life of the destination (Kotler, Bowen, Makens & Baloglu, 2018). Identifying strategies and the strategy formation process that led to tourism development will give insights into the decision-making processes followed at the destination. The research will also provide transparency for past decisions.

Covid 19 situation has decelerated tourism activities worldwide. Nonetheless, it has allowed destinations experiencing adverse effects of tourism to relook at strategic decisions. The research provides a way of developing a policy framework based on past experiences. A study of past experiences can help to plan better for the future. The destination managers can also introduce changes to the tourism product or a market segment to help achieve sustainable growth.

## **1.7 Organization of the Thesis**

### **Chapter 1. Introduction**

Chapter 1 contains an introduction to mapping patterns in strategy and tourism destinations. It tracks strategic management, pattern mapping, and tourism destination development research. The chapter also includes an introduction to the state of Goa and the process of tourism planning carried out in the state. The stakeholders of tourism and different tourism products in Goa are also described. The chapter culminates by discussing the research's significance and the thesis's organization.

### **Chapter 2. Literature Review**

Chapter 2 discusses a systematic literature review on TALC, the Mintzberg strategy analysis process, emergence, and destination development studies in Goa. Finally, the chapter deliberates on the research gaps pertinent to the present research.

### **Chapter 3. Research Methodology**

Chapter 3 discusses the research methodology. First, the chapter briefly introduces qualitative research, particularly case study methodology, and presents the rationale for using a single case study, the Mintzberg strategy analysis process, and TALC. The development of tourism in Goa is presented through a case study. The case analysis is based on TALC and Mintzberg's strategy analysis framework. Next, the chapter describes the data collection method used for the research. Objective-wise methodology describing each step of data analysis is discussed. The tactics used for data validity are presented, followed by the research design.

#### **Chapter 4. Case: Development of tourism in Goa (1961-2019)**

Chapter 4 presents the case of "Development of Tourism in Goa." The case is chronologically presented by categorizing into five time zones, pre-liberation tourism (1947-1960), the arrival of the hippies (1961-1973), organized tourism (1974-1986), organized mass tourism (1987- 2000), and tourism 2.0 (2000-2019) surge of domestic and Russian tourists. The pattern of changes from 1961 to 2019 is tabulated at the end of the chapter.

#### **Chapter 5 Case Analysis**

Chapter 5 presents the case study analysis in two parts: TALC and strategy analysis. First, the TALC graph is plotted, and the stages are identified. Then, the compliance assessment of TALC indicators with tourism development is done. Next, the identified strategies are listed, and the strategy formation process for each strategy is discussed. Then, the strategies are mapped on the TALC.

#### **Chapter 6**

Chapter 6 includes a discussion of the findings. Conclusions and analytical generalizations are also discussed.

#### **Chapter 7**

Chapter 7 includes the research contributions, managerial implications, and limitations. Lastly, future research avenues are presented.

# Chapter 2

## Literature Review

The chapter carries forward the literature discussed in Chapter 1 (section 1.1, page 2), specifically looking at the research into areas that provide the conceptual background to this study. The literature review includes investigating the TALC model and pattern studies, including the Mintzberg strategy analysis framework. The above concepts were briefly discussed in Chapter 1 (section 1.1, pages 2 to 6). The emergence concept and destination development studies in Goa are also reviewed. Finally, the chapter culminates with a summary of the literature and the research gaps.

### 2.1 Tourism Area Life Cycle (TALC)

#### 2.1.1 Methodology adopted for searching relevant articles

A theory-based structured review of the literature (Gilal, Zhang, Justin & Gilal, 2019) is followed to assess the previous research on TALC. The journals with a combined cite score (2017, 2018, 2019) of one or greater than one were selected for the review. It was done to ensure that only good-quality, high-impact articles were picked. Selecting journals with an impact factor of 1.0 is a criterion used extensively in most cited articles (Paul & Rosado-Serrano, 2019).

Journals in travel and tourism were identified from the Scopus database. The database included all the travel and tourism journals on the Web of Science. Five hospitality journals from the Scopus database that matched the above criteria (Cornell Hospitality Quarterly, Hospitality and Society, International journal of contemporary Hospitality Management, International Journal of Hospitality Management, and Journal of Hospitality Marketing Management) were excluded from the study as the scope of these journals was not found to be consistent with the subject under study. Of the forty-three travel and tourism-based journals listed in Scopus, twenty-nine qualified for the above criteria. The journals belonged to Science Direct, Taylor and Francis, Sage, and Emerald publications. The articles were searched with the keywords “tourism area life cycle,” “tourism cycle,” “resort cycle,” and “destination life cycle,” appearing anywhere in the full text (Paul & Criado, 2020).

Seventeen journals published papers on the TALC from the list of twenty-nine journals. Seventy-seven articles were found relevant to the study. Later, the reference list of the papers was used to search (Paul, Parthasarathy & Gupta, 2017) for other articles by Butler. From the above search, seven more articles were added to the list. These articles were primarily used to evaluate the change/progress in the conceptual framework of the TALC over the years and the author's views concerning future research avenues. Finally, a total of eighty-three articles were included in the literature review. The literature survey by Lagiewski (2006) discussed the applicability of the TALC, the research methods used, and works that supported or challenged the model. Papers from 2003 onwards are discussed in this review.

A widely accepted methodological process for content analysis was used to review the articles and identify the research gaps. Content analysis is a procedure used to organize text into predefined groups to link the text's components (Shelley & Krippendorff, 1984). Microsoft Excel was used to sort the articles into categories through data tables. The articles are categorized based on the methodology used (case studies, comparative analysis, theory-based, conceptual, survey, quantitative analysis, mixed methodology, quantitative and theory-based models), units of analysis, variables, concerns/difficulties, and future research areas. Under the methodology involved in the TALC section, the qualitative and quantitative studies are discussed. The qualitative study includes papers based on a theory, a model, conceptual papers, case studies, and comparative analysis. The quantitative papers are categorized as surveys, time series, and models. Articles using mixed methodology are also mentioned. Table 2.1 provides the details of the journals and the articles included in the review.

Table 2.1: List of referenced journals, articles, and books for TALC review

<b>Journal</b>	<b>#</b>	<b>Articles</b>
Tourism Management	19	Aguiló, Alegre and Sard, 2005; Albaladejo, González-Martínez and Martínez-García, 2016; Baggio and Sainaghi, 2016; Chapman and Light, 2016; Cole, 2012; Diedrich and García-Buades, 2009; Ivars I Baidal, Rodríguez Sánchez and Vera Rebello, 2013; Kapczyński and Szromek, 2008; Kozak and Martin, 2012; Kubickova and Martin, 2020; Lee and Jan, 2019; Oreja Rodríguez, Parra-López and Yanes-Estévez, 2008; Pavlovich, 2003, 2014; Pulina, Dettori and Paba, 2006;

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		Vargas-Sánchez, Oom do Valle, Da Costa Mendes and Albino Silva, 2015; Weaver, 2012; Zahra and Ryan, 2007; Zhong, Deng and Xiang, 2008
Annals of Tourism Research	11	Andriotis, 2006; Bardolet and Sheldon, 2008; Cole, 2009; Garay and Cànoves, 2011; Ma and Hassink, 2013; Moore and Whitehall, 2005; Papatheodorou, 2004; Povilanskas and Armaitiene, 2011; Pratt, 2011; Russell and Faulkner, 2004; Strom and Kerstein, 2015
Tourism Economics	10	Albaladejo and Martínez-García, 2015, 2017; Almeida and Correia, 2010; Falk and Lin, 2018; Fan, Liu and Qiu, 2019; Gouveia and Rodrigues, 2005; Lozano, Gomez and Rey-Maqueira, 2008; Marsiglio, 2018; Philander and Roe, 2013; Sastre, Hormaeche and Villar, 2015
Tourism Recreation Research	5	Butler 2009a; Butler and Weidenfeld, 2012; Cochrane, 2010; McKercher, 2005; Weiermair, Peters and Schuckert, 2007
Journal of Sustainable Tourism	5	Essex, Kent and Newnham, 2004; Hunt and Stronza, 2014; Lane and Kastenholz, 2015; Liu, Vogt, Lupi, He, Ouyang and Liu, 2016; Yang Ryan and Zhang, 2014
Tourism Analysis	5	Chhabra, 2010; Cohen, 2007; Moss, Ryan and Moss, 2008; Pritchard and Lee, 2011; Whitfield, 2009
Tourism Geographies	4	Cohen-Hattab and Shoval, 2004; Ferreira and Hunter, 2017; Ma and Hassink, 2014; Tang and Jang, 2010
Scandinavian Journal of Hospitality and Tourism	3	Adamiak, 2020; Kristjánsdóttir, 2016; Lundberg, 2015
Tourism Review	3	Báez-García, Flores-Muñoz and Gutiérrez-Barroso, 2018; Butler, 2019; Nazneen, Xu and Ud Din, 2020
Current Issues in Tourism	2	Albaladejo and González-Martínez, 2019; Romão, Guerreiro and Rodrigues, 2013
International Journal of Culture Tourism and Hospitality Research	2	Avdimiotis and Poulaki, 2019; Omar, Othman and Mohamed, 2014
Tourism Planning and Development	2	Omar, Othman, Mohamed and Bahauddin, 2015; Yun and Zhang, 2017
Journal of Travel and Tourism Marketing	2	Cruz-Milán, 2019; Henderson, 2008

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Asia Pacific Journal of Tourism Research	1	Lee and Weaver, 2014
Journal of Teaching in Travel and Tourism	1	Weiermair, Siller and Mossenlechner, 2006
Journal of Sports and Tourism	1	Heuwinkel and Venter, 2018
Tourism and Hospitality Research	1	Karplus and Krakover, 2005
Others	7	Butler, 2004, 2006, 2008, 2009b, 2011, 2012, 2014
<b>Total</b>	<b>83</b>	

### 2.1.2 Literature Review of TALC

Butler (1980) developed the TALC concept, depicting a tourism area's evolution cycle with an S-shaped curve and six developmental phases (figure 2.1): exploration, involvement, development, consolidation, stagnation, and decline or rejuvenation. The destination moves from one phase to the other through time and eventually declines, or rejuvenation happens. The number of tourist arrivals determined an area's degree of evolution quantitatively. Butler's cycle was based on other economic models like J.M. Keynes' economic development cycle model (1939), W.W. Rostow's theory of economic growth model (1959), and Raymond Vernon's (1966) product life cycle model.

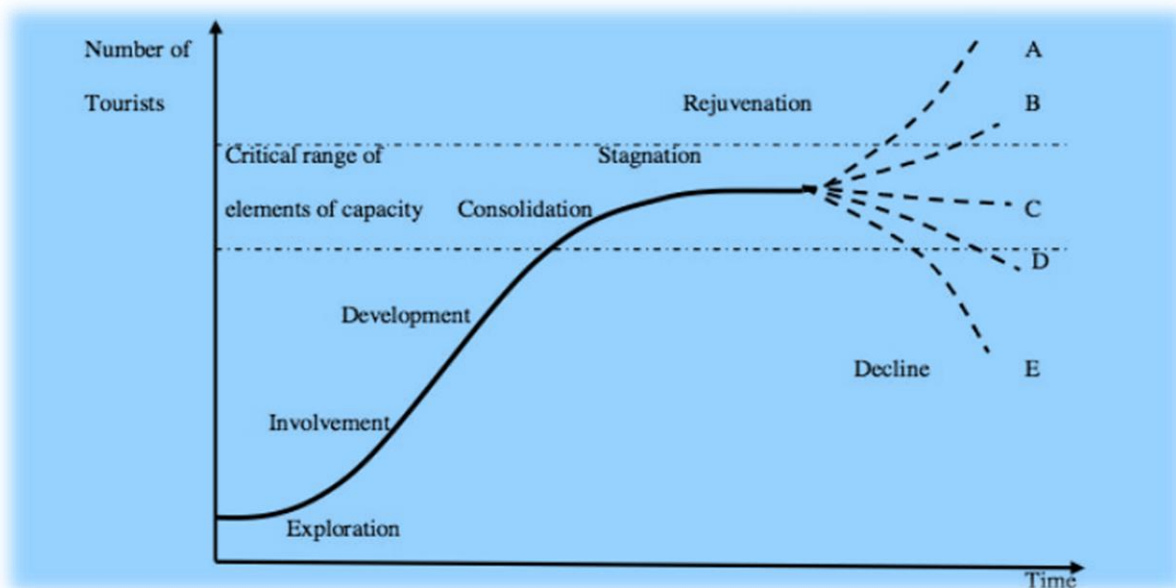


Figure 2.1: Tourism Area Life Cycle

Source: Butler (1980)

The exploration stage is the beginning of tourism at the destination. Tourists are attracted to the natural and cultural beauty of the place. There are no tourist facilities available at the

destination. The tourists stay and eat with the locals. Their presence does not bother the locals. At the involvement stage, the tourist and locals begin to depend on each other, but tourism is seasonal. The tourists look for accommodation and food services, and the locals look to earn extra money. The locals may give part of their house for the tourists to stay in. Local infrastructure and necessary facilities start to develop at the destination. At the development stage, the tourist growth rate suddenly rises. The local government takes an interest in developing tourist infrastructure. The control of the destination moves to the central government. Other tourism businesses like hotels and travel agencies begin to establish themselves. At the consolidation stage, the growth rate in the tourist number drops. Tourists travel in groups and in an organized way. Major tourist facilities are developed, and the destination begins to stabilize. At the stagnation stage, there is a drop in tourist numbers. Not many changes happen at the destination. The destination mainly attracts second-home or weekend tourists. At the decline stage, tourists stop coming to the destination. The destination is in a deteriorated state. The option with the destination managers is to either develop new attractions and rejuvenate the destination or perish. Rejuvenation can be done by either developing new tourist segments or new tourism products. Table 2.2 gives the indicators for each stage of TALC.

Table 2.2: TALC Indicators

<b>Stage</b>	<b>Description of stage</b>
Exploration	<ul style="list-style-type: none"> <li>➤ Allocentric tourist</li> <li>➤ Small tourist numbers - making individual travel arrangements and following irregular visitation patterns</li> <li>➤ No specific tourist facilities - use of local facilities</li> <li>➤ High contact with residents</li> <li>➤ Predominantly natural and cultural attractions</li> </ul>
Involvement	<ul style="list-style-type: none"> <li>➤ Increase in the number of visitors</li> <li>➤ Regularity in visitor number</li> <li>➤ Locals provide facilities for visitors</li> <li>➤ Public investment in infrastructure (Getz, 1992)</li> <li>➤ High level of contact between visitors and locals</li> <li>➤ Some advertising to attract tourist</li> <li>➤ Development of the primary market area for visitors</li> </ul>
Development	<ul style="list-style-type: none"> <li>➤ Mid centric Tourist (Getz, 1992)</li> <li>➤ Rapid growth in visitation (Getz, 1992)</li> <li>➤ Well-defined tourist market area</li> <li>➤ Heavy Advertising</li> <li>➤ Auxillary facilities for tourism</li> </ul>

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	<ul style="list-style-type: none"> <li>➤ A decline in local involvement and control of development</li> <li>➤ Development of man-made attractions.</li> <li>➤ Migrant labour utilized (Lee &amp; Weaver, 2014)</li> <li>➤ The locally provided facility will disappear, replaced with more extensive facilities provided by external organizations</li> <li>➤ Local antagonism (Agarwal, 1997)</li> </ul>
Consolidation	<ul style="list-style-type: none"> <li>➤ The growth rate in the number of visitors will decline, although the total number will still increase</li> <li>➤ Total tourist arrivals exceed the number of permanent residents</li> <li>➤ The destinations economy relies on tourism activities</li> <li>➤ Many hotel chains are represented</li> <li>➤ Significant emphasis on marketing and advertising</li> <li>➤ Local efforts may extend the tourist season (Agarwal, 1997)</li> <li>➤ Older tourist facilities may become second-rate (Agarwal, 1997)</li> <li>➤ A business district takes shape within the destination. (Agarwal, 1997)</li> </ul>
Stagnation	<ul style="list-style-type: none"> <li>➤ Psycho - centric Tourist (Lee &amp; Weaver, 2014)</li> <li>➤ The peak number of visitors has reached</li> <li>➤ Low occupancy (Getz, 1992)</li> <li>➤ Carrying capacity level is reached or exceeded with environmental, social, and economic problems</li> <li>➤ Well established image, but it will no longer be fashionable</li> <li>➤ Heavy reliance on repeat visitation</li> <li>➤ Frequent ownership changes (Getz, 1992)</li> <li>➤ Peripheral development of tourism (Getz, 1992)</li> </ul>
Decline	<ul style="list-style-type: none"> <li>➤ A decrease in the number of tourists (Zmyslony, 2011)</li> <li>➤ A decrease in the average stay(Zmyslony, 2011)</li> <li>➤ A decline in advertising (Zmyslony, 2011)</li> <li>➤ The area will not be able to compete with newer attractions and so will face a declining market</li> <li>➤ No longer appeal to vacationers used more for weekend or day trips</li> <li>➤ Tourism infrastructure is neglected (Getz, 1992)</li> <li>➤ Outside investment stops (Getz, 1992)</li> <li>➤ Hotels may become condos, retirement homes, or apartments (Lee &amp; Weaver, 2014)</li> <li>➤ The destination draws permanent settlers, especially senior citizens (Lee &amp; Weaver, 2014)</li> <li>➤ Physical problems of congestion, traffic, and deterioration of cultural attractions (Zmyslony, 2011)</li> <li>➤ A rise in social problems (Zmyslony, 2011)</li> <li>➤ Threats of exogenous factors (Zmyslony, 2011)</li> </ul>
Rejuvenation	<ul style="list-style-type: none"> <li>➤ It may occur when there is a complete change in the attractions or market segment.</li> </ul>

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Source: Agarwal, 1997; Butler, 1980; Getz, 1992; Lee and Weaver, 2014; Zmyslony, 2011



Haywood (1986) stressed identifying the unit of analysis, relevant market, patterns, stages of TALC, and timeframe as essential variables in the TALC study. The author operationalized the TALC model by relating the validation of the product life cycle theory to TALC and interpreting the different stages. The author explained that the changes in the tourist arrivals at the destination could be plotted as a normal distribution with a mean equal to zero. The stages can thus be identified as per table 2.3.

Table 2.3: Criteria for identifying the stages of TALC

<b>Stage</b>	<b>Criterion</b>
Exploration	The number of tourist arrivals is less than 5% of the highest year.
Involvement	The annual growth rate is more than half the standard deviation to the standard deviation of annual growth rates for the entire study period.
Development	The annual growth rate is more than the standard deviation of annual growth rates for the entire study period.
Consolidation	When the growth rate is between zero to plus (+), half of the standard deviation
Stagnation	When the growth rate is between minus (-) half and zero of the standard deviation
Decline	The growth rate falls below minus (-) half of the standard deviation
Rejuvenation	When a previous stage is encountered during the life cycle

Source: Adapted from Haywood (1986)

Cooper (1992) asserted that TALC could be used as a model for strategic planning. The development patterns and the indicators can be used to analyze the strategies adopted by tourism planners (Vodeb & Nemeč Rudež, 2017). Berry (2000) evaluated the indicators for each stage of TALC with tourism growth in the Crain region in Australia. The author classified the indicators as leading or lagging. Leading factors occur prematurely in a different stage than Butler (1980) suggested, and lagging factors are described as delayed factors (Wilson, 1969). Cooper (1990) suggested that the region's leading indicators could be possible threats to the future survival of the region.

TALC research is based on many qualitative and quantitative methodologies.

Table 2.4 lists the different methodologies used for research on the TALC.

Table 2.4: Methodologies in TALC research

<b>Methodology</b>	<b>Authors</b>
<b>Qualitative Studies</b>	
Case Studies	Adamiak, 2020; Aguiló et al., 2005; Andriotis, 2006; Chapman and Light, 2016; Cohen–Hattab and Shoval, 2004; Essex et al.,

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	2004; Heuwinkel and Venter, 2018; Hunt and Stronza, 2014; Ivars I Baidal et al., 2013; Kapczyński and Szromek, 2008; Lee and Weaver, 2014; Liu et al., 2016; Moss et al., 2008; Omar et al., 2014; Omar et al., 2015; Povilanskas and Armaitiene, 2011; Strom and Kerstein, 2015; Weiermair et al., 2007; Whitfield, 2009; Yang et al., 2014; Zhong et al., 2008
Comparative Analysis	Bardolet and Sheldon, 2008; Henderson, 2008; Kristjánsdóttir, 2016; Lundberg, 2015; Vargas-Sánchez et al., 2015
Theory-Based	Cochrane, 2010; Garay and Cànoves, 2011; Kozak and Martin, 2012; Lane and Kastenholz, 2015; Ma and Hassink, 2013; Oreja Rodríguez et al., 2008; Pavlovich, 2003, 2014; Russell and Faulkner, 2004; Tang and Jang, 2010; Weiermair et al., 2006; Zahra and Ryan, 2007
Conceptual	Albaladejo and Martínez-García, 2015; Avdimiotis and Poulaki, 2019; Butler, 2006, 2008, 2009a, 2009b, 2011, 2012, 2014, 2019; Butler and Weidenfeld, 2012; Fan et al., 2019; Gouveia and Rodrigues, 2005; Kubickova and Martin, 2020; Lozano et al., 2008; Marsiglio, 2018; McKercher, 2005; Papatheodorou, 2004; Weaver, 2012
Model (Theory-based)	Cohen, 2007; Ma and Hassink, 2014; Pritchard and Lee, 2011
<b>Quantitative Studies</b>	
Quantitative analysis based on Surveys	Cruz-Milán, 2019; Diedrich and García-Buades, 2009; Ferreira and Hunter, 2017; Lee and Jan, 2019; Nazneen et al., 2020; Yun and Zhang, 2017
Quantitative analysis based on Time Series	Baggio and Sainaghi, 2016; Báez-García et al., 2018; Cole, 2012; Karplus and Krakover, 2005; Philander and Roe, 2013; Sastre, et al., 2015
Model (Quantitative)	Albaladejo et al., 2016; Albaladejo and Martínez-García, 2017; Albaladejo and González-Martínez, 2019; Almeida and Correia, 2010; Falk and Lin, 2018; Moore and Whitehall, 2005; Pratt, 2011; Romão et al., 2013
<b>Mixed Methodology</b>	Chhabra, 2010; Cole, 2009; Lee and Weaver, 2014; Pulina et al., 2006

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## **Methodologies in TALC research**

### **Case Study**

Authors have used the case study method to describe the evolution process of the destinations (Aguiló et al., 2005; Andriotis, 2006; Cohen–Hattab & Shoval, 2004; Ivars I Baidal et al., 2013; Hunt & Stronza, 2014; Kapczyński & Szromek, 2008; Lee & Weaver, 2014; Omar et al., 2014; Strom & Kerstein, 2015; Yang et al., 2014). The analysis period

has varied from a year (Adamiak, 2020) to over a hundred years (Omar et al., 2014, Omar et al., 2015; Chapman & Light, 2016). Authors have discussed bombings (Moss et al., 2008), the evolution of national parks (Zhong et al., 2008; Liu et al., 2016), the growth of conference centres (Whitfield, 2009), amusement arcade (Chapman & Light, 2016), sports tourism (Heuwinkel & Venter, 2018), and Airbnb distribution (Adamiak, 2020) as the unit of analysis. Weiermair et al. (2007) map the growth pattern of entrepreneurs in the Alpine regions of Europe. Tourism development and utilization of water resources at Mallorca are discussed by Essex et al. (2004). A few authors suggest variations to TALC research. Hunt and Stronza (2014) suggest that increased participation in tourism leads to more favourable outcomes and attitudes among the residents of a developing country. Andriotis (2006) proposes using morphological change models in coastal areas. The authors also suggested using a scalable and fad life cycle (Moss et al., 2008) and a cyclical TALC model (Whitfield, 2009). Chapman and Light (2016) suggest researching resorts at the destination as assemblages, each having its life cycle. Yang et al. (2014) analyze social harmony with the concept of a just destination in tourism planning and management.

### **Comparative Study**

Bardolet and Sheldon (2008) compared two similar archipelagos, Balearic Island and Hawaii, experiencing the maturity stage. The authors discussed sustainability and ecological issues and suggested monitoring tourism activities by the government and the private sector. Henderson (2008) compared Singapore and Dubai, two destinations experiencing a completely different growth cycles. The author supported the use of the TALC model. Lundberg (2015) used a case study methodology and survey to compare three destinations in West Sweden. The author concluded that the life cycle of tourism destinations is more complex and chaotic. In another study, social exchange theory and resident attitude were measured to evaluate two destinations in Algarve (Portugal) and Huelva (Spain) (Vargas-Sánchez et al., 2015). Finally, Kristjánsdóttir (2016) compares Norway's and Iceland's tourism development to other OECD (Organisation for Economic Co-operation and Development) countries and evaluates the potential tourist peaks. The studies use a mixed methodology, including both qualitative and quantitative analysis.

### **Theory**

The authors use several theories to map the destination evolution pattern. Some studies support the TALC and suggest integrated models (Cochrane, 2010; Garay & Cànoves, 2011;

Kozak & Martin, 2012; Oreja Rodríguez et al., 2008; Russell & Faulkner, 2004; Tang & Jang, 2010; Weiermair et al., 2006). Others negate the TALC and suggest a different theory (Ma & Hassink, 2013; Pavlovich, 2003; Povilanskas & Armaitiene, 2011; Zahra & Ryan, 2007). Lane and Kastenholtz (2015) review the literature on rural tourism using the TALC model. A study of entrepreneurship education in the Alpine region and the TALC is also done (Weiermair et al., 2006). Table 2.5 represents the different theoretical perspectives presented with TALC research.

Table 2.5: Theories integrated with TALC research

<b>Theory</b>	<b>Articles</b>
Complexity and Chaos Theory	Chhabra, 2010; Cole, 2009; Russell and Faulkner, 2004; Tang and Jang, 2010; Zahra and Ryan, 2007
Regulation Theory	Garay and Cànoves, 2011
Network Theory	Pavlovich, 2003, 2014
Evolutionary Economic Geography- Path Dependence and Coevolution	Ma and Hassink, 2013, 2014
Teleology	Oreja Rodríguez et al., 2008; Romao et al., 2013
Customer Pyramid (Loyalty)	Kozak and Martin, 2012
Economic Growth Theory	Lozano et al., 2008
Social Exchange Theory	Chhabra, 2010; Fan et al., 2019
Doxey's Irridex, Ecotourism Cycle	Hunt and Stronza, 2014
Force Field Analysis	Butler, 2009b
Sharing Economy	Avdimiotis and Poulaki, 2019; Adamiak, 2020
Resilience Cycle	Cochrane, 2010
Plog's Venturesomeness	Cruz-Milán, 2019
Social Disruption	Chhabra, 2010
Stakeholder Theory	Nazneen et al., 2020
Porters Competitive strategy	Weiermair et al., 2006

### **Conceptual**

Most conceptual papers propose using another theory /model along with the TALC. McKercher (2005) presents his opinion on the application of the TALC. The author argues that tourism destinations are a product class and discusses the principles for the TALC research. Authors have suggested economic growth models (Gouveia & Rodrigues, 2005; Lozano et al., 2008), integration and study of tourism organizations (Butler & Weidenfeld, 2012; Kubickova & Martin, 2020; Marsiglio, 2018), the study of endogenous and exogenous variables (Albaladejo & Martínez-García, 2017; Marsiglio, 2018), evolutionary economic geography (Papatheodorou, 2004), and sharing economy (Avdimiotis & Poulaki, 2019) as

some of the ways to research TALC. Albaladejo and Martínez-García (2017) and Marsiglio (2018) suggested innovation as a variable for analyzing tourism growth. Weaver (2012) posited three paths by which the destination can achieve sustainable mass tourism. The organic path is similar to TALC, whereas induced and incremental paths need to be planned. Fan et al. (2018) use social exchange theory to justify Doxey's Irridex concept through the utility maximization model. Butler highlighted research and clarifications on the TALC aspects (2004, 2006, 2008, 2009a, 2009b, 2011, 2012, 2014, 2019). The author broadened the scope of TALC to include change over time, the process of change, change initiators, management for long-term perspective actions, spatial components, and universal applicability as vital variables for the TALC research. The author stresses that destinations may have multiple cycles (cycle-recycle), waves, or patterns (Butler, 2009a) and posits that the change in tourism destinations is often evolutionary rather than revolutionary (Butler, 2008).

### **Surveys**

Identifying residents' attitudes toward destination growth has been the most used basis for conducting surveys. The surveys are based on the impacts of tourism (Diedrich & García-Buades, 2009), perception of infrastructure, local facilities, and sustainability (Lee & Jan, 2019). Ferreira and Hunter (2017) use the weighted framework and TALC to analyze the development of wine tourism in South Africa. Yun and Zhang (2017) analyzed conservation attitudes based on local perceptions and related positive feelings.

### **Quantitative Analysis**

The authors have used tourism time-series data such as demand and trends in tourist arrivals and accommodation. The analysis includes the use of regression analysis like stochastic analysis (Karplus & Krakover, 2005), 5<sup>th</sup>-degree polynomial (Kristjánsdóttir, 2016), logarithmic (Báez-García et al., 2018), trend analysis (Pulina et al., 2006; Cole, 2012) to TALC. Sastre et al. (2015) used the income elasticity of demand (Gini Index) to analyze the effectiveness of tourism legislation and policies. Research based on horizontal visibility graph networks was used to identify the destination growth model (Baggio & Sainaghi, 2016). Philander and Roe (2013) suggested labour cost as an essential factor for tourism destination competitiveness. The studies supported using the integrative approach for analyzing destination evolution patterns.

### **Mixed Methodology**

A few authors have combined more than one technique to map the growth pattern. Cole (2009) applied a discreet logistic equation to highlight chaos in the development of the destination. Lee and Weaver (2014) analyzed TALC indicators and explored the resident's satisfaction. Plog's venturesome concept was tested with the consumption needs of American citizens travelling to Mexico (Cruz-Milán, 2019). Chhabra (2010) used social exchange theories and interviewed senior and young citizens to measure residents' attitudes. Finally, Pulina et al. (2006) assessed agrotourism development through case study and trend analysis. The finding supports the use of the TALC framework with other methodologies.

### **Models**

The econometric models used time series data on tourism demand, expenditure, tourists' arrivals, and income (Albaladejo et al., 2016; Albaladejo & Martínez-García, 2017; Albaladejo & González-Martínez, 2019; Almeida & Correia, 2010; Moore & Whitehall, 2005; Pratt, 2011). Congestion at tourist places is also analyzed as a variable (Cole, 2012; Albaladejo et al., 2016; Albaladejo & González-Martínez). The authors posit the integration of the model with the TALC (Moore & Whitehall, 2005; Pratt, 2011; Pritchard & Lee, 2011). A few authors consider the limitations of TALC and propose a novel method of measuring destination growth, like econometric estimation and multi-logistic growth model (Albaladejo et al., 2016; Albaladejo & Martínez-García, 2017; Albaladejo & González-Martínez, 2019; Almeida & Correia, 2010). Cohen (2007), Pritchard and Lee (2011), and Ma and Hassink (2014) have used theoretical models and advocated an integrative methodology.

### **Unit of Analysis**

TALC analysis includes analysis of different types of tourist areas. The studies vary from the more traditional use of TALC in coastal areas (Andriotis, 2006; Albaladejo & Martínez-García, 2017) to analyzing terrorism events (Moss et al., 2008) or specific tourism products (Kapczyński & Szromek, 2008; Whitfield, 2009; Chapman & Light, 2016) and also natural disasters like the tsunami in Thailand (Cohen, 2007). Figure 2.2 provides information on the units of analysis for TALC research categorized as tourism products and geographical regions, and table 2.6 represents the countries where TALC research is carried out.

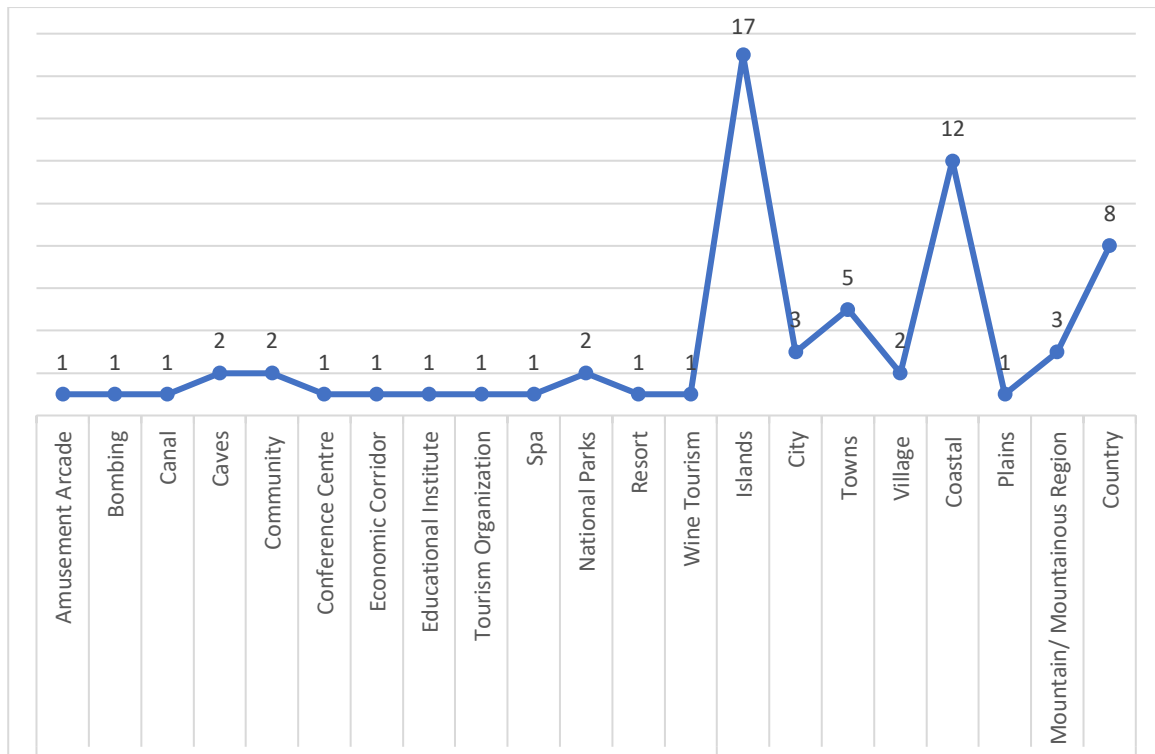


Figure 2.2: Unit of Analysis for TALC

Table 2.6: TALC research based on geographical areas

Region	Publications	Percentage
Alpine Destinations	2	3%
Australia	2	3%
Belize	1	1%
Caribbean Island	1	1%
China	6	8%
Denmark	2	3%
Europe	1	1%
Greece	1	1%
Hawaii	2	3%
Iceland	1	1%
India	1	1%
Indonesia	2	3%
Israel	3	4%
Italy	2	3%
Korea	1	1%
Laos	1	1%
Lithuania	1	1%
Malaysia	2	3%
New Zealand	3	4%
Norway	2	3%

<b>Region</b>	<b>Publications</b>	<b>Percentage</b>
Nicaragua	1	1%
OECD	1	1%
Pakistan	1	1%
Portugal	2	3%
Singapore	1	1%
South Africa	2	3%
Spain	12	16%
Sri Lanka,	1	1%
Sweden	2	3%
Switzerland	1	1%
Taiwan	1	1%
Thailand	1	1%
Turkey	1	1%
United Arab Emirates	1	1%
United Kingdom	3	4%
United States of America	4	5%

## Variables

The authors have used different variables at different locations. It is argued that variables must be destination-specific to understand the growth pattern completely. Berry (2000) stressed that the variables under study depend on several factors that will differ for each region and depend on the researcher's informed decision. Table 2.7 describes the different variables used by the authors while applying the TALC to individual destinations.

Table 2.7: Variables in the TALC research

<b>Variables</b>	<b>#</b>	<b>Articles</b>
Tourists Arrivals	16	Almeida and Correia, 2010; Albaladejo and Martínez-García, 2017; Albaladejo et al., 2016; Aguiló et al., 2005; Bardolet and Sheldon, 2008; Cohen–Hattab and Shoval, 2004; Fan et al., 2019; Kapczyński and Szromek, 2008; Kristjánsdóttir, 2016; Lee and Weaver, 2014; Lozano et al., 2008; Ma and Hassink, 2014; Moore and Whitehall, 2005; Papatheodorou, 2004; Pratt, 2011; Zhong et al., 2008
Historical Analysis	16	Andriotis, 2006; Cohen, 2007; Chapman and Light, 2016; Cochrane, 2010; Garay and Cànoves, 2011; Henderson, 2008; Kapczyński and Szromek, 2008; Lee and Weaver, 2014; Ma and Hassink, 2013, 2014; Omar et al., 2014; Omar et al., 2015; Papatheodorou, 2004; Pavlovich, 2014; Tang and Jang, 2010; Zhong et al., 2008



<b>Variables</b>	<b>#</b>	<b>Articles</b>
Accommodation	12	Almeida and Correia, 2010; Aguiló et al., 2005; Cohen–Hattab and Shoval, 2004; Cole, 2009, 2012; Falk and Lin, 2018; Henderson, 2008; Ivars I Baidal et al., 2013; Karplus and Krakover, 2005; Kristjánsdóttir, 2016; Lozano et al., 2008; Romão et al., 2012
Role of Government/ Policy	11	Bardolet and Sheldon, 2008; Cohen–Hattab and Shoval, 2004; Henderson, 2008; Ivars I Baidal et al., 2013; Kristjánsdóttir, 2016; Kubickova and Martin, 2020; Ma and Hassink, 2013, 2014; Pavlovich, 2003; Pulina et al., 2006; Yang et al., 2014
Host Attitude	11	Andriotis, 2006; Bardolet and Sheldon, 2008; Chhabra, 2010; Diedrich and García-Buades, 2009; Hunt and Stronza, 2014; Lee and Weaver, 2014; Lee and Jan, 2019; Lundberg, 2015; Vargas-Sánchez et al., 2015; Yun and Zhang, 2017; Zhong et al., 2008
Tourism Demand	9	Albaladejo and Martínez-García, 2017; Báez-García et al., 2018; Baggio and Sainaghi, 2016; Cole, 2009; Liu et al., 2016; Moore and Whitehall, 2005; Philander and Roe, 2013; Sastre et al., 2015; Zhong et al., 2008
Tourism Products	8	Bardolet and Sheldon, 2008; Cole, 2012; Henderson, 2008; Ma and Hassink, 2013, 2014; McKercher, 2005; Pritchard and Lee, 2011; Whitfield, 2009
Economic Factors	6	Bardolet and Sheldon, 2008; Gouveia and Rodrigues, 2005; Philander and Roe, 2013; Liu et al., 2016; Romão et al., 2012; Zhong et al., 2008
Tourism Organizations	6	Ma and Hassink, 2013, 2014; Oreja Rodríguez et al., 2008; Pavlovich, 2003, 2014; Weiermair et al., 2007; Zahra and Ryan, 2007
Tourists Perception	5	Aguiló et al., 2005; Andriotis, 2006; Cohen–Hattab and Shoval, 2004; Lee and Weaver, 2014; Zhong et al., 2008
Sales and Revenue	4	Cole, 2009; Falk and Lin, 2018; Pratt, 2011; Strom and Kerstein, 2015
Land Use	4	Bardolet and Sheldon, 2008; Ferreira and Hunter, 2017; Papatheodorou, 2004; Romão et al., 2013
Endogenous and Exogenous Forces	4	Karplus and Krakover, 2005; Zahra and Ryan, 2007; Chapman and Light, 2016; Marsiglio, 2018
Social and Cultural Factors	3	Strom and Kerstein, 2015; Yang et al., 2014; Zhong et al., 2008
Politico-Legal Factors	3	Liu et al., 2016; Oreja Rodríguez et al., 2008; Zhong et al., 2008
Tourist Expenditure	3	Aguiló et al., 2005; Cole, 2012; Pratt, 2011
TALC Indicators	2	Chhabra, 2010; Lee and Weaver, 2014

<b>Variables</b>	<b>#</b>	<b>Articles</b>
Infrastructure Development	2	Albaladejo and Martínez-García, 2017; Kristjánsdóttir, 2016
Marketing Plan	2	Albaladejo and Martínez-García, 2017; Whitfield, 2009
Role of Entrepreneur	2	Ma and Hassink, 2014; Russell and Faulkner, 2004
Environment	2	Essex et al, 2004; Ma and Hassink, 2013
Sustainability	2	Hunt and Stronza, 2014; Lee and Jan, 2019
Tourism Scape	2	Povilanskas and Armaitiene, 2011; Strom and Kerstein, 2015
Labour Cost	1	Philander and Roe, 2013
Tourist Needs	1	Cruz-Milán, 2019
Tourist Consumption	1	Kozak and Martin, 2012
Workforce	1	Hunt and Stronza, 2014; Romão et al., 2012
Transport	1	Henderson, 2008

### Concerns with TALC research

The authors have discussed a few difficulties while doing TALC research. At the same time, others give possible solutions to overcome those problems. Table 2.8 presents the problems and solutions with TALC research

Table 2.8: Concerns with TALC research

<b>Concern</b>	<b>Raised by</b>	<b>Solution</b>	<b>Given by</b>
Identification of stages	Adamiak, 2020; Lundberg, 2015; Papatheodorou, 2004	Estimation of stages based on the standard deviation of growth rate	Haywood, 1986
Data availability	Adamiak, 2020; Báez-García et al., 2018; Kubickova and Martin, 2020	Destination Specific	Berry, 2000
Identifying variables	Adamiak, 2020	Destination Specific	Berry, 2000
Time Frame	Adamiak, 2020; Butler, 2014;	Destination Specific	Berry, 2000; McKercher, 2005
Practical Utility (Theoretical Model)	Aguiló et al., 2005	TALC as an analytical tool.	McKercher, 2005

<b>Concern</b>	<b>Raised by</b>	<b>Solution</b>	<b>Given by</b>
Calculating Carrying Capacity	Butler, 2009a, 2019; Ma and Hassink, 2013	Depends on the type of carrying capacity	Mowforth and Mutt, 2003 Swarbrooke, 1999
Destination as a product	Chapman and Light, 2016; Cole, 2009, 2012; Ma and Hassink, 2013	Destination as a product class having multiple attractions	Butler, 2009a; McKercher, 2005

### **Future Research Areas**

The conflicting literature provides an opportunity for further research into the TALC (Pavlovich, 2003; Zahra & Ryan, 2007; Albaladejo et al., 2016). Table 2.9 shows the future research areas suggested by the authors.

Table 2.9: Future Research Areas

<b>Research Areas</b>	<b>Authors</b>
Host Perception	Diedrich and García-Buades, 2009; Chhabra, 2010; Lundberg, 2015; Vargas-Sánchez et al., 2015; Yun and Zhang, 2017; Fan et al., 2019; Lee and Jan, 2019
Tourist Perception	Tang and Jang, 2010; Nazneen et al., 2020
Employee Perception	Hunt and Stronza, 2014
Peer to Peer Accommodation	Avdimiotis and Poulaki, 2019; Adamiak, 2020
Role of Government	Liu et al., 2016; Kubickova and Martin, 2020
Competitiveness	Philander and Roe, 2013; Kubickova and Martin, 2020
Structural Changes	Gouveia and Rodrigues, 2005; Marsiglio, 2018
Tourism Products/ Attractions	Heuwinkel and Venter, 2018; Pritchard and Lee, 2011
Types of Tourism and Development	Ferreira and Hunter, 2017; Lane and Kastenholz, 2015; Sastre et al., 2015; Tang and Jang, 2010
Tourism Investments	Liu et al., 2016
Tourism Systems	Butler and Weidenfeld, 2012; Ma and Hassink, 2013, 2014; Pritchard and Lee, 2011
Tourism Impacts	Pratt, 2011
Triggers of Change	Butler, 2014
Managing and Transition of stages	Butler, 2014; Liu et al., 2016
Local Community Participation	Vargas-Sánchez et al., 2015
Politics of Development	Butler, 2004; 2014
Entrepreneurship	Butler, 2004; Russell and Faulkner, 2004; Weiermair et al., 2007

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Economic Growth Model	Lozano et al., 2008
Mediating and Moderating Variables	Ma and Hassink, 2013

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Studies based on the TALC model that evaluates destination development on a temporal scale in India are limited (refer to table 2.6). The literature review highlighted a single study based in India (Chhabra, 2010). A few studies have been published elsewhere. Rana and Kumar (2016) researched the prospects and problems of tourism in Uttarakhand based on the tourism management framework and destination life cycle. They concluded that the destination is going through problems of uncontrolled construction activities. As and Mathews (2017) used TALC to analyze Kuruva Island in Kerala. Residents' perception of tourism development and TALC was analyzed by Kamat (2010) in a study on one taluka of North Goa. The author concluded that the destination is at the consolidation stage and recommended village tourism.

## **2.2 Pattern Studies in Strategies**

### **2.2.1 Methodology adopted for searching relevant articles**

Initially, the literature review articles on “strategy process research” were searched on Google Scholar with “literature review on strategy formation process” as keywords. It was done to develop a conceptual background for this study. Three articles that discussed the strategy process research literature were retrieved (Hutzschenreuter & Kleindienst, 2006; Jarzabowski & Paul Spee, 2009; Vaara & Whittington, 2012). Next, the articles published between 2000 to 2021 were retrieved from Google Scholar by using the keywords “patterns in strategy formation,” “emergent and deliberate strategy,” and “strategy formation process.” Fifty-two articles belonging to Scopus, ESCI, or Web of Science databases were included for review. Four articles by Mintzberg were also retrieved. Later, the retrieved article's reference list was searched for other similar articles (Paul et al., 2017).

Finally, sixty-five articles are considered for the literature review. Articles on pattern study were reviewed by categorizing them based on the research methodology used and unit of analysis. Articles authored by Mintzberg and his team were reviewed separately as the methodology employed was similar across the articles. Table 2.10 shows the list of journals and the number of relevant articles for the study.

The qualitative and quantitative studies are segregated under the methodology section. The qualitative study includes descriptive studies, conceptual articles, case studies, comparative analysis, Mintzberg strategy analysis, and other studies. The quantitative papers are categorized based on the type of analysis done. Articles using mixed methodology are also mentioned.

Table 2.10: List of referenced journals, articles, and books

<b>Journals</b>	<b>#</b>	<b>Articles</b>
Strategic Management Journal	9	Bourgeois and Brodwin, 1984; Brews and Hunt, 1999; Burgelman, Floyd, Laamanen, Mantere, Vaara and Whittington, 2018; Davies and Walter, 2004; Grant, 2003; Mintzberg and Waters, 1985; Mirabeau, Maguire and Hardy, 2018; Mirabeau and Maguire, 2014; Van de Ven, 1992
Canadian Journal of Administrative Sciences	4	Arnold and Gordon, 1986; Austin and Mintzberg, 1996; Mintzberg and Rose, 2003; Mintzberg, Taylor and Waters, 1984
California Management Review	3	Bahrami and Evans, 1988; Pascale, 1984; Mintzberg, Pascale, Goold and Rumelt, 1996
Administrative Science Quarterly	2	Burgelman, 1983; Mintzberg and McHugh, 1985
Harvard Business Review	2	Hamel and Prahalad, 1989; Mintzberg, 1987
Sloan Management Review	2	Hamel, 1998; Quinn, 1989
Academy of Management Journal	1	Mintzberg and Water, 1982
Academy of Management Proceedings	1	Mintzberg, 1972,
Omega	1	Quinn, 1982
Business and Economic History	1	Austin, 2006
Business History Review	1	Kipping and Cailluet, 2010
Management Science	1	Mintzberg, 1978
Strategic Management Frontiers	1	Mintzberg, Otis, Shamsie and Waters, 1988
Higher Education	1	Fumasoli and Lepori, 2008
Review of Higher Education	1	Hardy, Langley, Mintzberg and Rose, 1983
Competitive Strategic Management	1	Mintzberg and Waters, 1984
Advances in Strategic Management	1	Brunet, Mintzberg and Waters, 1986
Journal of Small Business and Enterprise Development	1	Barnes, 2002
International Small Business Journal	1	Chan and Foster, 2001
Global Environmental Politics	1	Sæverud and Skjærseth, 2007

<b>Journals</b>	<b>#</b>	<b>Articles</b>
International Journal of Volunteer Administration	1	Hager, 2013
International Journal of Entrepreneurial Behaviour and Research	1	Ibrahim, McGuire, Soufani and Poutziouris, 2004
Public Administration Review	1	Lindblom, 1959
Irish Journal of Management	1	McCarthy and Leavy, 2000
Journal of Place Management and Development	1	Lindstedt, 2015
Business Strategy and the Environment	1	Neugebauer, Figge and Hahn, 2016
International Journal of Emerging Markets	1	Shu, 2017
Scandinavian Journal of Management	1	Sminia, 2005
Journal of International Entrepreneurship	1	Spence, 2003
Quarterly Journal of Economics	1	Vernon, 1966
Journal of Management and Organization	1	Wiesner and Millett, 2012
Journal of Management	1	Slevin and Covin, 1997
International Studies on Management and Organizations.	1	Mariani, 2007
Non-Profit and Voluntary Sector Quarterly	1	Morrison and Salipante, 2007
European Management Review	1	Anderson and Nielson, 2009
Studies in Higher Education	1	Soliman, Anchor and Taylor, 2019
International Journal of Management Reviews	1	Sminia, 2009
International Journal of Public Administration	1	Schrader, 2019
International Marketing Journal	1	O'Toole and McGrath, 2018
British Journal of Management	1	Hettich and Kreutzer, 2021
International Journal of Globalization and Small Business	1	Leick, 2019
International Business Research	1	Alenzy, 2018
Human Relations	1	MacKay, Chia and Nair, 2021
Journal of Organization Change Management	1	Beeson and Davies, 2000
Organization and People	1	Seel, 2000
Journal of Management Studies	1	Jarzabowski, 2003
Quality & Quantity	1	Chamberlain, 2006
Strategy Organization	1	Jarzabowski, Kaplan, Seidl and Whittington, 2016

<b>Journals</b>	<b>#</b>	<b>Articles</b>
Journal of Media Business Studies	1	Horst, Järventie-Thesleff and Sabine Baumannb, 2019
Books and Chapters	2	Mintzberg, 2007; Mintzberg, Ahlstrand, Lampel, 1998; Murmann, 2012
<b>Total</b>	<b>65</b>	

### 2.2.2 Pattern Studies

The literature review articles on the strategy process explore how the field has developed (Hutzschenreuter & Kleindienst, 2006; Jarzabowski & Paul Spee, 2009; Vaara & Whittington, 2012). Hutzschenreuter and Kleindienst (2006) discuss three main themes under strategy process research: antecedents, processes, and outcomes. The authors suggest research across streams evaluating the initiation of strategies and dynamic capabilities within the organization to bridge the gap between strategy process and content research. Jarzabowski and Paul Spee (2009) also suggest research involving complementary fields. Vaara and Whittington (2012) stress the need to integrate emergence research into strategy process research. The authors suggest analyzing meta-conversations and meta-narratives to follow strategic processes.

Strategy process research scholars have analyzed strategies' patterns in different organizational setups. They have used different methodologies for their research. The books published on the theme provide conceptual bases on pattern study. Table 2.11 gives an overview of the methodologies used for pattern studies.

Table 2.11: Methodologies used in pattern studies

<b>Methodology</b>	<b>Authors</b>
<b>Qualitative Studies</b>	
Descriptive (Ethnographic)	Hager, 2013
Descriptive (Grounded Theory)	Marrison and Salipante, 2007; Soliman et al., 2019
Conceptual	Bourgeois and Brodwin, 1984; Burgelman et al., 2018; Chamberlain, 2003; Jarzabowski et al., 2016; Mirabeau et al., 2018; Neugeauer et al., 2016; Quinn, 1982, 1989; Seel, 2000; Sminia, 2009; Van de Ven, 1992
Case Study	Beeson and Davies, 2000; Burgelman, 1983; Fumasoli and Lepori, 2008; Grant, 2003; Hamel and Prahalad, 1990; Hamel, 1998; Hettich and Kreutzer, 2021; Jarzabkowski, 2003; Lindblom, 1959; Lindstedt, 2015; MacKay et al., 2021; Mariani, 2007; Mirabeau and Maguire, 2014; Sæverud and

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Comparative cases	Skjærseth, 2007; Schrader, 2019; Shu, 2017; Sminia, 2005; Spence, 2003; O'Toole and McGrath, 2018; Vernon, 1966 Barnes, 2002; Ibrahim et al., 2004; McCarthy and Leavey, 2000
Mintzberg	Arnold et al., 1986; Kipping and Cailluet, 2010
Other Qualitative Studies	Austin, 2006; Chan and Foster, 2001; Horst et al., 2019
<b>Quantitative Studies</b>	
Structured Equation Modelling	Anderson and Nielson, 2009
Correlation and Factor Analysis	Alenzy, 2018; Davies and Walter, 2004
Regression	Slevin and Covin, 1997; Brews and Hunt, 1999
<b>Mixed Methodology</b>	Bahrami and Evans, 1988; Leick, 2019; Wiesner and Millett, 2012

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## **Methodologies used in Pattern Studies**

### **Descriptive Analysis**

Authors have used narrative descriptions to analyze organizations' decision-making and strategy formation processes. Hager (2013), while researching the working of voluntary organizations in the US and Canada, states that most volunteer organizations follow the industry's best practices, which may be outdated. The author suggests cultivating thinking and creative skills to develop emergent strategies unique to the organization's culture and environment.

Morrison and Salipante (2007) use grounded theory and accountability to look at the actions taken by the decision-makers in non-profit organizations. The authors identified blended strategizing (emergent and deliberate strategies) and negotiable accountability in decision-making. Soliman et al. (2019) evaluated the internationalization strategies of English universities through a grounded theory approach and evaluated whether the strategies were deliberate or emergent. The authors concluded that the strategies were deliberate for smaller durations and emergent during the long run.

### **Conceptual Studies**

Several authors have studied the strategy formation processes in multiple organizations and have developed conceptual ideas about how strategies are formed or suggested conducting the strategy process research (Quinn, 1989; Sminia, 2009; Van de Ven, 1992). For example, Quinn (1989) developed the concept of "logical incrementalism." The author studied the strategy formation processes in large organizations for multiple years and found that strategies are fragmented, intuitive, and evolutionary. They are formed because of solid



internal stimuli to changing external environment. Bourgeois and Brodwin (1984) discuss five models of strategy implementation. They are commander, change, collaborative, cultural, and crecive models. While the first four models use traditional strategy implementation methods or techniques, the crecive model involves developing day-to-day operations strategies by managers. Seel (2000) discusses the emergence of organizations based on seven conditions that increase creativity and innovation. These are connectivity, diversity, rate of information flow, lack of inhibitors, boundaries, intentionality, anticipation, and collaborative and emergent inquiry. An integrative practice perspective on strategy and performance is suggested by Jarzabowski et al. (2016). Neugebauer et al. (2016) discuss strategy-making models for sustainability. The authors posit that planned strategies work for commonly known problems, whereas emergent strategies deal with unknown and unnoticeable problems. The authors suggest that organizations can review the suitability of their decision-making processes through sustainability.

Van de Van (1992) explained the methodology for carrying out strategy process research by evaluating the development process of the firms. Chamberlain (2006) discusses the methodology of doing strategy process research and suggests that scholars follow a three-stage inquiry method suggested by Pierce (1966). Sminia (2009) draws on the works of Mintzberg, Pettigrew, and Van de Van to propose a methodology for evaluating strategic organizational processes based on structuration. The author also discusses the methodology to carry out such a study and the practice implications. Finally, the author suggests historical and sociological analyses of organizations that allow the researcher to sketch a development path and evaluate how the organization arrived where it has. Murmann (2012) proposed a methodology for comparative studies with strategy process research. The methodology for operationalizing and tracking strategies is suggested by Mirabeau et al. (2017). The authors suggest comparing discourse and actions through a three-stage model that identifies deliberate, emergent, and ephemeral strategies. The methodology is similar to the Mintzberg strategy analysis process that analyses means and ends. Burgelman et al. (2018) suggest a combinatory view on strategy process and practice research and suggest themes for research. These are temporality, actors and agency, cognition and emotionality, materiality and tools, structures and systems, and language and meaning.

### **Case Studies**

The case study methodology is the most applied methodology for strategy process analysis. The case studies are developed longitudinally to capture the decision-making process in the

firms. Authors have also used multiple case studies for their analysis (Fumasoli & Lepori, 2011; Grant, 2003; Hettich & Kreutzer, 2021; MacKay et al., 2021; Mariani, 2007; Sæverud & Skjærseth, 2007; O’Toole & McGrath, 2018). In all the case studies, authors have found a mix of emergent and deliberate strategies implemented in organizations. Authors have suggested different views and interpretations of the strategy development process. For example, Lindblom (1959) suggested “the science of muddling through”; Vernon (1966) proposed “the product life cycle model”; Burgelman (1983) developed the idea of forming corporate intrapreneurs. Mariani suggests coopetition strategies (2007), Fumasoli and Lepori (2014) proposed the concept of autonomous strategic behaviour, while the evolution of the strategic issues model is posited by Schrader (2017). Lindstedt (2015) suggested “cobranding” as a deliberately emergent strategy. Table 2.12 provides the details regarding the case studies.

Table 2.12: Case studies on strategy analysis

<b>Author</b>	<b>Study Evaluated</b>	<b>Country</b>	<b>Unit of Analysis</b>	<b>Research Outcomes</b>
Lindblom, 1959	Policy Making	US	Government	Science of Muddling: Strategy as mutual adjustment among many actors in law and administration (muddling science)
Vernon, 1966	International Trade	US	Organization	Product Life Cycle: New and Matured products in developed countries
Burgelman, 1983	Internal Corporate Venturing	US	Organization	Corporate Entrepreneurship: Intrapreneurs
Hamel and Prahalad, 1990	Competitive Strategy & Leadership	US & UK	Organization	Competition drives strategy formation.
Hamel, 1998	Emergence in Strategies	US	Organization	Strategy emerges through discussions and experiments.
Beeson and Davies, 2000	Information system for fingerprinting	UK	Organization	Change and strategic management activities are distributed in the organization. As a result, new perspectives and understandings emerge.

<b>Author</b>	<b>Study Evaluated</b>	<b>Country</b>	<b>Unit of Analysis</b>	<b>Research Outcomes</b>
Grant, 2003	Strategic Planning	Eight major oil companies	Multiple Organization	The author identified planned emergence: De-centralized, less staff-driven, short-term strategies with targets and guidelines.
Jarzabowski, 2003	Procedures, planning, resources	UK	3 Universities	Entrepreneur activities were identified. Practices are also instrumental in supporting the internal dynamics of change.
Sminia, 2005	Strategic Practices	Netherlands	Construction Company	The strategy process involved layered/episodic discussions.
Mariani, 2007	External environmental forces	Italy	Opera Houses	The presence of cooptation strategies and strategic learning processes were observed.
Sæverud and Skjærseth, 2007	Strategy Implementation & Environmental Forces	-	3 Oil Companies	Factors that affect strategy implementation are: internal factors, political factors, and international climate
Fumasoli & Iepori, 2011	Strategic Capabilities and Governance	Switzerland	3 Higher Education Institutes	Strategies in higher educational institutes emerge organically but later become deliberate. Therefore, maintaining institutional coherence and governance is necessary.
Mirabeau and Maguire, 2014	Strategy Formation Process	-	Telecommunication Company	Develop the concept of Autonomous strategic behaviour and explain that some behaviour leads to emergent strategies, and some are ephemeral.
Lindstedt, 2015	Place Branding	Turku, Finland	City	Cobranding strategies were deliberately emergent. However, the local government moved to a traditional form of developing strategies
Shu, 2017	Resource mobilization, strategic decisions	Hong Kong, China	Lenovo	Emergent Strategic process through a trial-and-error method.

<b>Author</b>	<b>Study Evaluated</b>	<b>Country</b>	<b>Unit of Analysis</b>	<b>Research Outcomes</b>
O'Toole and McGrath, 2018	Strategic patterns in Networking Capability	-	Two new ventures	Emergent and deliberate pathways can enhance networking (collaboration) capabilities. Nine Strategic patterns were observed.
Schrader, 2019	Strategic issues in hospitals	Germany	Hospitals	Five evolution paths of strategic issues are identified, and a model on the evolution of strategic issues is developed.
Hettich and Kreutzer, 2021	Inter-organizational strategies	Germany	25 cases	Interorganizational strategies are developed through initiation, negotiation, and execution
MacKay et al., 2021	Strategy in Practice	US & Netherland	Ikea & eBay	Strategy in practice emphasizes how coping strategies become modus operandi and provides the basis for strategic planning. Strategies are also socio-culturally propagated.

### **Comparative Cases**

Although authors have used multiple case studies for their research, comparisons are not drawn in all the case studies. However, scholars have suggested using comparative cases for further research (Burgelman, 1983; Ibrahim et al., 2004; Murmann, 2012). The phases in the strategy formation process for nine Irish SMEs (small and medium enterprises) were compared through longitudinal, inductive case studies by McCarthy & Leavey (2000). The authors found that phased strategy processes have planned and emergent strategies. Barnes (2002) compared and contrasted three major and three minor firms in the UK to identify the types of strategies. Finally, Ibrahim et al. (2004) conducted a longitudinal case study on two family firms in the US and Canada and identified grooming, succession, and family decisions as chief factors determining strategies.

### **Mintzberg Strategy Analysis Framework**

The authors have evaluated the strategies of firms based on the Mintzberg strategy analysis process. The process involves identifying strategies and strategic changes in the firm by evaluating the chronology of events. The process looks at the ends (goals) to analyze the means. Arnold and Gordon (1986) investigated the strategy formation process for Pacific

Western airlines from Canada for 1945-84 using the Mintzberg Strategy analysis methodology. The authors identified entrepreneurial, planned, and emergent strategies. Kipping and Cailluet (2010) also used the Mintzberg strategy analysis process to track the strategies of Alcan, an aluminium manufacturer from Canada in Europe, from 1928 to 2008. The organization gradually moved from emergent to deliberate strategies, although external forces influenced its decisions.

### **Other Qualitative Studies**

Chan and Foster (2001) examined strategy formulation amongst Hong Kong's small business units by surveying the employees of firms belonging to an association. The hypothesis was then tested with discursive analysis. The authors concluded that strategic planning in these firms was contextual. Austin (2006) analyzed the life cycle model from 1845-2000 to discover factors underlying the industry's rise and decline. The author concluded that external environmental factors significantly influence strategic organizational decisions. The life cycle methodology was similar to the Mintzberg strategy analysis process. Finally, Horst et al. (2019) studied a German-based print magazine company by interviewing media professionals and consultants and identified that the managers practice shared inquiry, which includes recursive and adaptive strategizing actions towards employees, managers, and consultants.

### **Quantitative Analysis**

Slevin and Covin (1997) evaluated strategy formation patterns of twelve manufacturing firms operating in seventy-eight industries through regression analysis. The authors concluded that the planned strategies are positively related to sales growth for mechanistic organizations operating in hostile environments, whereas emergent strategies are related positively to sales growth among organic structures and operating in benign environments. Davies and Walter (2004) evaluated emergent strategies, environment, and performance patterns in China's transition economy. The authors examined the resource dependence approach, dynamic fit, and strategic choice theories. Cluster and factor analysis was performed on the data gathered through a survey. The authors concluded that the changing patterns of resources create a need for environmental and organizational strategies. Nielson (2009) studied the effects of emergent and intended strategy modes on eighty-nine business entities using structured equation modelling. The authors concluded that emergence fostered by autonomous and participatory strategy-making facilitates adaptive behaviour, leading to

higher performance outcomes. Emergence is an essential performance element but is more effective if mediated by planning activities. The strategic approach of forty-six Saudi small and medium-sized enterprises was analyzed using correlation and factor analysis by Alenzy (2018). The author found evidence of more deliberate strategies.

Brews and Hunt (1999) analyzed the planning process of 656 firms. The authors used the ends and means theory to develop a questionnaire on environmental stability, firm performance, planning flexibility, and duration. In addition, regression and Scheffe tests were conducted to analyze data. The authors concluded that environmental factors moderate planning capabilities and flexibility and stressed that planning strengthens organizational capabilities.

### **Mixed Methodology**

Bahrami and Evans (1988) conducted a two-phased study of high-technology firms in silicon valley. The initial pilot study surveyed fifteen technology firms about their structure and strategic process. The next phase involved a longitudinal study of two highly successful companies. The authors observed continued, fused, deliberate, and emergent strategies implemented in both firms. Wiesner and Millett (2012) investigated Australian SMEs' planning and strategy-making processes, whether deliberate or emergent. The authors collected data by surveying employees and interviewing the managers. Descriptive statistics were used to analyze data. The authors found that firms had written business plans showing deliberate strategy-making. However, the plans did not involve any sophisticated strategy formulation techniques. Leick (2019) investigated the demographic challenges in the strategic change processes of small firms. The author used case study methodology and gathered data through a postal survey of firms affected by demographic change. An adaptive strategy formation process was observed. Foresight, information management, risk-taking, and learning were given priority. The study confirms the validity of strategy -process perspective.

### **Unit of Analysis**

The unit of analysis for the strategy formation process includes the analysis of prominent organizations in the USA, the UK, and Canada. The authors have also analyzed multiple case studies simultaneously (Fumasoli & Lepori, 2011; Hettich & Kreutzer, 2021; Weisner & Millet, 2012). The review suggests that the research on SMEs as a unit of analysis is

evolving. Table 2.13 provides the details on the unit of analysis, and figure 2.3 shows the countries where strategy analysis research is performed.

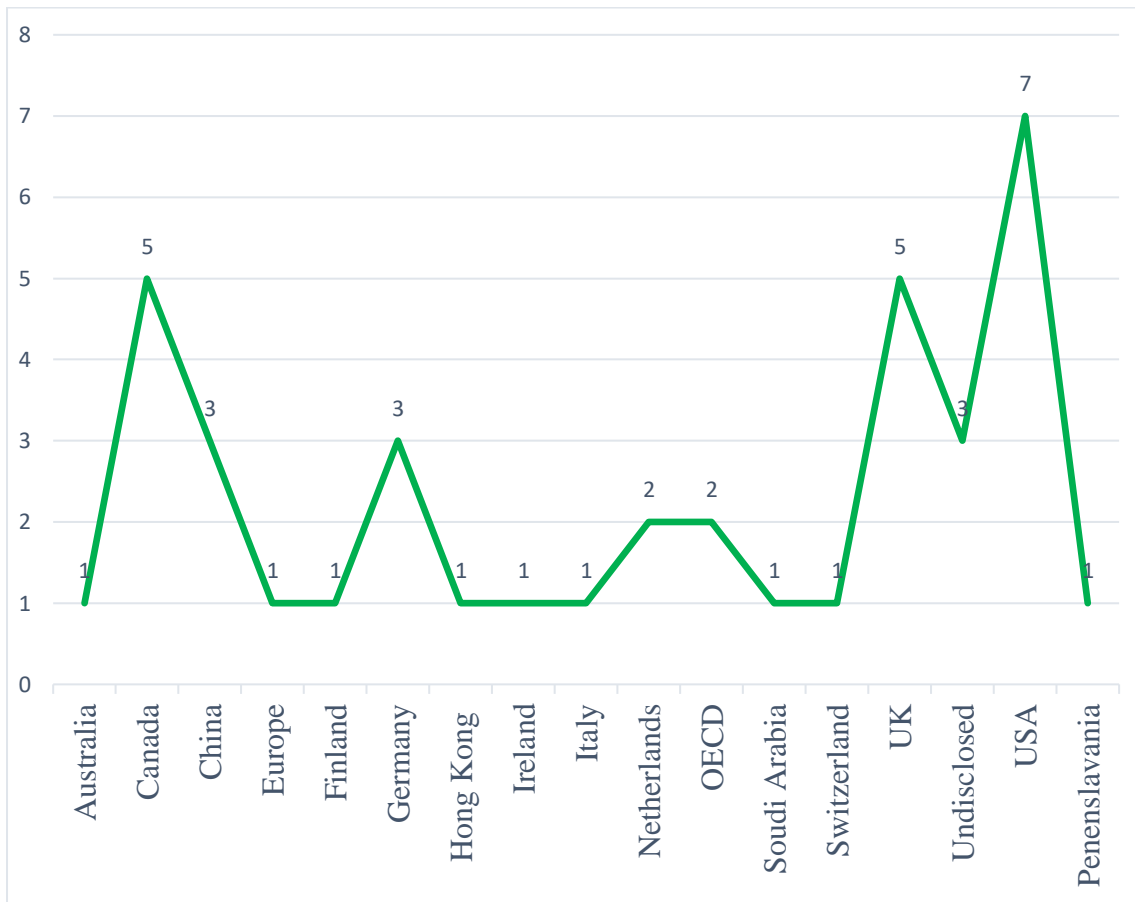


Figure 2.3: Countries where strategy analysis research is performed

Table 2.13: Unit of analysis for strategy research

Unit of Analysis	Author
Government	Lindblom, 1959;
Airlines	Arnold et al., 1986
Non-Profit Organization	Morrison and Salipante, 2007
Information Technology	Bahrami and Evans, 1988; Spence, 2003
SME	Alenzy, 2018; Barnes, 2002; Chan and Foster, 2001; Leick, 2019; McCarthy and Leavey, 2000; Wiesner and Millett, 2012
Oil Companies	Grant, 2003; Sæverud and Skjærseth, 2007
Family Firms	Ibrahim et al., 2004
Economy	Davies and Walter, 2004
Construction Company	Sminia, 2005
Opera House	Mariani, 2007
Education	Fumasoli and Lepori, 2008; Jarzabowshi, 2003; Soliman et al., 2019
Volunteer Administration	Hager, 2013
City Branding	Lindstedt, 2015
Lenovo	Shu, 2017

<b>Unit of Analysis</b>	<b>Author</b>
New Ventures	O'Toole and McGrath, 2018
Hospitals	Schrader, 2019
Police Forces Information Systems	Beeson and Davies, 2000
Multiple Organizations	Hettich and Kreutzer, 2021; Slevin and Covin, 1997
Telecommunication	Mirabeau and Maguire, 2014
Textile	Austin, 2006
Magazine (Print Media)	Horsta et al., 2019
Other Organizations	Anderson and Nielson, 2009; Burgelman, 1983; Hamel and Prahalad, 1990; Hamel, 1998; Hettich and Kreutzer, 2021; Kipping & Cailluet, 2010; MacKay et al., 2021; Quinn, 1982, 1989; Vernon, 1966

### **Future Research Areas**

The authors have suggested some future research prospects in strategy process research. The research areas are divided into three categories: research based on the type of organization, focus areas, and type of research. Table 2.14 provides the details on the same.

Table 2.14: Future research areas

<b>Research Area</b>	<b>Author</b>
<b>Types of Organizations</b>	
Service Organizations	Anderson and Nielson, 2009
Entrepreneur Firms	Shu, 2017
<b>Focus Areas</b>	
Patterns in Strategy	Mintzberg, 2007
Environmental Changes	Anderson and Nielson, 2009; Brews and Hunt, 1999; Jarzabowski, 2003; Slevin and Covin, 1997
Organizational Resources	Davies and Walter, 2004; Slevin and Covin, 1997
Dynamic Fit	Davies and Walter, 2004
Strategic Choice Theory	Davies and Walter, 2004
Autonomous Strategic Behaviour	Burgelman, 1983; Mirabeau and Maguire, 2014
Three-stage model: Transient manifestations of strategy	Mirabeau et al., 2018
Efficacy of Objectives	Barnes, 2002; Wiesner and Millett, 2012
Organization History and Culture	Barnes, 2002; Wiesner and Millett, 2012
Leadership & Power	Barnes, 2002; Wiesner and Millett, 2012
Impact of Manager's Education/ Skills on Strategy Making	Barnes, 2002; Burgelman, 1983; Wiesner and Millett, 2012



<b>Unit of Analysis</b>	<b>Author</b>
Strategy Formation Process and Performance	Chan and Foster, 2001; Slevin and Covin, 1997; Sminia, 2009; Wiesner and Millett, 2012
Dimensions of Family Firms	Ibrahim et al., 2004
Contingency and its nature	Neugeauer et al., 2016
Strategic Tools	Wiesner and Millett, 2012
The market power of the firm	Slevin and Covin, 1997
Effectiveness of management interventions	Sminia, 2009
Comparative Analysis	Burgelman, 1983; Murmann, 2012
Ethnographic Research	Morrison and Salipante, 2007; Sminia, 2005
Life Cycle Analysis	Slevin and Covin, 1997

### **2.2.3 Mintzberg Strategy Analysis Process**

Mintzberg (1978) hypothesized strategy as “a sequence of decisions exhibiting consistency over time.” According to the author, managing strategy is the manager’s ability to detect patterns by synthesizing the future, present, and past. His studies were based on three central themes:

- Strategy formation is an interplay between a dynamic environment and bureaucratic momentum, with leadership mediating the two forces.
- Strategies over time follow some crucial patterns in organizations like life cycles and distinct change continuity cycles
- Studying the interaction between intended and realized strategies leads to the heart of the complex organizational process.

Mintzberg (2007), with his team of researchers, analyzed strategies in different types of organizations. First, they identified the pattern in strategy by mapping the changes taking place in the organization. Then, they estimated the major turning points and the periods of strategic changes by vertically depicting the growth in strategies on a single timeline. The periods of strategic change were classified as the period of limbo (period of no change), the period of global change (the period when many new strategies formed), the period of piecemeal change (the period when few strategies formed), and the period of continuity (the period when old strategies were continued). The researchers argued that every organization has deliberate and emergent strategies, and strategies continuously change forms in the

development process. Deliberate strategies are those strategies that are intended and get realized. Emergent strategies are not intended but emerge as decisions during operations from the lower levels in an organization. Figure 2.4 describes the evolution of strategies, as suggested by Mintzberg. Table 2.15 summarises the studies done (in chronological order) by Mintzberg and his team on strategy formation in different organizations.

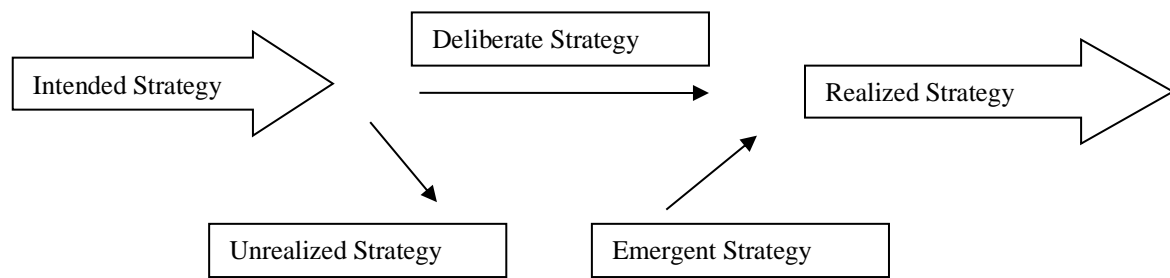


Figure 2.4: Deliberate and emergent strategies  
Source: Mintzberg, 1978

Table 2.15: Pattern study by Mintzberg

S.No	Article	Author	Conclusions
1	Research on strategy making (US strategy in Vietnam 1950-73 and Volkswagenwerk 1937-72)	Mintzberg, 1972, 1978	Identified deliberate and emergent strategies in the case of Volkswagenwerk, whereas the US strategies were bureaucratic.
2	Tracking strategy in an entrepreneurial firm (Steinberg Inc), 1917-75	Mintzberg and Waters, 1982	The presence of waves or cycles of strategy and hectic uneven growth was observed. The strategy is classified as the interplay between leader and environment, with the structure taking a backseat.
3	Strategy formation in University Settings	Hardy et al., 1983	Lagged patterns were observed in decision-making.
4	Tracking strategy in the birthplace of Canadian Tycoons (Sherbrooke Record) 1937-76	Mintzberg et al., 1984	Patterns and periods of the strategy were analyzed, focusing more on leadership.
5	Strategy formation in Canadian Lady, 1939-76	Mintzberg and Waters, 1984	Influenced by strategic visioning in response to external forces
6	Of strategies, deliberate and emergent	Mintzberg and Waters, 1985	Conceptual paper on the type of real-world strategies, i.e., planned, entrepreneurial, umbrella, ideological, process, unconnected, imposed, and consensus.

S.No	Article	Author	Conclusions
7	Strategy formation in Adhocracy (National film board of Canada) 1939-75	Mintzberg and McHugh, 1985	Grass root model of strategy formation where strategies are allowed to emerge.
8	Does planning impede strategic thinking? The strategy of Air Canada, 1937-76	Brunet et al., 1986	More focus on planning, Strong convergence of strategies over time, the rise of solid leadership
9	Crafting Strategy	Mintzberg, 1987	The author used metaphor to explain the emergence of strategy
10	Strategy of design: a study of architects in co-partnership, 1953-1978	Mintzberg et al., 1988	Absence of formal strategies. More emphasis on the creative ability of the partners
11	<ul style="list-style-type: none"> <li>• The real story behind Honda's Success</li> <li>• Honda Effect Revisited</li> </ul>	Pascale, 1984 Mintzberg et al., 1996	The study highlights miscalculations, serendipity, and organizational learning. Counterpoints Harvard Business Review (HBR) case study version given earlier. It also talks about emergent strategies and strategic change
12	Industrial Policy at Dominion Textile, Canada, from 1873 to 1990	Austin and Mintzberg, 1996	Evidence of deliberate strategies and also intermittent emergent strategies.
13	Strategic Management Upside Down McGill University, 1829-1980	Mintzberg and Rose, 2003	Stable strategies
14	The Illusive Strategy: Into the mind of strategy researcher, 1967-91	Mintzberg, 2007	Existence of deliberate strategies along with emergent thought process

Mintzberg (2007) points out that identifying strategies through patterns helps know their emergence and when to intercede. The author stresses that not all patterns require attention. The manager must sense when to keep low, take advantage or allow new strategies to take shape. According to the author, the strategy formulation process is an art and requires managers to ascertain patterns from strategies and mediate when desired.

Strategies are also classified as one-time and incremental. One-time strategies are episodic strategies, while incremental strategies are systematic and periodic. Both strategies

are affected by the external environment (Ansoff, 1987). Table 2.16 summarizes the types of strategies.

Table 2.16: Types of strategies

<b>Strategies</b>	<b>Development Process</b>	<b>Environment Control</b>	<b>Power</b>
Deliberate	Planned	Strong	Centralized
Emergent	Organic	Weak	De-Centralized
One- Time	Episodic	Strong	De-Centralized
Incremental	Planned Systematic	Strong	Centralized

Source: Adapted from Ansoff (1987)

## 2.3 Emergence

### 2.3.1 Methodology adopted for searching relevant articles

Conceptual articles on “emergence” were searched on Google Scholar with “emergent strategies” and “emergence” as keywords. Eleven papers were found relevant. All the papers belonged to journals included in the Scopus database. Later, the reference list of the articles was used to find other similar articles. Only those articles that discuss the concept of emergence or methodology for identifying emergent strategies were included in the review. The books were used as a reference to comprehend concepts. Table 2.17 provides the details of the articles reviewed.

Table 2.17: List of referenced journals, articles, and books for review of the emergence

<b>Journal/ Book</b>	<b>#</b>	<b>Articles</b>
Emergence: Journal of Complexity Issues in Organizations and Management	2	Hodgson, 2000; Lissack and Letiche, 2002
Emergence	2	Goldstein, 1999, 2000
Emergence: Complexity Organization	in 1	Goldstein, 2013
Academy of Management Annals	1	Waller Okhuysen and Saghafian, 2016
Managerial and Decision Economics	1	Kozlowski and Chao, 2012
Organizational Research Methods	1	Kozlowski, Chao, Grand, Braun and Kuljanin, 2013
Journal of Organizational Behaviour	1	Fulmer and Ostroff, 2015
Complexity	1	Corning, 2002
Synthese	1	Corning, 2012
Books	3	Goldstein, 2006, 2011; Kozlowski and Klein, 2000;
<b>Total</b>	<b>11</b>	<b>Research Papers</b>

### 2.3.2 Emergence and Emergent Properties

Emergence is defined as a process by which patterns or global-level structures arise from interactive local-level processes (Mihata, 1997). Goldstein (1999) defined emergence as arising of novel and coherent structures, patterns, and properties during self-organization in complex systems. He operationalized emergence as a self-transcending construct (Goldstein, 2004). Fulmer and Ostroff (2015) provide multiple definitions of emergence proposed by different scholars. Lissack and Letiche (2002) suggest that emergence makes an organization more powerful than the sum of its elements. The concept of emergence dates back almost 100 years (Hodgson, 2000). It was primarily used in science and mathematics (Ablowitz, 1939). Later, the concept was used by complexity theorists for network analysis. Recently, it has been used in the field of psychology and literature. Emergence, for organizations, is applied in researching an organization’s behaviour, changes over time, or deriving meanings from changes in strategy, goals, and direction.

Kozlowski and Chao (2012) analyzed the literature on emergence and developed a matrix on the type of research undertaken for emergence study. Table 2.18 describes the framework for studying emergence. The research on emergence is done through qualitative and quantitative methods involving direct and indirect research. Qualitative indirect research is done through a case study. Data is collected through interviews and retrospective accounts. Qualitative direct research involves participant observations while they are involved in developing the strategy. Quantitative indirect research involves analysis based on composition and compilation, wherein experts are asked about their opinion on the idea at different time frames. The experts’ opinions either converge or diverge to form emerging patterns. Quantitative direct research involves simulation or computational modelling methods. The qualitative indirect approach dominates the study of emergence.

Table 2.18: Emergence research methods

<b>M E T H O D O L O G Y</b>	<b>Investigation of emergence</b>	<b>Indirect</b>	<b>Direct</b>
	Qualitative	Retrospective Accounts: Interview, Case Studies, longitudinal designs	Ethnography Participant Observation: Participatory Action Research
Quantitative	Multilevel Theory Composition Compilation	Computational Modelling/ Simulation	

Source: Kozlowski and Chao, 2012

Kozlowski and Chao (2012) stated that there is value in qualitative studies in emergence. They shed light on the convergent aspect of emergence. Fulmer and Ostroff (2015) discuss the holistic or reductionist emergence perspective. The holistic emergent property is “more than the sum of the parts.” The reductionists explain emergent property by attributes of lower-level parts and relationships among them. The former addresses the ‘how’ questions, while the latter addresses the ‘why’ questions (Corning, 2002).

The emergent phenomenon appears differently in different systems, but they share interrelated, common properties identified as emergent (Waller et al., 2016). These are radically novel, global, coherent, and ostensive (Goldstein, 2013; Kozlowski & Klein, 2000). The radically novel emergent states cannot be anticipated. They are unpredictable, non-deducible, and irreducible (Coen & Schnackenberg, 2012; Goldstein, 2013). Coherent emergent states endure and vary over time. They change as the system evolves (Goldstein, 2013). They can influence group member interactions after their emergence (Waller et al., 2016). Global emergent properties emerge from lower or micro-level components (Goldstein, 1999; McGrath, Arrow & Berdahl, 2000). They have different conceptual levels. They emerge from the lower-level → mid-level→ to reach a higher level ( Kozlowski & Chao, 2012). Ostensive emergent states can be experienced and recognized by team members (Corning, 2002), and they influence the behaviour of the group members (Tasa, Taggar & Seijts, 2007). Table 2.19 describes the studies on the emergence concept.

Table 2.19: Emergence studies

<b>S No</b>	<b>Article</b>	<b>Authors</b>	<b>Methodology</b>	<b>Conclusions</b>
1	Emergence as a Construct: History and Issues	Goldstein, 1999	Descriptive	Emergence is used as a construct to analyze dynamics in an organization.
2	Emergence: A Construct Amid a Thicket of Conceptual Snares	Goldstein, 2000	Descriptive	The author discusses spontaneity, level, coherence, outcome, prevalence, ontology, causality, and predictability in the web of emergence literature.
3	The concept of emergence in social science	Hodgson, 2000	Longitudinal study	Emergence originated from philosophy sciences and re-emerged in social sciences through complexity and chaos theories.

<b>S No</b>	<b>Article</b>	<b>Authors</b>	<b>Methodology</b>	<b>Conclusions</b>
4	The Re-emergence of “Emergence”: A Venerable Concept in Search of a Theory	Corning, 2002	Essay	The author suggests researching emergence along with synergy for the future. The author also addresses the reductionist and holistic view of emergence.
5	Complexity, emergence, Resilience and Coherence: Gaining perspective on organizations and their study	Lissack and Letiche, 2002	Descriptive	The author discusses the importance of recognizing complexity, emergence, coherence, and resilience in organizational research.
6	The Re-Emergence of Emergence, And the Causal Role of Synergy In Emergent Evolution	Corning, 2012	Descriptive	Emergent phenomena produce synergy in the atmosphere; however, synergy is not emergent.
7	The Dynamics of Emergence: Cognition and Cohesion in Work Teams	Kozlowski and Chao, 2012	Descriptive	Cognition and cohesion in teams can advance theory development in emergence research.
8	Advancing Multilevel Research Design: Capturing the Dynamics of Emergence	Kozlowski et al., 2013	Discussion on quantitative research on the emergence	Multilevel, quantitative research on emergence in teams and organizations.
9	Complexity and Philosophy- Re-imagining emergence	Goldstein, 2013	Discursive	The author discusses the properties of emergence as coherent, global, ostensive, dynamic, and self-transcending.
10	Convergence and emergence in organizations: An integrative framework and review	Fulmer and Ostroff, 2015	Literature Review on convergence and emergence	Theory-driven research on emergence and convergence is suggested.
11	Conceptualizing the Emergent States	Waller et al., 2016	Literature Review	Emergence leads to dynamism in groups to improve team outcomes.

Mintzberg (1978) suggested that organizations identify emergent strategies and evaluate the strategy development process. Hamel (1998) proposed that strategies emerge by creating the right preconditions through strategy innovation and revolution. The author suggested that the preconditions for the emergence of strategies must be identified. While researching hotels, Harrington (2005) stated that emergent strategy elements must be identified to make the strategy evaluation process objective.

## 2.4 Destination Development Studies in Goa

Section 1.1.3 (page 4) discusses the literature on patterns formed during tourism destination development. This section focuses on studies relating to tourism destination development in Goa.

### 2.4.1 Methodology adopted for searching relevant articles

The articles on Goa's tourism development were searched on Google Scholar. The keywords used for the search were "Goa Tourism," "Goa Tourism Development," "Goa," and "Tourism area life cycle study, Goa, India." Later, the reference list of the articles was used to find other articles. Table 2.20 details the articles referred to for the literature review.

Table 2.20: List of referenced journals, articles, and books on tourism development in Goa

Journal	#	Articles
International Journal of Contemporary Hospitality Management	2	D'Sa, 1999; Noronha, 1999
Annals of Tourism Research	2	Lea, 1993; Wilson, 1997
Tourism Recreation Research	2	Singh, 1994, 1999
Economic and Political Weekly	2	Noronha, 1997; Routledge, 2000
Tourism Culture and Communication	1	Brammer and Beech, 2004
Institute of the World Bank	1	Sawkar, Noronha, Mascarenhas and Chauhan, 1998
Current Science	1	Mascarenhas, 1999
Social and Cultural Geography	1	Routledge, 2001
Ambio	1	Noronha, Siqueira, Sreekesh, Qureshy and Kazi, 2002
Ocean and Coastal Management	1	Noronha, 2004
Tourism and visual culture: Methods and Cases	1	Bandyopadhyay, 2010
International Journal of Scientific and Research Publication	1	Falleiro, 2015
Journal of Multidisciplinary in Management and Tourism	1	Achrekar, 2019



<b>Journal</b>	<b>#</b>	<b>Articles</b>
ASEAN Journal of Hospitality and Tourism	1	George and Poyyamoli, 2013
GNLU JL Dev and Pol	1	Bhat and Srivastava, 2010
International Journal of Geoinformatics	1	Kotha and Kunte, 2013
Habitat International	1	Vaz, Taubenböck, Kotha and Arsanjani, 2017
Handbook of Tourism Economics	1	Breda and Costa, 2013
Current Issues in Tourism	1	Saldanha, 2010
International Journal of Modern Engineering Research	1	Ahmed and Shankar, 2012
Pacific Affairs	1	Newman, 1984
International Journal of Hospitality and Tourism Systems	1	Botelho, 2018
South Asian Journal of Tourism and Heritage	1	Kamat, 2010
The Journal of Tourism Studies	1	Sonak, 2004
Journal of Humanities and Social Sciences	1	Sukhtankar, 2013
Vikalpa	1	Raghuraman, 1995
Magazines	2	De Souza, 2009; Kamat, 2013; Solomon, 2009
Thesis	4	Ambli, 1990; D' Cunha, 2013; D'Mello, 2015; De Souza, 1990
Books	8	Alvares and Gadgil, 2002; Alvares 1993; Kale, 2009; Morrison, 2013; Newman, 2019; Reddy, 1994; Sinha, 2002; Trichur, 2013
<b>Total: 30 Research Papers</b>		

## 2.4.2 Tourism Development in Goa

The research on tourism and destination development picked pace in Goa in the 1990s, with researchers evaluating the development of tourism post-liberation. The research orientation focused on residents' perception of tourism, the impact of historical and social factors on tourism, and vice versa. Other tourism studies in Goa focus on unplanned growth and the absence of integrated decision-making (Brammar & Beech, 2004; Breda & Costa, 2013;), the coastal ecosystem, and maintaining beach resources (Bhat & Srivastava, 2010; Noronha, 2004). The studies also highlight the economic importance of tourism (Achrekar, 2019). Table 2.21 gives the details of the literature reviewed. The papers are segregated into tourism development studies, tourism development and its impact, tourism development and environmental changes, and other studies on tourism development.

Table 2.21: Tourism development studies in Goa

S. No	Article	Author	Type of Article/ Methodology	Conclusions
<b>Tourism Development Studies</b>				
1	Goa: The transformation of an Indian Region	Newman, 1984	Discourse	The paper focuses on the prominent families, fishing, the gaunkari, cultural expression, and the impact of tourism on economic, social, and cultural aspects.
2	Tourism development ethics in the third world	Lea, 1993	Descriptive	The paper discusses tourism and anti-tourism activities in Goa and suggests ethics for third-world development, the tourism industry, and personal travel.
3	Problem of tourism development in Coastal Goa	Singh, 1994	Report	Coastal regulatory zones are discussed. Visitor experience and resident Irridex are at stake.
4	Paradoxes of Tourism in Goa	Wilson, 1997	Discourse	The author describes the tourists' and locals' perceptions of tourism in North Goa, evaluates the industry structure, and recommends low-budget tourism for Goa.
5	Goa: Fighting the Bane of Tourism	Noronha, 1997	Report	The author discusses the ill effects of tourism and industry politician nexus in exploiting Goa's resources for material gains. The local's opposition to tourism development is also discussed.
6	Ten years later, Goa still uneasy over the impact of tourism	Noronha, 1999	Report	Increased negative impacts of tourism. Locals feel threatened and degraded by the inappropriate behaviour of tourists.

<b>S. No</b>	<b>Article</b>	<b>Author</b>	<b>Type of Article/ Methodology</b>	<b>Conclusions</b>
7	Goa through the Ages	De Souza, 2009	Discourse	The author discusses the economic history of Goa and how tourism contributed to the economic development of the place.
8	Identity, Spatiality, and Post-colonial Resistance	Saldanha, 2010	Critique/ Discourse	Impact of tourism development in Goa and the resistance to domination.
<b>Tourism Development and Its Impacts</b>				
1	On Tourism in Goa- NGO's can make a difference	Singh, 1999	Research Note	NGOs in Goa can help develop a community-led tourism industry. In addition, locals can help guide tourism toward sustainability.
2	Wanted Tourists with Social Conscience	D'Sa, 1999	Descriptive	Control power flow between developed and developing countries based on ethics.
3	Consuming Goa: Tourist site as Dispensable Space	Routledge, 2000	Discourse	Tourism takes away the host community's control of their land and minimizes profits in the long run.
4	Selling the rain, resisting the sale: resistant identities and the conflict over-tourism in Goa	Routledge, 2001	Manuel Castell's notion of 'resistance identity' and David Harvey's notion of 'militant particularism' to interpret resistance.	Locals oppose the growth of tourism to preserve their identity.

<b>S. No</b>	<b>Article</b>	<b>Author</b>	<b>Type of Article/ Methodology</b>	<b>Conclusions</b>
5	Use and abuse of tourism	Brammer and Beech, 2004	Case Study	The paper discusses the issues of land use, tourism planning, and community involvement in tourism development
6	The issues and prospects of tourism in Goa	Solomon, 2009	Case Study	The author discusses responsible tourism in Goa and developing equity between locals and tourists.
7	You can do anything in Goa: A visual ethnography	Bandyopadhyay, 2010	Photo Ethnography Discourse	Commoditization of tourism, e.g., German and Russian tourists have established colonies.
8	Tourism development, conflicts, and sustainability: the case of Goa	Breda and Costa, 2013	Case Study	Tourism policies are reactive. It developed in an ad-hoc manner. The main concerns for tourism have been promotions and investments.
9	Economic and Sociocultural balance sheet of tourism in Goa	Falleiro, 2015	Descriptive	Tourism in Goa is mostly unplanned. Suggests ways to tackle the problems of unplanned tourism.
10	Tourism Development in Goa: Trends, importance, and Challenges	Achrekar, 2019	Case study	Suggests beach cleaning, differentiation of tourism products, and better transportation

#### **Tourism Development and Environmental Changes**

1	Case studies from Goa, India, and the Maldives on tourism and environment.	Sawkar et al., 1998	Case Study	Evaluate Goa as a dispensable space, having contradicting interests between the authorities and locals. The authors stress that tourism takes away the host community's control of their land and, in the long run, minimizes their share of profits.
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<b>S. No</b>	<b>Article</b>	<b>Author</b>	<b>Type of Article/ Methodology</b>	<b>Conclusions</b>
2	The coastal regulation zone of Goa: Oceanographic, environment and societal perspective.	Mascarenhas, 1999	Study on coastal zone development and management	Criticizes government initiatives to maintain the zones. Sectoral patterns, partisan policies, unbalanced tourism, and the absence of a political will have led to the breach of CRZ.
3	Goa tourism Migrations and Ecosystem Transformations	Noronha et al., 2002	Case Study based on land use and management	Populations, ecosystem changes, and legal, political, and economic factors were identified as the reasons for the change.
4	Coastal Management Policy	Noronha, 2004	Comments and Opinion	The author suggests the effective use of policy on coastal management because of the absence of integrated, holistic policymaking.
5	A tool to assess environmental impacts of tourism activity	Sonak, 2004	Assessing the ecological footprint of tourism based on land use	Globalization and trade practices should be more sustainable. Use of carrying capacity concept to set limits of acceptable change
6	Coastal property resources in Goa	Bhat and Srivastava, 2010	Descriptive	The authors highlight illegal land development issues on Goan Beaches and the government's neglect.
7	How climate change would impact Goa	Kamat, 2013	Report	Impact of climate change on Goa's ecology, beaches, agricultural produce, health, dunes, and weather.
8	Tourism and environmental quality management	George and Poyyamoli, 2013	Case Studies about tourism and the environment	Integration of tourism and environmental concerns

<b>S. No</b>	<b>Article</b>	<b>Author</b>	<b>Type of Article/ Methodology</b>	<b>Conclusions</b>
9	Land Cover Change in Goa: An Integrated RS- GIS Approach	Kotha and Kunte, 2013	Integrated RS- GIS to evaluate land-use changes.	Change in land use cover from 1973-1989. Urbanization Pattern Post-1989 growth in vegetation
10	Urban change in Goa, India	Vaz et al., 2017	Spatiotemporal trends in urban development	A balance of tourism and the environment is required for sustainable development.
<b>Tourism Development &amp; Other Studies</b>				
1	Konkan Railway Corporation: Choice of Alignment in Goa	Raghuraman, 1995	Report/ Case Study	Managers at different levels make strategic decisions for Konkan Railways, which has far-reaching implications.
2	Destination Life Cycle and Assessment - A Study of Goa Tourism	Kamat, 2010	Survey and analysis based on TALC	The destination has not yet reached the stagnation stage. Village tourism can help reduce the pressure on beach areas.
3	Guidelines for Regulating the Heritage Monuments and Areas in Old-Goa	Ahmed and Shankar, 2012	Descriptive	Issues of regulations around UNESCO heritage monuments and suggests guidelines for developing heritage monuments and areas of special zones.
4	A study on the growth of the Hotel Industry in Goa	Sukhtankar, 2013	Descriptive statistics on tourist arrivals	There are more tourists in Goa than in hotels. There is scope for the growth of the tourism industry in Goa
5	Casinos in Goa: The challenge ahead	Botelho, 2018	Discourse	Development of "Casinoscape." A sustainable policy framework can help maximize gains from tourism.

## 2.5 Summary of Literature Review and Research Gaps

**TALC:** TALC research, since its inception in 1980, has become involved, incorporating different theoretical bases and methodologies. The research scope has also spread from researching a resort area to different tourism products, events, market segments, and literature reviews. The variables and the time frame for analysis depend on the researcher's informed decision (Berry, 2000). Authors have articulated different views of the model's applicability. Many have accepted the model (Dodds & McElroy, 2008; Lee & Weaver, 2014), while others have suggested modifications (Albaladejo & González-Martínez, 2019; Almeida & Correia, 2010). There are also criticisms of the model, and some authors have outright negated it (Agarwal, 1997; Leiper, 2004, Singh, 2021). Nevertheless, the conflicting literature and continued research involving TALC suggest that the model is still relevant (Butler 2009b, 2011; Pavlovich, 2003; Zahra & Ryan, 2007) and can analyze the destination's development through stages. McKercher (2005) suggested using strategic management tools like TALC for destination management. Butler (2014) and others have supported an integrative TALC research approach (Cohen, 2007; Pritchard & Lee, 2011; Ma & Hassink, 2014).

**Research Gap:** *Applying the TALC model to tourism planning as a strategic management tool is lacking (Bao & Zhang, 2006; Baum, 1998; Cooper, 1992; Getz, 1992; McKercher, 2005; Smith, 1992). The literature review did not highlight any study on tourism strategy analysis using TALC. Hence, this research focuses on TALC-based analyses of tourism development at a destination and relates it to strategy mapping.*

**Mapping Patterns in Strategy:** Identifying patterns in the strategy formation process and subsequently analyzing patterns gives an insight into the organization's work. Many researchers have conducted such studies in different organizations (Austin, 2006; Fumasoli & Lepori, 2008; Grant, 2014). Most researchers have used a longitudinal case study methodology to analyze organizational strategies (Sæverud & Skjærseth, 2007; Schrader, 2019; Shu, 2017; Sminia, 2005; Spence, 2003; O'Toole & McGrath, 2018). There is agreement among the authors concerning the presence of deliberate and emergent strategies at various stages of development within the organization. Researchers have cited the importance of conducting such research in strategy-making (Austin, 2006; Grant, 2014). The Mintzberg strategy analysis process provides the methodology to identify strategies, their types, and the strategic change periods. According to Mintzberg and Waters (1984),

*“Research is required on the process of strategy formation to complement the extensive work taking place on the content of strategies.” Harrington (2005) noted a research gap in analyzing deliberate and emergent strategies at a tourism destination.*

**Research Gap:** *The literature review on pattern study revealed minimal studies on service organizations. The analysis did not find any study that uses Mintzberg’s strategy analysis framework to evaluate strategies at a tourism destination.*

**Emergence:** The authors have applied the emergent concept in an organizational context through pattern study. Mirabeau and Maguire (2014) suggested that emergent strategies form through autonomous strategic behaviour. In the case of post facto analysis, the concept of emergence is analyzed based on retrospective accounts and case studies (Kozlowski & Chao, 2012). The research shows studies that evaluate group emergence through action research (Kozlowski et al., 2013; Seel, 2000). The authors also suggest research into the dynamics of the emergent process (Fulmer & Ostroff, 2015). Tsoukas (2010) and Vaara and Whittington (2012) stressed that emergence research had received less attention than strategy research. Waller et al. (2016) stated that there is no substantial work on the emergent phenomenon, and the theoretical and methodological framework for emergence research needs to be developed.

**Research Gap:** *The research on strategy analysis is done based on the ends and means theory, where the researcher uses post facto analysis or longitudinal case studies to evaluate the goals, objectives, and policies of the organization (Brews & Hunts, 1999; Mintzberg, 2007). The literature review did not highlight any study that identifies emergent strategies using the properties of emergence through longitudinal post facto analysis, especially at the tourist destination.*

**Tourism Development Studies in Goa:** The research on tourism development studies in Goa look at the cultural, social, environmental, and economic impacts of tourism on Goa (Achrekar, 2019; Brammar & Beach, 2004; Botelho, 2018, Vaz et al., 2015). The literature review shows that Goa has experienced negative impacts of tourism (Bandyopadhyay, 2010; Noronha, 1999; Routledge, 2000). However, the local population has mixed views on the impacts. A few studies describe how tourism has developed in the state (Breda & Costa, 2013; Kotha & Kunte, 2013; Falleiro, 2015), whereas few studies talk about the changes in the landscape and managing coastal tourism zones (Bhat & Srivastava, 2010; Vaz et al., 2015).



**Research Gap:** *The literature review did not highlight any study on the analysis of tourism strategies in Goa. The study of the TALC model to analyze tourism development in Goa (as a state) is also not undertaken. The literature review does not show evidence of the analysis of the compliance of indicators for tourism in Goa.*

The literature review cited above helps identify the means to investigate tourism development and identify the strategies at the destination. Tourism is a vital economic activity of the state of Goa. Its unique history, culture, and abundant natural resources make Goa one of the most sought-after destinations for domestic and foreign tourists. Tourism began in Goa due to the sudden emergence of tourists on its beaches. The locals saw the presence of tourists as an opportunity to earn a livelihood. Thus, tourism was an unplanned activity in Goa for almost two decades. However, the involvement of central and state governments restructured tourism in the state. The TALC and Mintzberg, strategy formation process provide a theoretical base to analyze the development at the destination. Hence, this research attempts to look at the development pattern of Goa and delves into the complex web of emergent and deliberate strategy formation processes at a tourism destination. The following chapter discusses the methodology for the research.

# Chapter 3

## Methodology

Method refers to how the data is collected, and methodology identifies and utilizes the supreme approach for addressing a theoretical or practical issue (Kaplan, 1964). Methods can be quantitative and qualitative. Quantitative research generates numbers and graphs by establishing relationships between variables using several statistical tools. However, the research necessitates a qualitative methodology when the study area is complex and tracks unique and unexpected events. Qualitative research is a systematic and scientific inquiry that helps to shape the researcher's understanding of a social or cultural phenomenon (Denzin & Lincoln, 2011; Jackson, Drummond & Camara, 2007; Mcmillan & Schumacher, 2001). The strength of qualitative research design lies in its flexibility to use various accepted methods and structures (Astalin, 2013). In addition, qualitative research can get at the processes that lead to desired outcomes (Maxwell, 2004).

A case study is a qualitative research plan that explores events when the boundaries between them and their settings are not evident (Yin, 1984). Case studies can describe, test, and generate theory (Eisenhardt, 1989). They can analyze situations over time, write a case history, and test explanations for why events have occurred (Yin, 1981). Case studies are suitable when complexity is more and variables are extensive. According to Merriam (1998), case study research is

- Particularistic: it focuses on situations, events, programs, or phenomenon
- Descriptive: it yields a detailed, thick description of the phenomenon under study
- Heuristic: it illuminates the reader's understanding of the phenomenon under study

A typical case study includes (Yin, 2002; Merriam, 1998; Stake, 1995)

1. single or multiple cases and numerous levels of analysis
2. diverse data collection methods such as archives, interviews, questionnaires, and observations
3. have more variables than data points.

Case studies are investigated closely with experts and deal with real management situations. Therefore, case studies represent a methodology ideally suited to creating managerially relevant knowledge (Amabile, Patterson, Mueller, Wojcik, Odomirok, Marsh & Kramer,

2001; Leonard-Barton, 1990). Furthermore, they can be used for analytical generalization (Yin, 1989).

Priestley and Mundet (1998) posit that case studies that empirically test the life cycle concept in individual situations can contribute to formulating more generally applicable conclusions. Therefore, the present study uses a case study methodology to map the development pattern of a tourism destination and identify the strategies responsible for the development.

### **3.1 Research Objectives and Research Questions**

The research objectives and research questions are presented below.

#### **Research Objective 1**

To map the pattern of tourism development at the destination using TALC.

#### **Research Questions**

- 1a.** What are the TALC stages identified during the development of the destination?
- 1b.** Do the TALC indicators comply with the development of tourism at the destination? What are the leading and lagging indicators?

#### **Research Objective 2**

To identify the strategies responsible for the development of tourism at the destination.

#### **Research Questions**

- 2a.** What are the strategies formed during the development of the destination?
- 2b.** How did the strategies form?
- 2c.** What are the types of strategies formed at the destination?

#### **Research Objective 3**

To identify the pattern of strategy formation on TALC

#### **Research question**

- 3a.** How have the strategies contributed to the transition of TALC stages?

### **3.2 Research Propositions**

Using theory and theoretical propositions in doing case studies can be of immense assistance in defining the appropriate research design and the data to be collected (Yin, 1981). The following propositions are framed to link the underlying theory to the research objectives

and questions. The propositions also predict the expected research outcomes.

**Proposition 1a** *The pattern of tourism development follows the TALC stages suggested by Butler.*

**Proposition 1b** *The tourism development at the destination complies with the indicators of the stages of TALC*

**Proposition 2a** *The strategies at the destination are formed due to changes in the external environment and political decisions.*

**Proposition 2b** *The strategies formed at the destination are deliberate as well as emergent.*

**Proposition 3a** *There exists a correlation between the TALC stages and the strategies formed at the destination.*

### **3.3 Scope of the study**

The present study aims to map the pattern of development of Goa as a tourism destination from 1961 to 2019 (1961 being Goa's liberation year and 2019 being the pre-covid year. Due to the pandemic, the situations and events post-2020 are unusual and hence not included in the research scope). The research also identifies the strategies formed, their types, and the strategy formation process during the development of the destination. The research uses a case study methodology. Tourism development from 1947 to 2019 (India gained independence in 1947. 1947-1961 is considered the pre-tourism period) is presented as a case. The research uses the TALC and Mintzberg strategy analysis process for case analysis.

The TALC model is used to map the pattern of development of the destination through the stages of exploration, involvement, development, consolidation, stagnation, and decline. The indicators for each stage of the TALC are also compared with the tourism development in Goa.

The Mintzberg strategy analysis process identifies the strategies and their types formed during development. The strategies are also mapped on the TALC to know the strategic changes occurring at the destination.

Scholars have remarked that there is rarely an attempt to provide an integrated analysis and interpretation of tourism as a whole (Butler, 2014; Cohen, 2007; Ma & Hassink, 2014; Pearce, 1998; Pritchard & Lee, 2011). Thus, this research will map the destination's

development at the macro-level (TALC) and identify the micro-level strategies (agents of change).

### **3.4 Rationale for a Single Case Study**

Yin (2018) suggested that a single case study can be used to research

- a. When the unit of analysis is holistic, complex, and covers trends over an extended period.
- b. When the single case represents the test of a significant theory or proposition.
- c. When a single case study captures the conditions and circumstances of events, the case may also provide knowledge about the social processes related to some theoretical interests.

The instant research justifies using a single case study methodology as

- a. The unit of analysis for the study is the state of Goa. The analysis involves the study of patterns and strategies for a period of 60 years (1961-2019). The case study is developed by triangulating primary and secondary data and long-term involvement with the respondents. Thus, researching a holistic and complex entity like a state over an extended period.
- b. The case uses TALC theory to map the pattern of development of Goa. It evaluates whether the TALC stages at the destination align with the proposed TALC theory. The case also uses the Mintzberg strategy analysis process to identify strategies and evaluate whether the strategies at the destination are deliberate or emergent.
- c. The case study captures situations and events during Goa's transformation as a tourism destination from 1961. The case analysis involves identifying the strategy formation processes that account for the circumstances and conditions under which the strategies are formed.

### **3.5 Rationale for using TALC and Mintzberg strategy analysis process for case analysis.**

Van de Ven & Poole (2005) suggested evaluating change as a succession of events, stages, cycles, or states during development. The TALC model is a life cycle model that maps the development pattern of a destination from the beginning of tourism. It helps destination managers track the various stages of destination development by monitoring internal and

external environmental changes. Cooper and Jackson (1989) suggest using the TALC as an analytical framework to examine tourist destinations' evolution within their complex economic, social, and cultural environments.

Tourism destinations involve individuals making plans within organizations like municipalities, regional bodies, or tourism departments (Gunn & Var, 2020; Hall, 2008). The strategies developed by these organizations over the years help the destination to transition from one stage to another. The strategy formation process, the type of strategies formed, and the focus areas impact destination development. Although the TALC can identify the events that contributed to the change at the destination/ tourism area, it cannot identify strategies for the change. Hence, it was imperative to identify a process for strategy analysis that detects the strategy formation process and the types of strategies formed within the destination.

The strategy analysis research is based on context, content, and process research paradigms. Context research deals with internal and external environment analysis, like industry analysis, cultural analysis, or a resource-based view under which strategies are formed. The content-based view looks at strategic options and the direction the strategy goes, for example, competition and differentiation. The process-based view looks at strategy formation and implementation. Recognizing strategy patterns is a process-based evolutionary model of strategy analysis. Identifying the causes of specific effects in complex organizations is often challenging. Hence, instead of looking for causes and effects, it is necessary to look for patterns and systematic implications (Hutzschenreuter & Kleindienst, 2006). Mintzberg (2007) discusses the configurational approach (organizations as a cluster of interconnected structures) to strategic management and evaluates how the strategies are realized by identifying patterns in the strategy formation process. Sminia (2016), in the book "Research Methods in Strategic Management," also describes how to look for patterns in strategies. In doing so, the author seconds Mintzberg's view on pattern study in strategy. The author suggests looking for causality and explaining the crucial incidents in the strategy formation process, similar to Mintzberg (2007). Other scholars who have supported similar studies are Van de Ven (1992) and Mirabeau et al. (2018).

Hutzschenreuter & Kleindienst (2006) stressed recognizing systematic implications among patterns. Mintzberg (2007) and Harrington (2005) proposed identifying the deliberate and emergent strategy continuum in strategy formation. Mirabeau & Maguire

(2014) explain the emergent and deliberate strategy as understanding what organizations do rather than what they plan to do. It is, thus, essential that the study of patterns not only identifies the strategy and the strategy formation process but also analyzes the types of strategies formed at the destination. The Mintzberg strategy analysis process was appropriate for researching a tourism destination having multiple stakeholders and various strategies formed over the years. Thus, both the models (TALC and Mintzberg strategy analysis process) evaluate the longitudinal changes in a complex system and aptly fit the case study analysis.

## **3.6 Research Methodology**

### **3.6.1 Research Methodology for writing the case**

The case study data on “Development of Tourism in Goa” was obtained from primary and secondary sources. The period from 1961 to 2019 is divided into five-time zone based on the changes observed at the destination. The detailed methodology for writing the case is explained in section 3.8.

### **3.6.2 Research Methodology for case analysis**

The case analysis is done in two parts: TALC analysis and Strategy analysis.

The TALC graph is constructed using Microsoft Excel based on tourist arrivals. First, the stages are identified as per the criteria given by Haywood (1986). Then, the indicators for each stage of the TALC are assessed with tourism development in Goa. The detailed methodology for TALC analysis is presented in section 3.9.1.

Strategy analysis includes identifying strategies that contributed to tourism development, evaluating the strategy formation process and the types of strategies, and mapping the strategies on the TALC. First, the strategies are identified by developing a timeline of the events occurring in Goa and identifying the turning points. Next, preliminary strategies from the turning points were identified and categorized as tourism, economic, and technology. Finally, the strategy formation process is evaluated through pattern matching and explanation building for each strategy (described in section 3.9). The objective-wise detailed methodology is given in section 3.9.2. The strategies are also mapped on the TALC to classify the various stages based on the periods of strategy formation (refer to section 3.9.3, page 86).

## 3.7 Data Sources

### 3.7.1 Secondary Data

The initial study on tourism development was done through secondary data sources, i.e., research papers, books, official government websites, newspapers, and magazines. Based on the data collected, a timeline of the events occurring in Goa/ India responsible for tourism development was prepared from 1947 - 2019 (1947 is taken as the base year since India gained independence in 1947, and the research is conducted till the year 2019). The timeline represented the events in Goa, India, and globally. Table 3.1 presents the chronology of events. A chronological presentation of the stage sequence as an organizing principle has the linearity of time as its strength and may continue to be the most efficient way to illuminate tourism's history (Johnston, 2001).

Table 3.1: Chronology of events

<b>Events in Goa</b>	<b>Events in India</b>	<b>Year</b>	<b>Events around the world</b>
Mining of Iron and Manganese ore		1945	World Bank offering Loans, General Agreement on Tariff and Trade (GATT)
	Indian Railways All India Radio	1947	Central Reservation Systems (CRS) by American Airlines
Portuguese Goa: Import-Oriented Economy	Beginning of 5-Year Plans	1951	
Mandovi Hotel: 1 <sup>st</sup> Luxury Hotel		1952	
Event: St Francis Xavier Feast	Indian Airlines & Air India Established	1953	
Dabolim Airport, Air Transport of Portuguese India (TAIP), Ferry Services		1955	
		1958	Phone Bookings for hotels



<b>Events in Goa</b>	<b>Events in India</b>	<b>Year</b>	<b>Events around the world</b>
Goa Information and Tourism Center		1959	
	STD (Subscribers Trunk Dialling), Television	1960	
Department of Information and Publicity	MSME (Micro, Small, and Medium Enterprise)	1962	Sabre- American Airlines
Regional and National Newspaper	Development Institute, Presence of Regional Banks		
Indian Railways took over Railways. Goa State Cooperative Bank provided loans		1963	
Archaeological Museum		1964	
Panjim Carnival	Television Broadcasting	1965	
Jet enabled runway	ITDC	1966	
Goa Industrial Development Corporation (GIDC) and industrial estates			
Signs of Urbanization	Nationalization of Banks	1969	
Bhagwan Mahaveer Wildlife Sanctuary			
The decline in mining and the growth of tourism		1970	Boeing (Jumbo Jet 747) - Innovation in Jet Aircrafts,
Full Moon Parties			Airbus, Beginning of Package Holidays
Radio Advertisements			
Establishment of Pharmaceutical and Chemical Industries		1971	
Mandovi Bridge	Nationalization of Roadways, International Airport Authority of India	1972	
Goa: an Industrially backward area, Govt Subsidies,		1973	Oil Crisis
Taj Aguada, 5* Hotel		1974	UNWTO
	National Information Centre (NIC)	1976	CRS used by Travel Agents
Department of Tourism		1977	United Nations Development Program for Tourism
Goa State Museum			
1 <sup>st</sup> Mandovi Bridge			

<b>Events in Goa</b>	<b>Events in India</b>	<b>Year</b>	<b>Events around the world</b>
Kadamba Transport Corporation (KTC) Goa Motorcycle Taxi Association	Tourism Year Deregulation of domestic industry	1980	International Monetary Fund (IMF) loans, relaxation of imports, Depreciation of exchange rate
	Vayudoot- Government-owned airlines	1981	World Recession
GTDC, Zuari River Bridge Goa Daman & Diu Tourism and Trade Act, TV Station	Coastal Regulatory Zones (CRZ) Industry Status to Tourism Asian Games INSAT (Indian National Satellite) Launch	1982	
Common Wealth Head of Government Meeting (CHOGM) Retreat, Domestic airport terminal, Infrastructure development (Roads and Bridges)	CHOGM Improvement in Telecommunication	1983	CHOGM Boeing 737, 747
	Centre for Development of Telematics (C-DOT)	1984	
Luxury Hotels Charter Flights River Cruises Development of Commercial Zone		1985	
UNESCO World Heritage Site- Churches of Goa Rebuilding 1 <sup>st</sup> Mandovi River Bridge	Indian Railways: Passenger Reservation System, VSNL (Videsh Sanchar Nigam Limited), MTNL (Mahanagar Telephone Nigam Limited)	1986	
Goa Statehood National Airport Authority of India, Air Sahara	Tax exemption on foreign exchange from tourism	1987	Global Distribution System (GDS)
		1989	World Bank and IMF loans

<b>Events in Goa</b>	<b>Events in India</b>	<b>Year</b>	<b>Events around the world</b>
		1990	GPS, Worldspan Depreciation in South East Asian country's currency
Goa -Mumbai Ferry Services Restarted	New Economic Policy: Globalization, liberalization CRZ Rules	1991	Recession, IMF and World Bank Loan, Foreign Direct Investment (FDI) Program
Gambling Act Amendment Domestic Terminal at the airport		1992	Open Sky Policy, Smart Phones
	Private domestic airlines Satellite Television (TV)	1993	Galileo CRS
Spice Plantations, Museum of Christian Art (Private)	Open Sky Policy	1994	HYAAT and Promus Hotel Corporation develop websites
Big Foot Museum (Private) Beach Shack Licencing	Airport Authority of India (AAI) Telecom Revolution, Internet & Mobile Phones The entry of foreign airlines	1995	World Trade Organization, World Travel Mart, Entry of Foreign Airlines India
Dabolim International Airport, Festivals & Fairs, Konkan Railways, 2 <sup>nd</sup> Mandovi Bridge, Naval Museum		1996	Travel Aggregators
	Governments loan to the economic development corporation for the Hotel and Transport industry, Information Technology (IT) Revolution	1998	Economic sanctions against India due to nuclear tests Google Search Engine Payment Portals: Priceline
On Shore Casino	Visit India Year: Incredible India, Athithi Devo Bhava	1999	
Industry Status to Tourism Urbanization	BSNL (Bharat Sanchar Nigam Limited) Smartphones, GSAT (Geosynchronous Transfer Orbit Satellite), EasyCab	2000	Web 2.0 Travel 2.0

<b>Events in Goa</b>	<b>Events in India</b>	<b>Year</b>	<b>Events around the world</b>
Goa Science Centre Deltin Caravela: Off Shore Casino	Fr.M (Frequency Modulation) Radio	2001	Travelport
Russian Charters 20 Industrial Estates Water Sports Policy	Hotel wifi Low-Cost Airlines Indian Railway Catering and Tourism Corporation (IRCTC)	2003	
IFFI (International Film Festival of India)		2004	Kayak, Facebook GPS on Mobile
	Make My Trip, Travel Guru, International flights by domestic air carriers	2005	Google Maps Airbus 380
EDM Festivals	Golden Quadrilateral	2007	
Drishti Life Guards	Visa on Arrival	2009	Whatsapp
Goa Chitra Museum	Go Ibibo, Paytm		
Shopping Mall, River Rafting	3G spectrum,	2010	
		2011	Siri, iOS (iPhone Operating System), WeChat, Snapchat
Beach Shack Policy	4G Spectrum, FDI In Aviation, E-Visa	2012	
New International Airport, EDM (Electronic Dance & Music) Festivals	Trivago, OYO (On Your Own) Rooms	2013	
Goa Investment Policy, Lusofonia Games, construction of new stadiums, Goa IT Investment Policy, Houses of Goa Museum Permanent IFFI centre	Make in India, Electronic Travel Authorization (ETA)	2014	China invests in two industrial parks Wearable Technology Alexa
Smart City: Panjim, Museum of Goa (Private) Pilgrimage Rejuvenation And Spiritual Augmentation Drive (PRASAD) and Swadesh Darshan Scheme	AMRUT (Atal Mission for Rejuvenation and Urban Transformation) -Smart City Mission, Net Neutrality NITI (National Institution for Transforming India ) Aayog. One-year Plans, E-Visa	2015	Sustainable Development Goals (SDG) by the UN.

<b>Events in Goa</b>	<b>Events in India</b>	<b>Year</b>	<b>Events around the world</b>
BRICS Summit Goa Start-Up Policy	Demonetization, Civil Aviation Policy	2016	The highest growth in cargo traffic, Airbnb Trips, Messenger
Swadesh Darshan Scheme: 100 Cr to Goa, HOHO Bus, U17 Football World Cup	Adopt a Heritage Sustainable Development Goals, Rail WIFI, E-Visa	2017	Meta- Search Engines
Mopa Airport Construction Goa Miles- Taxi Application Angriya Cruises	Goods and Services Tax (GST), Net Neutrality	2018	
New Industrial space: Seven approved and three notified SEZs (Special Economic Zones), Atal Setu (3 <sup>rd</sup> Mandovi River Bridge) Russia & Goa Strategic Partnership for tourism	Robot Cars Navigation with Indian Constellation NavIC, GPS 5G spectrum, Dekho Mera Desh	2019	

Once the timeline was prepared, the next step was identifying the turning points. The turning points are the events that significantly impacted tourism and destination development. The events were organized for each decade to assess the development. Table 3.2 presents the list of turning points.

Table 3.2: List of turning points

<b>Year</b>	<b>Goa</b>	<b>India</b>	<b>Global</b>
1960- 1970	Mining, Banking, Industrialization, Sanctions of Loans, Transport, Print Media, Tourism Products, and Events	Banking, Five-year Plans, ITDC, Industrialization Transport, Telecommunication, Radio, TV	IMF Loan, CRS, Boeing & Airbus Jumbo Jet
1971- 1980	Infrastructure Development, Luxury Hotels, Museums, Transport & Bridges, Loans, Industrialization, Tourism Department	Deregulation of domestic industry, Nationalized Roadways, Computerization	UNWTO, IMF loans, Package Holidays, CRS, Boeing Commercial Planes 707, 727, 737,747

<b>Year</b>	<b>Goa</b>	<b>India</b>	<b>Global</b>
1981-	GTDC, CHOGM,	Government-Owned	Recession
1990	Charter Flights Telecommunication, Luxury Hotels, Bridges, Tourism Products	Airlines, Tax Exemptions Domestic Airlines and Airports, CRS for Railways, Satellites, Telecommunication	GDS, Airbus
1991-	Gambling Act	Globalization and	IMF Loan, Recession,
2000	Amendment & Onshore Casinos, Transport Infrastructure, Tourism Products, Beach Shack Licencing	Liberalization, Domestic Private Airlines, Internet Satellite TV, Telecom Revolution, IT Revolution, Smart Phones	GPS Satellites, GDS, Travel Aggregators, Search Engines Payment Portals, Smart Phones
2001-	Urbanization,	Low-Cost Domestic	Economic Sanctions,
2010	Industrialization, International Airport, Off Shore Casinos, Life Guards, New Tourism Products, IFFI & Other Events, Water Sports Policy	Airlines, Foreign Airlines Mobile Phones/ Applications, IRCTC, GSAT, Internet/ Google, Information: Social Media Google Maps, Travel Portals, Payment Portals 2G Spectrum	Recessions, China: leading trade partner Hotel Websites, Travel Portals, Web 2.0, Travel 2.0, Social Media, Mobile Applications, Google Maps, Airbus 380,
2011-	Tourism Products, Goa	Make in India, AMRUT	Transport Aggregators
2019	Government Investment Policies, Dance and Music festivals, Beach Shack Policy, Sports Events, Goa Start-Up Policy, Mopa Airport Mumbai- Goa Ferry Service, IT Policy	Smart City, 3G, 4G Spectrum, Civil Aviation Policy, Hotel Aggregators, NITI Aayog, Low-Cost Carriers, Transport Aggregators, Demonetization, GST, Net Neutrality, Rail WIFI, PRASAD, Dekho Mera Desh	Wearable Technologies Visa on Arrival Social Media Mega Search Engine SDG, E- Visa

Finally, the turning points that showed consistent patterns (repeating events) were identified as preliminary strategies. The identified strategies were categorized as tourism, economic and technological. Table 3.3 presents the preliminary strategies identified through the turning points.

Table 3.3: List of preliminary strategies

<b>Tourism</b>	<b>Economic</b>	<b>Technology</b>
Improvement of Transport Infrastructure	Five Year Plan	Access to Information (Newspaper, TV, Radio)
Civil Aviation	Banking	Development of Transport Technology
Development of Tourism Infrastructure	Loan Disbursement	Telecommunication & Mobile Phones (2G,3G,4G)
Differentiation of Tourism Product	Industrialization	Computerization/ Digitalization
Luxury Hotels	Liberalization	Use of Satellite / GPS/NavIC
Industry Status to Tourism	Globalization	Use of Internet and Mobile Apps
Formation of the Tourism Development Corporation	Privatization	Aggregator Technology (Hotel, Taxi, Information)
Tourism Plans	Investment in Telecommunication	Net Neutrality
Goa Regional Plan	Demonetization	
CHOGM Retreat	Goods & Services Tax	
Domestic Airline Operations	Government Investment Policies	
Sports Events		
Dance & Music Festivals		
Gaming and Casinos		
Life Guards		
Commercialization of Festivals		
Smart City Program		
Green Field Airport		
E-Visa		
Beach Shack Policy		
Water Sports Policy		
Government Schemes for Tourism		

### 3.7.2 Primary Data

Twenty-two semi-structured personal interviews were conducted to learn about the events and how they contributed to the tourism development of Goa. The interviews were also conducted to determine how each strategy was formed and who formed them. The respondents for the interview were identified through the purposive sampling method. First, officials of government departments, business associations, and entrepreneurs with first-hand experience of the policy decisions being made or who have witnessed changes were selected (the list of respondents is attached in Annexure A). Later, the snowball sampling method was used to identify other respondents. The snowball sampling method involves asking the respondents to identify other respondents they consider might give relevant information (Finn, 1996).

Kaplan (1964) suggested semi-structured, open-ended, informal interviewing to allow flexibility and responsiveness for the interviewer and respondent. First, the preliminary strategies (category-wise) list was shared with the respondents. The list included the events or happenings that contributed to tourism development. Then, the respondents were asked to add, delete or merge strategies they deemed fit. The list was deliberated upon during the interview. The final list of strategies was made based on the consensus among the respondents after the interviews.

A questionnaire having five open-ended questions for each preliminary strategy was prepared. The questions were

- a. Who was responsible for developing the strategy?
- b. What was the rationale/ strategic intent/ trigger behind the development of the strategy?
- c. What was the role of the government in the formation of the strategy?
- d. How has the strategy changed over the years?
- e. What was the impact of the strategy on tourism development in Goa?

The above questions helped evaluate the strategy's emergent properties and assess the tourism development at the destination. The first question, "Who was responsible for developing the strategy?" helped recognize the global property (the idea generated from lower levels in an organization) of emergence. If the strategy was developed at the lower level, the strategy had the global property of emergence; otherwise, the government (being the destination management organization/ the primary stakeholder) formed the strategy. The



second question, “What was the rationale/ strategic intent/ trigger behind the development of the strategy?” helped to recognize the radically novel (new, original, unexpected, or something that is never seen, used, or even thought of before) property of emergence. If the strategy was unexpected or never heard of, it was considered radically novel; else, the motivation behind the formation of the strategy was clarified. The question also clarified if the strategy was planned or developed organically. The third question, “What was the role of the government in the formation of the strategy?” helped to recognize the ostensive property (higher-level managers or the government recognizes the idea) of emergence. If the strategy was recognized and adopted by the government, the strategy would have ostensive property. The question gave insights into the decisions taken by the government and the turn of events concerning the strategy over the years. The fourth question, “How has the strategy changed over the years?” helped recognize the coherent property (ability to change over time) of emergence. It also allowed getting answers on the strategic developments at the destination and whether the strategy diverged (a state of branching) or converged (a state of coming together) during the development process. Finally, the last question, “What was the impact of strategy on tourism development in Goa?” helped to get answers on the extent of the effect of the strategy on tourism in Goa.

The respondents were contacted on the phone. To and fro communication was maintained with all the respondents till the transcription of the interview was done. The interviews were conducted online (via Google Meet/ Zoom) and offline. The interviews lasted from 1 hr to 1.5 hours.

Video/audio recordings of the interviews were taken and transcribed word for word using Tactics software. In some cases, where video/ audio was not possible, the interview data were recorded simultaneously on the questionnaire form. The questionnaire was pre-tested by first conducting interviews with known respondents (V Sukhtankar, R Patankar). It was done to determine whether the respondents understood the questions and provided the required answers. After scrutinizing the pre-test results, the question “What was the impact of strategy on tourism development in Goa?” was added.

The sections of the transcripts were numbered (1-30) for each strategy, numbers 1-14 for tourism strategies, 15-21 for economic strategies, and 22-30 for technology strategies. Later, the interview sections with the same numbers were merged for analysis. Holstein and Gubrium (1995) stress that transcribed interviews can be analyzed through meticulous word-to-word conversation transcription; therefore, the same procedure was followed for interview analysis.

### **3.8 Methodology for writing the case**

The information from primary and secondary sources was used to develop the case. The case is chronologically presented by categorizing five time zones: pre-liberation tourism (1947-1960), the arrival of the hippies (1961-1973), organized tourism (1974-1986), organized mass tourism (1987-2000), and tourism 2.0 (2001-2019) surge of domestic and Russian tourists. The case was vetted by five respondents: Mr V Sukhtankar, Mr R Patankar, Mr R De Souza, Mr A Naik, and Mr N Kunkolienkar. The suggestions mentioned below were incorporated into the case study.

- i. Include the names of the local Goan communities where ever applicable
- ii. Include the names of the boats ferrying passengers between Mumbai and Goa,
- iii. Information on tourism statistics
- iv. Mention events like Serendipity and Grape Escapade.
- v. The role of GTDC and tourism products sponsored by them

The changes in patterns occurring at the destination concerning the type of tourists, their mode of travel, the average duration of stay, changes in the tourism product, control of tourism, and tourism impacts are tabulated at the end of the case (table 4.1, page 113). The table highlights how the scope of tourism has changed from being narrow during the initial years to broad as tourism development continues. The classification of tourists from explorers and venturers (Cohen, 1972) and allocentric, mid-centric, and psychocentric (Plog, 1974) depicts the change in the type of tourists at the destination. Tourists are also classified based on what they consume from the beginning of tourism, e.g., religion, nature, adventure, and nightlife (Urry, 1990) till 2019. Finally, the change in the residents' attitudes towards tourism development from euphoria, apathy, and irritation to antagonism (Doxey, 1975) is shown.

### **3.9 Methodology for Case Analysis**

The data from both primary and secondary sources are used for analysis. The main task was to ascertain whether evidence from different sources converges on similar facts (Jick, 1979). The quantitative data (tourists arrivals) and qualitative data (interview transcripts and published data) that address the same topic are assembled for analysis (Jick, 1979; Yin, 1981). The techniques used for analysis include pattern matching, explanation building, and time series analysis. Pattern matching, also called the congruence method, includes

comparing empirically-based findings with a predicted theoretical pattern (Yin, 2018). The pattern matching technique in this research was used to compare the TALC indicators, map the strategies on TALC and evaluate convergence and divergence of strategy. Sinkovics (2018) argues that the purposeful application of the pattern-matching logic results in a rigorous and structured research process as it requires systematic planning. Explanation building/ process tracing explains causal sequences that are complex and challenging to measure (Yin, 2018). Explanations result from a series of iterations and answer how a phenomenon has occurred. The process involves making an initial proposition and comparing the data from the case study against the proposition. The strategy formation process was described through explanation building. Time-series analyses involve using a single relevant measure traced over time. Tracing changes over time is a crucial strength of case studies (Yin, 2018). Time series on tourist arrivals to Goa from 1962-2019 is used to plot the TALC. Elaborations are done based on the evidence presented through the information obtained from the data. The case analysis is done in two parts: TALC analysis and Strategy analysis.

- A. TALC Analysis
  - a. Plotting the TALC Graph
  - b. Compliance analysis of the indicators
- B. Strategies Analysis
  - a. Identifying strategies using the Mintzberg strategy analysis process
  - b. Evaluating the strategy formation process and the types of strategies
- C. Mapping the strategies on the TALC

### **3.9.1 Methodology for Objective 1**

#### **TALC Analysis**

##### **Methodology for plotting the TALC graph**

Yin (1981) suggested that the quantitative data for any patterns may suggest concepts for describing or explaining the events at a higher level. TALC researchers have suggested different units of measurement for plotting the TALC (Weaver, 2006; Zmyslony, 2011). Butler (1980) contrived the TALC based on the number of tourist arrivals. Berry (2000) suggested that the unit of measurement depends on several factors as per the region under study and will depend on an informed decision. Initially, three data sets were used to plot the TALC: tourists' arrivals, the number of hotels and hotel beds, and government

expenditure on tourism. The aim was to find the degree of compliance with the TALC stages. The data was obtained from the Department of Tourism, the Government of Goa, and other published secondary data sources. The change in accommodation pattern was plotted based on the number of hotels and hotel beds from 1961 to 2019. The exploration stage identified for the number of hotels (1983) and hotel beds (2010) did not match and comply with Butler's TALC stages. Similarly, the time series on the state government's expenditure on tourism identified the exploration stage of TALC for Goa till 2010 and did not comply with the stages of Butler's TALC model. Based on the number of tourist arrivals, the TALC stages were found closest to the TALC model suggested by Butler (1980). Thus, the number of tourist arrivals was used to plot the TALC for Goa.

Simple exponential smoothing was done to reduce the irregularities, volatilities, or any other noise and provide a clear view of the actual underlying behaviour of the time series. Simple exponential smoothing gives the weighted average of past observations (Brown, 1959). First, Microsoft Excel is used to smoothen the series and plot the graph. The rounded optimum alpha obtained for the series is 0.20. The subsequent step was calculating the smoothed series' annual growth rates. Next, the standard deviation of the annual growth rate is obtained to determine the stages of the TALC. The standard deviation of the series is 8.80. The criteria given by Haywood (1986) and described in table 3.4 were used to identify the stages. Table 3.5 provides the data on tourist arrivals. Table 5.1 and figure 5.1 (section 5.1.1, pages 117 & 118) present the stages and the TALC graph in chapter 5.

Table 3.4: Criteria for identifying the stages of TALC

<b>Stage</b>	<b>Criterion</b>
Exploration	The number of tourist arrivals is less than 5% of the highest year.
Involvement	The annual growth rate is more than half the standard deviation to the standard deviation of annual growth rates for the entire study period.
Development	The annual growth rate is more than the standard deviation of annual growth rates for the entire study period.
Consolidation	When the growth rate is between zero to plus (+), half of the standard deviation
Stagnation	When the growth rate is between minus (-) half and zero of the standard deviation
Decline	The growth rate falls below minus (-) half of the standard deviation
Rejuvenation	When a previous stage is encountered after the initial stages

Source: Adapted from Haywood (1986)

Table 3.5: Tourists arrivals in lakhs, smoothened out series, and annual growth rates

<b>Year</b>	<b>Total Tourist</b>	<b>Exponential Smoothing</b>	<b>Annual Growth Rate</b>
<b>1962</b>	0.126		
<b>1963</b>	0.462	0.126	
<b>1964</b>	0.455	0.193	53.319
<b>1965</b>	0.632	0.245	27.054
<b>1966</b>	0.632	0.323	31.491
<b>1967</b>	0.597	0.385	19.188
<b>1968</b>	0.881	0.427	11.016
<b>1969</b>	0.870	0.518	21.254
<b>1970</b>	1.067	0.588	13.597
<b>1971</b>	1.110	0.684	16.282
<b>1972</b>	1.226	0.769	12.468
<b>1973</b>	1.239	0.861	11.874
<b>1974</b>	1.278	0.936	8.793
<b>1975</b>	1.393	1.005	7.299
<b>1976</b>	1.532	1.082	7.731
<b>1977</b>	1.655	1.172	8.310
<b>1978</b>	2.024	1.269	8.236
<b>1979</b>	2.694	1.420	11.904
<b>1980</b>	3.668	1.675	17.948
<b>1981</b>	4.390	2.073	23.808
<b>1982</b>	4.772	2.537	22.348
<b>1983</b>	5.300	2.984	17.620
<b>1984</b>	6.700	3.447	15.527
<b>1985</b>	7.752	4.098	18.874
<b>1986</b>	8.341	4.828	17.837
<b>1987</b>	8.614	5.531	14.548
<b>1988</b>	8.549	6.148	11.150
<b>1989</b>	8.624	6.628	7.813
<b>1990</b>	8.813	7.027	6.024
<b>1991</b>	8.351	7.384	5.083
<b>1992</b>	8.960	7.578	2.617
<b>1993</b>	9.692	7.854	3.649
<b>1994</b>	10.596	8.222	4.681
<b>1995</b>	11.077	8.697	5.775
<b>1996</b>	11.261	9.173	5.474
<b>1997</b>	11.906	9.590	4.554
<b>1998</b>	12.283	10.054	4.829
<b>1999</b>	12.444	10.499	4.434
<b>2000</b>	12.685	10.888	3.705
<b>2001</b>	13.803	11.248	3.300
<b>2002</b>	15.969	11.759	4.544
<b>2003</b>	20.395	12.601	7.162
<b>2004</b>	24.490	14.160	12.371
<b>2005</b>	23.021	16.226	14.591
<b>2006</b>	24.791	17.585	8.377
<b>2007</b>	25.974	19.026	8.196

<b>Year</b>	<b>Total Tourist</b>	<b>Exponential Smoothing</b>	<b>Annual Growth Rate</b>
<b>2008</b>	23.715	20.416	7.304
<b>2009</b>	25.037	21.076	3.233
<b>2010</b>	26.448	21.868	3.759
<b>2011</b>	26.709	22.784	4.189
<b>2012</b>	27.880	23.569	3.446
<b>2013</b>	31.215	24.431	3.658
<b>2014</b>	40.582	25.788	5.553
<b>2015</b>	52.979	28.747	11.474
<b>2016</b>	63.307	33.593	16.859
<b>2017</b>	77.857	39.536	17.691
<b>2018</b>	80.154	47.200	19.385
<b>2019</b>	80.644	53.791	13.963
<b>2020</b>		59.162	9.984

Data Source: Ambli, 1990; Government of Goa, 1987; Statistics, 2019.

### **Methodology for compliance assessment of indicators**

TALC indicators show the stagewise development pattern of a tourism area from exploration to the decline stage. The compliance assessment of indicators looks at the relevancy of the indicators to tourism development in Goa. A comprehensive list of indicators was made by combining the TALC indicators suggested by Butler (1980) and other scholars (Agarwal, 1997; Berry, 2000; Getz, 1992; Lee & Weaver, 2014; Zmyslony, 2011). The compliance assessment of the indicators is done based on the evidence collected through primary and secondary data sources about tourism development in Goa (arranged chronologically in table 3.1). Pattern matching technique was used wherein each stage's indicators were examined with the events occurring in Goa during that time. If the indicator matches the development at the destination, it is reported as "Yes" (representing compliance with the indicator); if the indicator does not match, "No" is reported (representing non-compliance with the indicator). The time when the indicator occurred in Goa is mentioned.

The leading or lagging indicators were also identified. Leading indicators are defined as those that occur prematurely in a different stage. Lagging indicators are described as factors that have been delayed (Wilson, 1969). Cooper (1990) suggested that the region's leading indicators can be termed possible threats to the future survival of the region and are, therefore, essential to identify. The TALC indicators, their occurring time, classification as leading and lagging, and compliance are tabulated (section 5.1.2; tables 5.2 to 5.8). The indicators depicting tourism development in Goa as per the stages of TALC

are also presented (table 5.9, page 126).

## **3.9.2 Methodology for Objective 2**

### **Strategy Analysis**

#### **Methodology for identifying the strategies**

Mintzberg (2007) suggested identifying and analyzing strategies in organizations. The process suggested by Mintzberg was used to identify strategies at the destination since tourism strategy-making is similar to the organizational strategic planning process (Kotlet et al., 1993; Porter, 2002). For identifying strategies responsible for the development of tourism, the initial data was obtained through secondary data sources. Based on the data, important events that may have contributed to tourism development in Goa were chronologically arranged in a timeline (as discussed in section 3.7, page 69, table 3.1). The timeline helped identify the turning points for each decade from 1947 to 2019 (refer to table 3.2, page 74). The turning points which repeated themselves were identified as preliminary strategies and categorized as tourism, economic, and technology strategies (table 3.3, page 76). The preliminary list of strategies was deliberated upon with each respondent during the interview. After the interviews, each respondent's view was considered, and based on respondent consensus on the strategies, the final list of strategies was developed. A few preliminary strategies, i.e., Goa Regional Plan, Smart City, Demonetization, and GST, were deleted from the final list as these strategies did not significantly impact tourism (according to the respondents). The Wireless Technology & Mobile Phones and Metasearch Engines strategies were added. Greenfield Airport, Domestic Airlines Operations, Civil Aviation, Improvement of Transport Infrastructure, and Development of Transport Technology were merged to form the Development of Transport Infrastructure strategy. Development of Tourism Infrastructure, Differentiation of Tourism Products, Commercialization of Festivals, Music Festivals, and Dance Events merged to form the Development of Tourism Products strategy. Banking and Loan Disbursement were merged. Government Investment Policies were merged with Government Schemes in Tourism, and Investment in Telecommunication was merged with Telecommunication strategy. The final strategies were again categorized as tourism, economic and technological strategies. Table 3.6 shows the list of final strategies. The list was shared with the respondents for their approval.

Table 3.6: Final list of strategies

<b>Tourism</b>	<b>Economic</b>	<b>Technology</b>
Development of Transport Infrastructure	5 Year Plan	Access to Information (Newspaper, TV, Radio)
Development of Tourism Product	Loan Disbursement	Telecommunication
Luxury Hotels	Industrialization	Computerization/ Digitalization
Industry Status to Tourism	Liberalization	Use of Satellite / GPS/NavIC
Formation of the Tourism Development Corporation	Globalization	Use of Internet and Mobile Applications
Tourism Plans	Privatization	Wireless Technology (2G,3G,4G) & Mobile Phones
CHOGM Retreat	Government	Aggregator & Meta Search Engine
Charter Flights Operation	Investment	Technology (Hotel, Taxi, Information)
Gaming and Casinos	Policies	
Life Guards		Net Neutrality
E-Visa		
Beach Shack Policy		
Water Sports Policy		
Government Schemes for Tourism		

### **Methodology for identifying the strategy formation process**

Yin (1981) suggested using theoretical propositions and existing theories to analyze data. The primary and secondary data on each strategy are analyzed, and the strategy formation process is constructed by assimilating the knowledge gathered through the investigation, as suggested by Stake (1995). Explanation building or making sense of data involves consolidating, reducing, and interpreting what people have said and what the researcher has seen and read. It is the process of making sense (Merriam, 1998). The explanation-building technique helped assemble the causal sequence of events for each strategy. The consensus among the respondents on how the events unfolded was the critical criteria for identifying the strategic process. The information gathered from the interviews assisted in explaining and linking the sequence of events leading to strategy formation. Published data sources also provided evidence of the sequence of events taking place. Timelines, data tables, and figures (wherever applicable) are used to explain the strategy formation process (chapter 5; section 5.2.2; tables 5.14, 5.16, 5.17).

The information obtained for each strategy was correlated with the theory to determine the convergence (state of coming together) and divergence (state of branching) through the pattern-matching technique. For example, if the strategy formation pattern



showed planning, it was implied that the strategy had converged. On the other hand, if multiple stakeholders are individually involved in strategy development, the strategy diverges. The strategy formation process also highlighted the triggers and the strategic intent behind the development of the strategies (refer to tables 5.14, 5.16, 5.17, chapter 5).

### **Methodology for identifying the types of strategies (deliberate or emergent)**

The type of strategies formed at the destination was determined by triangulating the emergent properties of the strategies (radically novel, global, ostensive, and coherent), the information on the strategy's formation process, and respondents' view of the type of strategy.

First, each strategy's emergent properties (radically novel, global, ostensive, and coherent) were determined based on the primary and secondary data. The properties that were present were marked with the “√” sign, and the “×” sign was used to show the absence of properties (refer to tables 5.14, 5.16, 5.17). The criteria mentioned in the operational definitions that reflect the presence or absence of the emergent properties were used to evaluate the type of strategy (refer to section 3.10, page 87). Then, each respondent's opinion on whether the strategy was planned or formed organically was taken during the interview (refer to question b, section 3.7.2, page 77). The consensus among the respondents for each strategy was noted. Finally, the parameters, i.e., the determined type of strategy (from step 1) and respondents' opinions on the strategy, were considered to ascertain whether the strategy was emergent /deliberate/ partially emergent/ partially deliberate or a tactic.

Next, the one-time or incremental strategies are identified based on the changes observed in the pattern of strategy formation. For example, if the primary and secondary data evidence showed that the strategy changed or redeveloped, the strategy was termed incremental. Alternatively, if there were no changes in the strategy, it was termed one-time.

## **3.9.3 Methodology for Objective 3**

### **Methodology for identifying the strategies which contributed to the transition of the TALC stage**

Evaluation of primary and secondary data helped identify each strategy's contribution to the development of tourism and the transition of TALC. The identified strategies are

mapped on the TALC as per the stages and times they occurred. Based on the strategic patterns and the operational definitions of strategic changes (Section 3.10), the period of strategic change proposed by Mintzberg (1978), i.e., the period of global change, period of piecemeal change, period of continuity, and period of limbo, was determined and is presented in tables 5.18-5.24. For example, the period of piecemeal change is identified when few strategies develop during the stage of TALC, and the period of continuity is the period when no new strategies are formed, but old strategies continue during the stage of TALC. The period of global change is the period when many new strategies are formed during the stage of the TALC.

In addition, the time patterns (stage wise) formed on the TALC based on strategic focus area (tourism, economic, technology), types of strategies (deliberate, emergent, partially deliberate, partially emergent, tactics), and strategic direction (convergence or divergence) were identified and are presented in table 5.25 and figure 5.27. However, no patterns were identified that establish a relationship between the type of development (tourism, economic, technological) and the type of strategy formed. For example, whether tourism development was due to emergent or deliberate strategies or economic development was due to deliberate strategies could not be conclusively determined. Finally, the timeline for tourism, economic, technology, and overall strategies at each stage of TALC is presented in figures 5.28-5.31.

### 3.10 Operational Definitions

- ◆ *Development*: An event that causes a change in the tourism area life cycle.
- ◆ *Strategy*: Cumulative outcome of a series of decisions (Narayanan & Fahey, 1982)
- ◆ *Emergence*: Emergence is coming into existence or reality or becoming visible. The properties of emergence include (Waller et al., 2016)
  - Radically Novel - New, original, unexpected, or something that is never seen, used, or even thought of before
  - Global- Idea that originates from the lower levels in the organization.
  - Ostensive- Higher-level managers or the government recognize the idea.
  - Coherent- The ability to change over time.
- ◆ *Deliberate Strategy*: A planned strategy with no or one emergent property.
- ◆ *Partially Deliberate Strategy*: A planned strategy with two emergent properties.

- ◆ *Emergent Strategy*: Unplanned decisions having all four emergent properties.
- ◆ *Partially Emergent Strategy*: Unplanned decisions that have two or three emergent properties.
- ◆ *Tactic*: Unplanned decision-making with evidence of one emergent property.
- ◆ *One Time Strategy*: A planned strategy that is not changed (Ansoff, 1987).
- ◆ *Incremental strategy*: Strategies that are amended or have changed over time (Ansoff,1987).
- ◆ *Convergence*: The state of coming together.
- ◆ *Divergence*: The state of branching out.
- ◆ *Period of Limbo*: Period when there is no evidence of any strategic decision being made (Mintzberg, 1978).
- ◆ *Period of Piecemeal Change*: Period when strategic decisions are made in a few areas at the destination (Mintzberg, 1978).
- ◆ *Period of Continuity*: No new strategic decisions are made during the period, but old strategies continue (Mintzberg, 1978).
- ◆ *Period of Global Change*: A period when new strategies are made in all the areas at the destination (Mintzberg, 1978).
- ◆ *Leading Indicators*: The indicators that occur prematurely than the TALC stage (Wilson, 1969).
- ◆ *Lagging Indicators*: The indicators that occur later than the TALC stage (Wilson,1969).
- ◆ *Drifters*: Tourists who do not plan their vacation. They move from destination to destination seeking adventure and living with the locals (Cohen, 1972).
- ◆ *Venturers*: Tourists who make travel plans to new places and seek adventure (Cohen,1972).
- ◆ *Allocentric*: A tourist who seeks new experiences and adventure from tourism activities (Plog, 1974).
- ◆ *Midcentric*: Tourists who are not too adventurous but are open to new experiences (Plog, 1974).
- ◆ *Psychocentric*: Tourists who visit known places and do not like to take risks (Plog,1974).

### 3.11 Data Validity and Reliability

According to Gibbert, Ruigrok & Wicki (2008), four criteria are used to test the rigour of case study research, i.e., internal and external validity, construct validity, and reliability.

Table 3.7 summarises the tactics used for data reliability and validity for the study.

Table 3.7: Data reliability and Validity tests

<b>Test</b>	<b>Phase of Research</b>	<b>Tactic Used</b>
External Validity/ Applicability/ Generalizability	Research Design	Use of theory for analysis Purposive/ Snowball Sampling Data Triangulation (Primary and Secondary Data) Relating the findings to other studies
Reliability/ Consistency Dependability	Data Collection	Maintaining Database/ Figures for the chain of evidence Inclusive Deviant Case Comparison (wherever possible)
Construct Validity/ Conceptualization	Data Collection	Multiple Sources of Evidence Rich Data: Long-term involvement with respondents Triangulation: Primary and Secondary data
Internal Validity/ Truth Value/ Logical Validity/ Credibility of data	Data Analysis	Consensus among respondents A causal relationship between variables Explanation Building/ Pattern Matching

Source: Adapted from Yin (2002)

External validity/ applicability/ transferability refers to how the study results apply to other situations. For a single case study, Yin (2002) suggests using a theoretical base during research design to address the issue of external validity. Researchers have also suggested purposive sampling methods and thick descriptions (Anfara, Brown & Mangione, 2002) and presenting a rationale for case selection (Mariotto, Zanni & Moraes, 2014). The tactics used for maintaining external validity in this study are using theory (TALC and Mintzberg strategy analysis process) for case analysis, purposive and snowball sampling methods for identifying respondents for the interview, triangulation of primary and secondary data sources, and relating the research findings to other studies. The methodology also provides the rationale for case study selection.

Reliability/consistency/dependability refers to the absence of error in the results if other researchers did the study using a similar methodology (Denzin & Lincoln, 2011). The reliability of the research can be enhanced during the data collection phase through documentation and clarification of the research procedures and maintaining a case study database so that the replication of the case study is possible (Leonard-Barton, 1990; Yin, 1994). The tactics used for maintaining reliability in this study are maintaining a database and figures for the chain of evidence and using deviant case comparison where the findings of tourism/ economic/ technological development in Goa are compared to tourism in developed countries.

The construct validity/ conceptualization discusses the conceptualization or operationalization of the relevant concept. Yin (1994) suggests establishing a transparent chain of evidence that shows how the researchers reached the conclusions. Thus, during the data collection stage, conceptualization can be done through data triangulation and long-term involvement with the respondents. The construct validity for this study is maintained by using multiple sources of evidence, rich data by having a long-term involvement with the respondents, and by triangulating primary and secondary data and analyzing it through time series, explanation building, and pattern matching techniques.

Internal or logical validity/ truth-value/ credibility of data refers to the causal relationships between variables and results. Establishing a causal relationship between variables and matching patterns with established theories are used to address internal validity during the data analysis stage (Denzin & Lincoln, 2011; Eisenhardt, 1989). The consensus among interviewees (Yazan, 2015), establishing a causal relationship between variables, and explanation building/ pattern matching is used to maintain the research's internal validity.

### **3.12 Research Design**

The research design explains the various dimensions of the study undertaken. It also provides a plan for the assessment of the research questions. The single case study methodology is used to analyze the development of a tourism destination and the strategy formation process. Figure 3.1 shows the research design for the study.

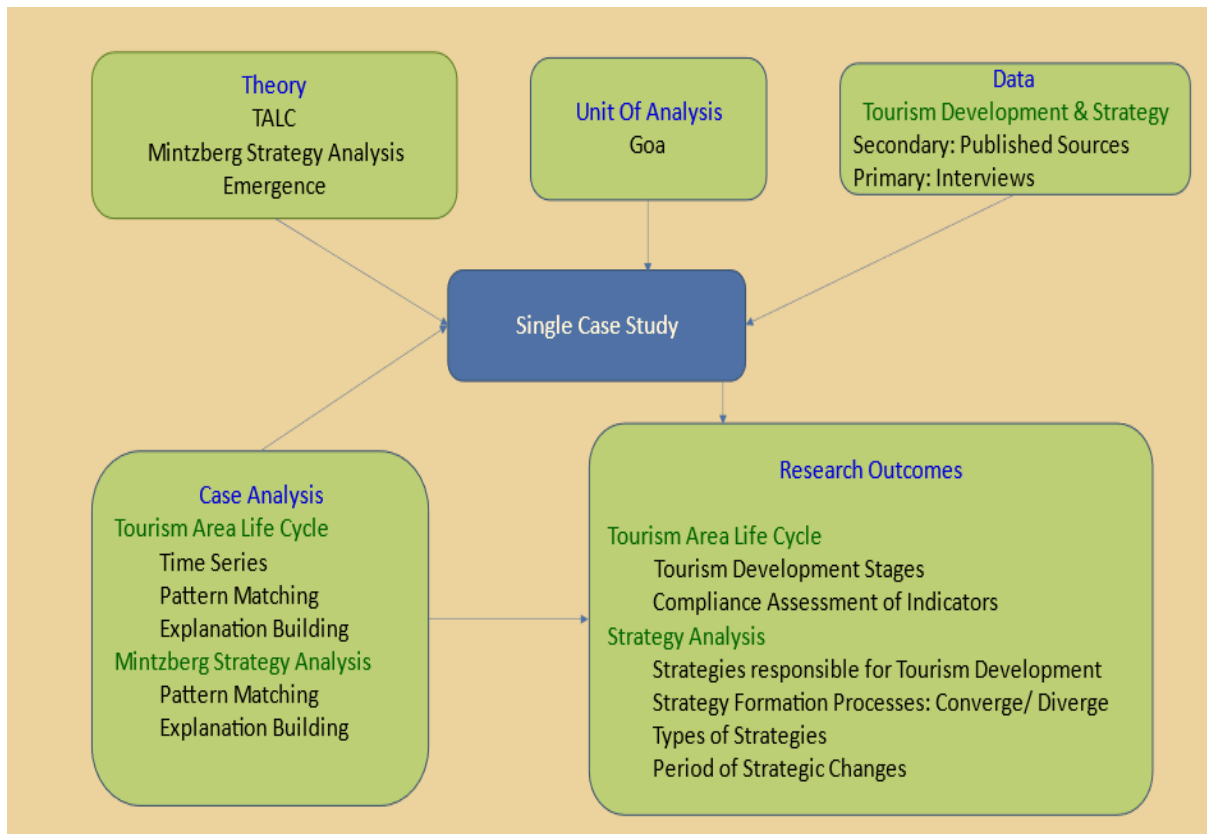


Figure 3.1: Research Design

# Chapter 4

## Case: Development of Tourism in Goa (1947-2019)

Goa is called the “Rome of the East” due to the cluster of magnificent churches and convents. It is a famous tourist destination among both domestic and foreign tourists. Goa’s natural and cultural heritage, along with the liberal, tolerant, and progressive attitude of its residents, make the state a perfect tourism destination. When in Goa, tourists find it easy to relax and enjoy their vacation. As per the tourism department, the state receives more than 80 lakh tourists annually (Statistics, 2019), of which 88% are domestic and 12% are foreigners. The Russians make up almost 50% of the total foreign tourist arrivals. The state has one of the highest percentages of international repeat clientele globally, above 40% annually (R. De Souza, personal communication, February 11, 2021). Moreover, 16-17% of Goa’s workforce is active in tourism (KPMG, 2015; Statistics, 2019). The state was ranked as the best-performing state in socio-economic and tourism development in 2019 among the small states of India (Deka, 2019). Goa’s tourism has essentially been a local movement supported by the government (E. Dias, personal communication, December 30, 2020; R. De Souza, personal communication, February 11, 2021). However, excessive tourism has led to antagonism among a section of the local population. It has depleted the local resources, and adverse environmental and social changes can be evidenced. The information for writing the case was obtained from primary and secondary sources. The case is chronologically presented by categorizing five time zones: pre-liberation tourism (1947-1960), the arrival of the hippies (1961-1973), organized tourism (1974-1986), organized mass tourism (1987-2000), and tourism 2.0 (2001-2019) surge of domestic and Russian tourists. The case highlights the developments, the role of the government, changes in the type of tourists, and advancements in economic and technological aspects. Finally, the case culminates with a tabular representation of the changing patterns in tourism over the years (Cohen, 1972; Doxey, 1975; Plog, 1974; Urry, 1990).

### **Background**

During the ancient days, the region of Goa (known as Gopakapattana, Gopakapattam, Gopakapuri, Govapuri, Govem, and Gomantak) had trade links with other parts of India,

Europe, Africa, and the Gulf countries. The first known tourists to Goa were the traders. They were attracted to the region due to its rich natural resources and later decided to stay back. Some dynasties that ruled over Goa were the Mauryas, Bhojas, Chalukyas of Badami, Rashtrakutas, Shilaharas, Kadambas, Vijaynagara, Bahamanis, Mughals, Marathas, and the Portuguese. Each dynasty has left some impressions on the land of Goa. The culture of Goa is, therefore, an amalgamation of many cultures. It is unique and different from the rest of India (M. Raikar, personal communication, October 7, 2020). The Portuguese were the last invaders to leave Goa, who first came in 1510 and ruled it for 450 years.

### **Pre-Liberation Tourism (1947-1961)**

During Portuguese rule, many Portuguese officials and their families travelled between Portugal and Goa on official duty or under “Licença Graciosa,” a leave travel allowance scheme. Many American and European tourists also visited Goa by ship (Sinha, 2002; A.G. Pereira, personal communication, December 31, 2020). Small lodges in the city area catered to the need of tourists (M. Raikar, personal communication, October 7, 2020). The Portuguese constructed a grass airstrip and a multipurpose shed for light aircraft in 1923. The aircraft flew whenever a government dignitary visited Goa. In 1950 a better runway and a control tower were constructed, with one flight scheduled weekly. The Portuguese built *Aeroporto de Dabolim* (Dabolim Airport) in 1955. Many Goan families migrated to Mumbai, Africa, and middle-east for jobs. Most outbound travel to India was limited to visiting friends and relatives in nearby states. Indians also had movement restrictions and could not enter Goa freely without a passport (M. Raikar, personal communication, October 7, 2020).

The first known official tourism event under the Portuguese was the exposition of the relics of St Francis Xavier in 1952. The Portuguese planned a grand event and invited many officials and citizens to Goa. Pilgrims, as tourists worldwide, were also expected to attend the event. The first luxury hotel, the Mandovi, was constructed in 1952 to host dignitaries. The hotel was a family venture of a Goan entrepreneur, Mr Purxotoma Quenim, a member of the Portuguese parliament (Mandovi, 2021). Soon the hotel became the centre of hospitality and housed many Portuguese luminaries. Even a few enterprising Goans visited the hotel to experience international hospitality. Hotel Zuari and a casino at Vasco da Gama were also established simultaneously (R. De Souza, personal communication, February 11, 2021).





Dabolim Airport 1957



Figure 4.1: Goa Airport in 1957-1958

Source: Goemchi Mathi (n.d.); Aviation Postcard Club (n.d.)



Figure 4.2: A. St Francis Xavier

B. Exposition of St Francis Xavier

Source: Gupta (2016); Misquita (2014)



Figure 4.3 A. Mandovi hotel after construction B. Hotel's view across Mandovi river

Source: BHP (2012); Mandovi (2021)

The government of India imposed an economic blockade on Portuguese Goa in 1955. The borders were sealed, and trade links were closed. The Portuguese established their own international airline Transportes Aéreos da Índia Portuguesa (Air Transport of Portuguese India) (TAIP), in 1955. The airline connected Goa to Portuguese colonies like Ceylon, Daman & Diu, and Karachi. TAIP was created to counteract India's blockade on Portuguese territories (Monteiro, 2009). They also established the 'O Centro do Informacao e Turismo de Goa' (Goa Information and Tourism Centre) in 1959 to provide information and maintain the law-and-order situation for tourists arriving from Portugal.



On board Goas own Airline TAIP 1957

Figure 4.4 A. TAIP Aircraft

B. Marmugao Port: used for mining activities

Source: BHP (2012); Speck (2018)

The economy in the state of Goa was import-oriented (Sinha, 2002). The goods were sold at prices as low as 50-70% to compete against Indian goods. Mining was the most predominant economic activity. The Portuguese issued mining leases to rich Goans. The ore was supplied to Japan, West Germany (70%), and other European and American countries.

*The pre-liberation time especially the period after the Second World War, was significant in laying the foundation for tourism development in Goa. The Portuguese seaport, airport, and airline services paved the way for developing future transportation infrastructure. It helped Goa connect with the rest of the world when India did not have any significant transport infrastructure. The establishment of the luxury hotel was the start of hospitality services in Goa. It provided wealthy tourists with the exposure to enjoy high-end hospitality. Religious and cultural events like the exposition have continued to pull tourists to Goa. The tourists of this stage were either pilgrims or leisure tourists (Urry, 1990) and can be categorized as venturers (Cohen, 1972) /allocentric (Plog, 1974) tourists.*

### **The Arrival of the Hippies (1961-1973)**

In 1961 Goa was liberated from the Portuguese by the Indian Army. It was merged into independent India as a union territory. Under a special amendment, India's parliament passed a law and provided a legislature with elected members and a Chief Minister for Goa. The Government of Goa formed the Department for Information, Publicity, and Tourism in 1962 by taking over 'O Centro do Informacao e Turismo de Goa.' It established an archaeological museum in 1964. A Goan musician, Timoteo Fernandes, started Panjim Carnival along the lines of the Rio Carnival in 1965. Panjim Residency (a hotel) and the Institute of Hotel Management were established in the late '60s. Bhagwaan Mahaveer Wildlife Sanctuary was declared the first wildlife sanctuary of Goa and later became the first national park in India. Goan migrants and a few domestic tourists started to visit Goa. Four ships (Konkan Sevak, Konkan Shakti, Ramdas & Tukaram) ferried passengers between Bombay and Goa (R. De Souza, personal communication, February 11, 2021; V. Sukhtankar, personal communication, September 28, 2020). The ship continued to ferry passengers till 1980. In 1966 the runway was repaired to allow jet-enabled planes to land on Goan soil. The Bombay – Cochin Indian Airlines flight, having a stop-over in Goa, was the first commercial flight after liberation. Two flight seats were reserved for Goa (R. De Souza, personal communication, February 11, 2021). The railway infrastructure was taken over by the Indian Railways in 1963, with Vasco da Gama and Margao as the main railway stations.



Figure 4.5 A. Cruise Boat:Konkan Shakti

B. Cruise Boat Konkan Sevak

Source: Goemchi Mathi (n.d.)

After liberation, the import of goods stopped, and Goa's economy slumbered (Newman, 2019). Labourers working in the agricultural field shifted to mining to earn money (Sinha, 2002). Mechanized fishing led to reduced work for the fishing community and ultimately stopped their source of income (Trichur, 2013). During the '60s, tourists began to arrive in Goa. By word of mouth, people learned about Goa's pristine and untouched beaches (M. Raikar, personal communication, February 11, 2021). The tourists came mainly from Scandinavian countries. A few were Americans, Europeans, Australians, Japanese, New Zealanders, and wealthy South Americans (E. Dias, personal communication, December 30, 2020). They were popularly known as flower children or hippies (Newman, 2019). The flower children were known to be protesters. They protested against the viciousness and hypocrisy of the Vietnam War and their parents' consumer materialism. They wandered all across the globe and came to live a life of peace in Goa. They travelled to India by road via Turkey, Afghanistan, and Pakistan (De Souza, 2009). Once in India, they dispersed to different destinations within the country. Some travelled to Nepal and Sri Lanka. Many came to Goa on caravans and settled on North Goa beaches (Brammer & Beach, 2004; D'Cunha, 2013; Newman, 2019). They were attracted to the golden sands, warm weather, and peaceful and natural beaches (Brammer & Beech, 2004; D'Cunha, 2013). Goa offered them nirvana of spirit and mind. Yertward Mazamanian, an Armenian from America (popularly known as eight finger Freddy), was one of the first few hippies who travelled to Goa. He is credited for popularizing Goa among the hippies. He opened a soup kitchen at Anjuna ( a coastal village in North Goa) and supported many hippies who came to Goa. The

hippies stayed on the beach by building tents and carrying their food and drink supplies. The locals belonging to the Kharvi (fisher folks) and Vauradi (toddy tappers) communities were out of jobs due to land reforms and mechanized trawlers for fishing (Trichur, 2013). They perceived the presence of hippies as an opportunity to earn a livelihood. They started interacting with the tourists and bartering food and drinks for a few material possessions. They also offered them shelter in exchange for some money. Soon, several beach shacks developed along the coasts of Baga, Anjuna, and Calangute ( the coastal villages of North Goa). Today, there are over a thousand shacks on Goa's 110 km beach belt (E. Dias, personal communication, December 30, 2020). The ladies managed the shacks while the men ventured out for work (D'Cunha, 2013). The hippies could gel well in Goa due to Goa's westernized culture. Also, most Goans could converse in English (E. Dias, personal communication, December 30, 2020), unlike locals from other Indian states.

The hippies started visiting yearly in October and stayed till March. Due to word-of-mouth publicity, their numbers increased as the years went by (E. Dias, personal communication, December 30, 2020). The number of hippies peaked from 1968 to 1974 (Newman, 2019). The flea markets and full moon parties during the '60s & the '70s became very famous (R. De Souza, personal communication, February 11, 2021). World-renowned musicians performed at these parties. They were widely attended to and enjoyed by tourists and locals.



Figure 4.6 A. Hippies on a Goan Beach



B. Freely available drugs in the market

Source: Joshi (2021)

The Goa government established the Kala Academy (Academy of Arts) and Goa state museum in the '70s. Football events like Santosh Trophy and Goa Super League were also hosted in Goa. The state drew the attention of the prestigious TIME magazine. Goa also got publicity from a few Bollywood movies shot in Goa in the sixties, namely Johar Mehmood

in Goa (1965), Saat Hindustani (1969), Bombay to Goa (1972), and Ek Duj Ke Liye (1980). The Hollywood movie Sea Wolves (1980), starring Gregory Peck and Roger Moore, also raised curiosity about Goa among westerners (M. Raikar, personal communication, February 11, 2021).

The domestic tourists who came to Goa were businessmen, movie actors, celebrities, and Indians visiting friends and family. The hippies became a tourist attraction for a new segment of Indian tourists. In addition, a few domestic tourists were attracted to the smuggled foreign goods, drugs, and alcohol available in Goa.



Figure 4.7 A still from Saat Hindustani B. Johar Mehmood in Goa

Source: Nair (2017); Wikipedia (n.d. a)

In the 70s, Goa was identified as an industrially backward state (Sinha, 2002). The central government had to employ more investor-friendly economic policies to encourage capital inflow (Sinha, 2002; Trichur, 2013). Subsidies and loans were given for establishing new industries (Newman, 2019; Routledge, 2001). Excise duties were reduced to encourage tourism (E. Dias, personal communication, December 30, 2020). Working in tourism was a step toward upward mobility for the local community (Trichur, 2013). Some kept the land as collateral for loans, while others sold off their agricultural land and built cottages for rentals. The local government constructed necessary tourist facilities and transport infrastructure with public money (Newman, 2019). Few families bought vehicles that could be operated as tourist taxis (Trichur, 2013). The hippies travelled within Goa with motorcycle-borne dispatch couriers they affectionately called “pilots” (R. De Souza, personal communication, February 11, 2021). “The Goa Motorcycle Taxi Riders Association” was formed in 1980. They remain unique to Goa even today. As tourism grew, the farmers, landowners, and fishermen started working as cooks, bartenders, taxi operators, and guides (Sinha, 2002).

*After the liberation, Goa did not require publicizing itself to the rest of India and the world. Instead, it gathered word-of-mouth publicity. Access to Goa by all modes of transport contributed significantly to tourism growth during this period. According to the central government's policies, the local government developed basic tourist facilities and established museums. Local entrepreneurs were also engaged in developing tourism products and services. The hippies were essentially escapists, looking for places far away from their native materialistic world that would give them peace. At the same time, Goa was undergoing economic, political, and social transformations. Hence, the conditions were lucrative for the start of tourism. Most domestic tourists coming to Goa belonged to the VFR (Visiting Friends & Relatives) category, and a few travelled for business. Movie actors and celebrities came to Goa for work and soon became a vital tourist segment in the early '70s (Urry, 1990). The tourists can be categorized as drifters (Cohen, 1972) / allocentric tourists (Plog, 1974). Tourism was seasonal. The hippies stayed in Goa for 3-4 months. Their presence created a sense of euphoria among the locals (Doxey, 1975).*

### **Organized Tourism (1974-1986)**

In 1973, the Chief Minister of Goa, Ms Shashikala Kakodkar, favoured having tourism in the state (A. Naik, personal communication, October 2, 2020). Organized tourism in Goa began with the establishment of the first five-star hotel Taj Aguada in 1974 by Mr JRD Tata to cater to Bollywood celebrities, business people, and wealthy foreign tourists (Dutta & Shirirsha, 2002). The hotel was established on the grounds of Fort Aguada. It was followed by other hotels, namely, Welcom Group's Cidade de Goa at Bombolim and Oberoi's Bogmalo Beach Resorts at Marmagao (A. Naik, personal communication, October 2, 2020; SV Balaram, personal communication, December 29, 2020). In 1977, the Government of Goa set up the department of tourism. Goa state museum was also set up during the same year. The hotels promoted themselves internationally and, in turn, also promoted Goa. The filter effects of the promotions were also felt by smaller hotels and lodges (A.G. Pereira, personal communication, December 31, 2020; M. Raikar, personal communication, October 7, 2020). The tourism department advertised Goa through flyers and print advertising in newspapers and magazines.

The year 1980 was declared the "year of tourism" by the Indian government (Trichur, 2013). In 1982, the Indian government recognized tourism as an industry. ITDC was established to develop accommodation units across India in 1969. The states were asked to establish state

tourism corporations (Tourism Policy, 1982). The government also promoted India in the international markets (mainly European & Middle East) through trade fairs and travel marts. In the same year, Mr Pratap Singh Rane became the Chief Minister of Goa. The Congress party ruled both the state and the centre. Thus, Goa got monetary help from the central government for tourism and economic development (A. Naik, personal communication, October 2, 2020). The Goa, Daman & Dui Registration of Tourism and Trade Act 1982 was passed by the Legislative Assembly, and GTDC was established in 1982. GTDC was entrusted with tourism's commercial activities, like setting up basic hotel accommodations in the main cities of Goa (F. Braganza, personal communication, January 9, 2021). The government appointed the director of GTDC. It sought the Travel and Tourism Association of Goa (TTAG) opinion to appoint the board of directors (F. Braganza, personal communication, January 9, 2021). Kadamba Transport Corporation, a state-owned transport undertaking, was established in 1980. Tourist guide services were also introduced (M. Alvares, personal communication, January 9, 2021).



Figure 4.8 A. Taj Aguada

B. GTDC Colva Residency

Source: Travel Weekly, n.d.; GTDC, n.d.

To accentuate economic and tourism growth, India hosted Asian Games in 1982. The games helped develop basic infrastructural facilities and increased tourist inflow. Along with the Chief Minister of Goa, Mr Rane, the central government hosted the Commonwealth Head of Government Meeting (CHOGM) retreat in 1983. The objective was to showcase Goa's unique identity to the rest of the world and promote it as a unique tourism destination (F. Braganza, personal communication, January 9, 2021). As a result, infrastructure like a luxury hotel, a new airport runway, roads, bridges, and dedicated telecommunications lines was developed. In addition, the main towns and cities were given a facelift (M. Alvares, personal communication, December 30, 2020). Moreover, foreign media personnel were



invited to cover the event. However, the people of Goa did not receive the event very well. They felt millions were spent decking up Goa for the heads of Commonwealth countries while the locals experienced poverty and joblessness (Its Goa, 2016).

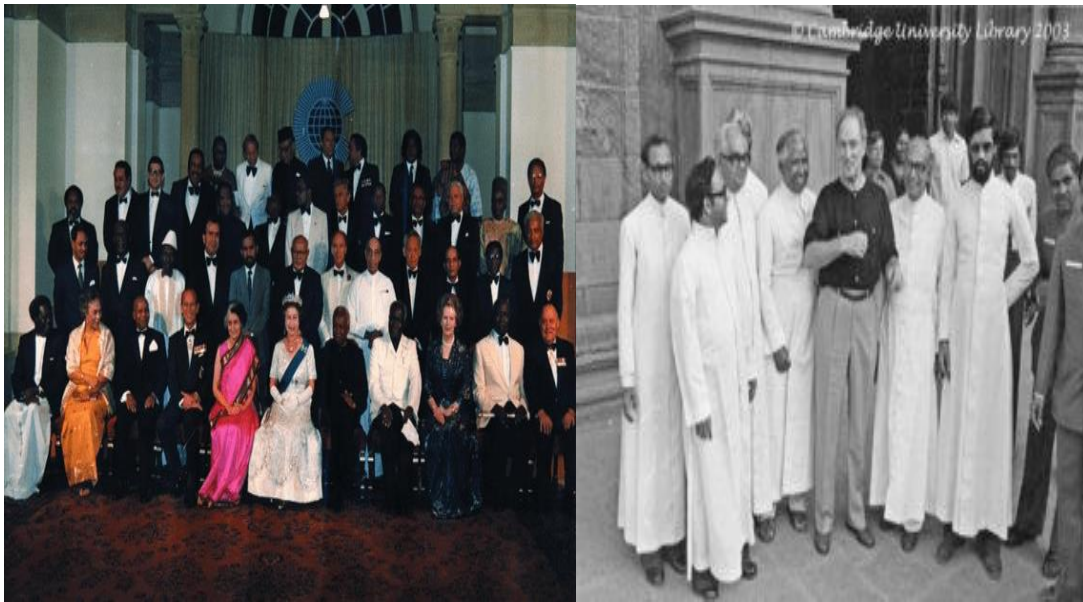


Figure 4.9 A. Common Wealth Head of State B. Canadian Prime Minister outside the Basilica of Bom Jesus.

Source: Its Goa (2016)

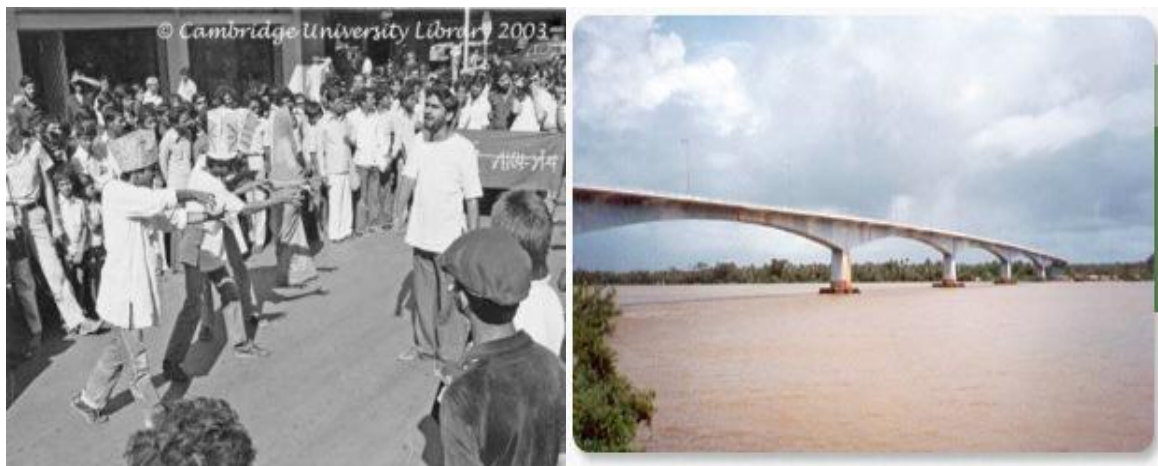


Figure 4.10 A. Street protest for CHOGM CHOGM B. Zuari bridge constructed before

Source: Its Goa (2016); Freyssinet (n.d.)

The CHOGM event helped position Goa on the world tourism map (Brammer & Beech, 2004; De Souza, 1990; Newman, 2019; Routledge, 2001; Trichur, 2013). As a result, foreign tour operators and travel agents got interested in starting charter tours to Goa (F. Braganza, personal communication, January 9, 2021). So they collaborated with their Indian

counterparts, who persuaded the Ministry of Civil Aviation to operate charter flights to Goa (Bhaumik, 2002).

The first charter was a Condor Airlines flight from Germany in 1985. TUI (Touristik Union International), in collaboration with Trade Wings travel agency and Bogmalo Beach Resort, organized the tour (A.G. Pereira, personal communication, December 12, 2021; E. Dias, personal communication, December 30, 2020). The other agency that handled charters in Goa was Travel Corporation of India (TCI). The other charters, Intersun, Air Europa, Inspiration East, and Timsway from the UK, arrived in 1989. In 1990, companies like Cosmos, Sunworld, Hayes & Jarvis, and Unijet took over the business (A.G. Pereira, personal communication, December 12, 2021; R. De Souza, personal communication, February 11, 2021). The charter started with one weekly flight and increased to three from November to April (A.G. Pereira, personal communication, December 12, 2021). The charters brought high-spending tourists and backpackers to Goa (E. Dias, personal communication, December 30, 2020); thus, mass tourism began in Goa. However, a section of the local community opposed the arrival of the charters as they thought that increased tourism activities would lead to the commercialization and commodification of Goa. Russian charters arrived in 2003-2004 (E. Dias, personal communication, December 30, 2020).



Figure 4.11 A. TCI hoarding sullied with cow dung in protest of the charters

B. Russian charter tourists

Source: Rahman (2013); Goa Tourism (2013)

The growth in tourist numbers led to many local entrepreneurs venturing into the tourism business by investing in accommodation units, restaurants, and travel agencies. The charters allowed tourists to travel faster and point to point (Bhaumik, 2002; Hooper, 1998). During the '80s, airline and hotel reservation systems (Bieber, 1989) and bigger jet planes (Sezgin

& Yolal, 2012) made travel more accessible and convenient worldwide. In India, telecommunication services improved (Jeffrey & Doron, 2011; Jhunjhunwala, Ramamurthy & Gonsalves, 1998), and people can book their train tickets through a computerized system (Rajaraman, 2015). The road network also expanded (Newman, 2019). The development of two bridges on the two main rivers of Goa, the Zuari and Mandovi, reduced travelling time and encouraged people to travel within the destination (Routledge, 2001). Boat cruises were started in 1985, where tourists were taken for a short round trip to the backwaters. The boat had entertainment and food and beverage services (M. Alvares, personal communication, December 9, 2020). The Churches and Convents of Goa were listed under the UNESCO World Heritage Sites in 1986 as cultural property. Pope John Paul's visit in 1986 also attracted many foreigners to Goa. The domestic tourist perceived Goa as a foreign destination. They came to Goa to see foreigners lying naked and sunbathing on the beaches (F. Braganza, personal communication, January 9, 2021).

The villagers of Candolim and Calangute (coastal villages in North Goa) voiced their opinion about the shortage of electricity and water, which was diverted for hotel use (Misquita, 1996). As a result, the Planning Commission of India set up a task force under Dr M.S. Swaminathan to check the negative ecological impacts of tourism in Goa. The task force concluded that Goa's tourism development was socially, culturally acceptable, and economically viable. The task force recommended taking care of ecologically fragile lines, waste, and transport and integrating tourism's ecological, cultural, and social aspects. However, the local population remained divided on their opinion of the growth of tourism in the state and could be recognized into three distinct groups

- those depended on tourism
- those who did not depend on tourism and did not mind tourism
- those who opposed tourism

*The government took control of tourism activities and provided funding to the state during this stage. The government focussed on hosting sports and cultural events to attract tourists. Hippies had started declining by the late '70s and early '80s. However, they were instrumental in pushing their parents to visit Goa. A new tourist segment in the form of Free Individual Travellers (FITs) was formed. They were looking to spend a peaceful time and enjoy the warm weather on the beaches of Goa (Urry, 1990). Nightlife and full moon parties were other main attractions. FITs were high-spending tourists. They preferred to stay in luxury hotels and travelled on commercial flights to Goa. Domestic tourists (leisure, movie*

*actors, business people, religious tourists, VFRs) continued to visit Goa in large numbers. The surge in tourist numbers and government subsidies resulted in many big and small hotels and allied tourism services booming quickly. The tourists can be categorized as individual mass tourists (Cohen, 1972) / mid-centric tourists (Plog, 1974). The locals had a mixed reaction to the tourists. Some had euphoria, whereas others were annoyed or became antagonists. Tourism continued to generate economic benefits. However, social impacts such as a change in lifestyle, deprivation and demonstration effect, use and drugs and alcohol, and formation of foreign colonies were observed. Air and water pollution, signs of land degradation, and the destruction of dunes were noticeable environmental impacts.*

### **Organized Mass Tourism (1987-2000)**

In 1987, Goa was granted statehood after the historic opinion poll. The elected state government has the vested power to frame the laws and issue policy directions over subjects included in the state list. The government of Goa formulated a tourism master plan (Government of Goa, 1987). The plan, however, had limitations and was not accepted by the stakeholders.

1989-1990 was the year of economic recession all over the world. India, too, was undergoing a recession-like situation. The currency value depreciation brought many foreign tourists to Goa (Trichur, 2013). India was an agriculture-based, socialist economy until 1990 (Routledge, 2001), and the world bank provided loans for developmental activities. However, due to the recession, the government was under massive debt. The world bank refused to give any further loans to India unless it opened its market (having an extensive consumer base) to the world. Hence, the government changed its economic policies and adopted liberalization, globalization, and privatization reforms. The changes were made to the industrial policy, financial sector, and trade policies (Brako & Joseph, 2017).

The liberalization and globalization policies brought fresh impetus to tourism (Brammer & Beech, 2004). The open sky policy and privatization of domestic airlines helped Goa become accessible to foreign tourists and the Indian middle-class population. Import duties were reduced, and foreign technology was imported without restrictions (Brako & Joseph, 2017). Liberalization led to an increase in business activities all over India. Globalization brought FDI into India (Morrison, 2013; Reddy, 1994; Routledge, 2001; Sinha, 2002).



Figure 4.12 Tourists in Goa  
 Source: Google Images (n.d.)

The hospitality sector was allowed 100% FDI, which led to multinational hospitality brands establishing luxury hotels in Goa (Brammer & Beech, 2004; Routledge, 2001; Trichur, 2013). New resort chains opened in the north and south of Goa (N. Kunkolienkar, personal communication, October 6, 2020). The notification on CRZ in 1991 also shifted the multinational brands to South Goa. The first hotel chain to come to South Goa was Majorda Beach Resort (M. Alvares, personal communication, December 30, 2020). The domestic airport was made functional by the Airport Authority of India (AAI) in Goa for domestic tourists (Bhaumik, 2002). Passenger ship service (Warcraft) was briefly started in 1991. In

1994, Damania shipping started a catamaran service between Mumbai and Goa. It was taken over by Frankfinn for a brief period and was later aborted.

Technological advancements in telecommunication, internet availability, and mobile phones aided in providing information about the place. China became a strategic and the largest trading partner of India. GPS technology proved a boon as travellers could use the technology to access information about the destination (Yang, Yang, Denecke & Waibel, 1999). Foreign airliners having bigger planes started operations in India (Bhaumik, 2002). In 1996, Dabolim airport was upgraded to an international airport. The CRS facility introduced by the Indian Railways made train booking fast, easy, and hassle-free. Internet and powerful search engines became popular. Travel aggregators using metasearch engines also made an entry.

Better roads, luxury, and public transit buses made interstate travel hassle-free (Newman, 2019). Konkan railways started operations in 1998 and allowed tourists to travel to Goa by rail (Kale, 2009; Raghuraman, 1995). The government amended the Gaming Act to allow casinos to operate in Goa (Prabhudessai, 1999). The establishment of onshore casinos in the late 90s and offshore casinos in the early 2000 altered Goa's tourism product. The first onshore casino was established at Cidade de Goa. However, onshore casinos did not support high-speed internet dynamic transactions and massive servers required for casino operations. Hence, offshore casinos were introduced on the Mandovi river by amending the Goa Public Gambling Act. MV Caravela was the first offshore casino (now Deltin Caravela). The casinos attract domestic tourists to Goa (Botelho, 2018; F. Braganza, personal communication, January 9, 2021). Casinos are promoted as they are assumed to generate employment and attract many tourists who otherwise might not have visited. However, they have also led to many habit-forming social evils like gambling, drinking, and sex. The year 1999 was declared a "Visit India" year for tourism. As a result, India upgraded its promotional campaigns (Incredible India, Atithi Devo Bhava) and targeted foreign tourists to come to India.



Figure 4.13 A. Dabolim International Airport

B. Konkan Railway Line

Source: Wikipedia (n.d. b); 24 Coaches (2013)

*The introduction of charter flights led to a surge in foreign tourists. The charter tourists were high-spending tourists who stayed in luxury hotels and contributed heavily to the economy. However, charters also brought backpackers to Goa. The ratio of backpackers grew steadily. These tourists sought cheaper accommodation options and preferred to stay by forming colonies. The average duration of stay of the foreign tourist was also reduced from 1-3 months to 1 month. Hence the profits of the hotel industry declined. The hospitality sector now had to focus on wealthy domestic tourists. The statehood of Goa provided more powers to the local government. It initiated the process of tourism planning and began exerting regulatory control on tourism activities. Economic reforms led to multinational hospitality brands coming to Goa, thus increasing competition. The domestic airline industry got a new lease of life through privatization and by signing the open sky policy. Technological advancements, the internet, mobile and telecommunication services, and increased disposable income of the Indian middle class allowed tourism to flourish. The tourists can be categorized as organized mass tourists (Cohen, 1972)/ psychocentrics (Plog, 1974). Beaches, nightlife, and cultural events were still the main attractions (Urry, 1990). With the presence of multinational hospitality brands, economic leakage could not be avoided. Tourism led to the loss of traditional occupations and increased second homes. The negative social and environmental impacts continued to increase. The locals were still divided on their opinion of tourism.*

## **Tourism 2.0: Surge of Domestic Tourists and Russians (2001-2019)**

Goa remains an exclusive tourism destination among Indian tourists. The development of good transport infrastructure (airways, railways, and roadways), increased disposable income, and suitable tourism products ( beach, casinos, adventure ) allowed domestic tourists to travel to Goa. The local travel agents aggressively pursued the Russian tourist when the European charter tourists started declining. They participated in various marketing events and promoted Goa among the Russians. With the value of the Russian currency (Rouble) falling in the international market, Russian tourists, too, were looking for a cheaper and warmer travel destination. Thus, Goa provided an ideal setting.

Tourism and mining were the two main foundations of the Goan economy till 2000. The declining iron ore rates in the international market helped tourism gain prominence in the early 2000s (Breda & Costa, 2013; Trichur, 2013). In light of the economic reforms, tourism snowballed in the following years. The Goa government granted industry status to tourism in 2000 and promoted Goa as a 365 days tourism destination instead of a seasonal destination. The local government also gave many concessions to tourism stakeholders under the industrial policy (Reddy, 1994). Thus, loan disbursement, subsidies, and income tax credits could be given to entrepreneurs who wanted to establish tourism businesses. The benefits of the economic aid continued till 2005 and ended in 2009. It led to many locals venturing into tourism businesses like hotels (1,2,3-star hotels), transport (two-wheelers, four-wheeler taxis), and restaurants (beach shacks, bars, nightclubs). A few entrepreneurs developed new tourism products like spice farms, eco-lodges, museums, adventure tourism, and water sports activities. The government introduced events such as the International Film Festival of India (IFFI), Serendipity, and Grape Escapade to attract worldwide tourists. 35<sup>th</sup> IFFI was shifted to Goa from Delhi in 2004 and has remained the most important annual international event organized in Goa.

The cultural and musical events attracted celebrities from different fields who, in turn, promoted Goa. The Goa government also got funds from the central government to develop beach infrastructure (N. Kunkolienkar, personal communication, October 6, 2020). GTDC, which initially handled accommodation and marketing for Goa, also developed infrastructure and new tourism products. GTDC offers a range of tourism products under its umbrella, like North and South Goa Tour Packages, Astavinayak, Tirupati Tours, E-Bike Tours, Bungy Jumping, Hot-air Ballooning, Scuba Diving, Bird and Wildlife trips, Photoshoots, and Paragliding (GTDC, 2020). GTDC also assists local entrepreneurs by



promoting their businesses. Introducing new tourism products added to the rejuvenation of tourism in Goa.



Figure 4.14 New Tourism Products

Source: Music Malt (2014); Jones (n.d); The Goan (2021); Induluxe (2019)

Social media, Google Maps, travel portals and aggregators, and low-cost carriers made travel more accessible, comfortable, and faster. Improvement in data transfers through satellites using the 2G spectrum made information more accessible (Hooper, 1998; Jeffrey & Doron, 2011; Rajaraman, 2015). Faster data connectivity also ensured that people could access these services from anywhere. Aggregator services became prevalent for hotels, travel agents, airlines, and taxi businesses (Sahu, Das, Chary & Mudhiraj, 2017). The government also permitted dance and music festivals (Sunburn, EDM) at the coastal belt in North Goa in 2007. The dance and music festivals were instant successes due to high demand and huge monetary benefits (Falleiro, 2015). In light of accidents occurring on Goan beaches and tourists losing their lives, the government hired a private organization, Drishti Marine, to have lifeguards on the beaches in 2009. Visa-on-arrival (2009) and E-Visa (2015) facilities helped reduce the travel formalities for foreign tourists (Rajaraman, 2015; Secretariat, 2013). Other tourism products like water sports, adventure tourism, ecotourism, and agriculture tourism helped consolidate Goa's tourism (Brammer & Beach, 2004; National Tourism Policy, 2002).

Due to the hard work of Chief Minister Mr Digambar Kamat and Mr Manohar Parrikar, in 2013, a new airport terminal was built (N. Kunkolienkar, personal communication, October 6, 2020). The new terminal could handle both domestic and foreign tourists. Goa airport also got night landing permission and was categorized as a hub. Goa hosted the Lusofonia games in the year 2014. The aim was to get tourists from the Lusophone countries. Twelve nations competed in 9 sports having 95 different events. FIFA (Fédération Internationale de Football Association) Under-17 World Cup football tournament was hosted in Goa in 2017. Goa is also one of the India super league (ISL) football championship venues. Road roads, stadiums, and multipurpose halls were constructed to facilitate the smooth functioning of all sporting events.



Figure 4.15 Sports Events held in Goa  
Source: lusofoniagames, 2014; Khelnow, 2021

The BRICS (Britain, Russia, India, China, and South Africa) summit was held in Taj Exotica, Benaullim (a coastal village in South Goa), in 2016. This event facilitated the development of beach infrastructure at Colva and Benaullim (coastal villages in South Goa) (N. Kunkolienkar, personal communication, October 6, 2020). In 2014, the Make in India scheme was launched to encourage Indian entrepreneurs. Swadesh Darshan Scheme was launched in 2015. Under the scheme, the central government funds the states to develop tourism infrastructure. The Startup India scheme developed in 2016 was also targeted at young entrepreneurs for developing and diversifying new projects. The smart city mission for Panjim city and the Mopa airport is developing to increase the destination's carrying capacity (Hoelscher, 2016; Nielsen & Silva, 2017). The smart city initiative is a central government program launched in June 2015 to develop 100 smart cities, providing 4800 crores over five years (Hoelscher, 2016). A Luxury cruise liner, S.S. Angriya, was started by Captain Nitin Dhond in 2018 (Angriya, 2021). The ship travels between Mumbai and Goa. A taxi aggregator application was developed under the Ministry of Tourism to resolve

the taxi problems tourists face. Frotamiles Private Limited developed the application, and it is called Goa Miles. The Goa government signed a strategic partnership with Russia for tourism activities in 2019 (Sarkaritel, 2019). The World Bank has also sanctioned three crores for establishing India's first sand dune park in Goa (Arora, 2020).

*By the end of the '90s, the UK (the United Kingdom) and German Charter markets declined. The travel agents and tour operators saw an opportunity with the Russians. The local government, along with the support of the travel agents, organized promotional events in Russia. Thus, the Russians became an important market segment. They are, however, not as profitable as the European charters. They have formed colonies in a few villages of North Goa and prefer to stay there instead of staying in hotels.*

*Nevertheless, tourism has grown many folds during the last decade. Technological advancements, availability of information, better transportation facilities, accommodation units catering to different budgets, a chance to gamble, and availability of free-flowing alcohol and drugs have contributed to the growth of tourist numbers. Friendly policies like E-Visa facilities, lifeguards' availability on the beaches, commercialization of festivals like the Carnival and Shigmo, and music festivals have helped diversify Goa's tourism product. Goa is vying to become a sought-after event destination and bring back business class. The government is making efforts to host world-class international events. IFFI, Lusophonia Games, and ISL are some events the government is aggressively promoting. The luxury hotels are also marketing Goa as a wedding and events destination. The central government has introduced different financial schemes to rebuild its infrastructure and redevelop tourism assets. Casinos are aggressively marketed to domestic tourists, especially from metro cities. It has resulted in the growth of weekend tourists, mostly males interested in gambling. The change in tourism products has altered the tourist segment. Beaches have become overcrowded, and the average stay is reduced to 1-2 weeks for foreign and 2-3 days for domestic tourists. Tourism-related crimes, traffic jams, sex trade, and other social and environmental impacts have changed the image of Goa. The stakeholders feel that Goa is still lacking in world-class infrastructure. Due to this, high-spending tourists are no longer coming to Goa (M. Raikar, personal communication, October 7, 2020). Table 4.1 shows the changes at the destination from 1947 to 2019.*

Table 4.1: Changes in tourism through the years

	<b>Pre-liberation</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>
<b>Foreign Tourists Segments</b>	Religious	Hippies	Hippies	Leisure (FIT)	Backpackers	Backpackers
<b>Domestic Tourist Segments</b>	Religious VFR	Religious VFR	Business Movie Actors VFR	Backpackers Business Movie Actors	Leisure Business	Leisure Leisure/ Gamblers Eco / Adventure Tourists
<b>Foreign Tourists: Country of Origin</b>	Portuguese American European	Dutch German British	Dutch German British	Dutch German British	German British Russian	Russians German British
<b>Spending Power</b>	Not Known	Low	High	High	Low	High/ Low
<b>Tourism Activity</b>	Not Known	Seasonal	Seasonal	Seasonal	Seasonal	Year-Round
<b>Mode of Travel</b>	Airways Waterway	Airways Waterways Roadways	Airways Waterways Roadways	Roadway Airways	Roadways Airways	Roadways Airways Railways
<b>Avg Length of stay</b>	F: 3-4 Months	F: 3-4 Months	F: 3-4 Months D: 15 Day - 1 Month	F: 3-4 Months D: 15 Days- 1 Month	F: 2 weeks – 1 Month D : 3-5 Days	F: 1-2 Week D: Weekend
<b>F: Foreigner D: Domestic Cohen (1972)</b>	Venturers	Drifters	Explorers/ Venturers	Near Venturers/ Individual Mass Tourists	Organized Mass Tourists	Organized Mass Tourists
<b>Plog (1974)</b>	Allocentric	Allocentric	Allocentric	Mid-Centric	Mid-Centric Psychocentric	Psychocentric
<b>Doxey Irridex (1975)</b>	-	Euphoria	Euphoria	Euphoria Annoyance Antagonism	Euphoria Annoyance Antagonism	Euphoria Annoyance Antagonism

	<b>Pre-liberation</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>
<b>Tourism Product</b>	Churches Beaches	Beaches Churches Temples Mosques	Beaches Full Moon Parties and Events	Beaches Cruises, Events (Sports and Cultural)	Beaches Cruises Spice Plantations Museums	Beaches, Casinos Cruises Water / Adventure Sports Events (Weddings / MICE), Private Museums, Spice Plantations
<b>Tourist Gaze (Urry 1990)</b>	Religious	Nature Religious	Nature Night Life	Nature Night Life Events	Nature Night Life Events	Nature Night Life Adventure Events & Festivals, Casinos
<b>Control of Tourism</b>	Portuguese	Locals Central Government	Locals Indian Entrepreneurs Central Government	Central & State Governments Indian Entrepreneurs	Central & State Governments Multinational Organizations	Central & State Governments Multinational Organizations
<b>Impact: Economic</b>	Not Known	Livelihood Low Income	Livelihood Low Income	Livelihood High Income	Livelihood High Income Economic Leakage	Livelihood High Income Economic Leakage

	<b>Pre-liberation</b>	<b>1960</b>	<b>1970</b>	<b>1980</b>	<b>1990</b>	<b>2000</b>
<b>Impact: Social</b>	Deprivation	Deprivation	Deprivation Use of Drugs/ Alcohol	Loss of Traditional Occupation Change in Lifestyle Deprivation Demonstration Use of Drugs/ Alcohol Foreign Colonies (German)	Loss of traditional Occupation Use of Drugs/ Alcohol Foreign Colonies (German) Sex Trade / Gambling	Second Homes Loss of traditional Occupation Use of Drugs/ Alcohol Foreign Colonies (Russians & Nigerians) Sex Trade Gambling Crimes/ Accidents
<b>Impact: Environmental</b>	No Negative	No Negative	No Negative	Air/ Water Pollution Land Use Erosion of Sand Dunes	Air/ Water Pollution Land Use Garbage Beach Erosion	Air/ Water Pollution Land Use Garbage Beach Erosion

# Chapter 5

## Case Analysis

The case analysis involves analyzing the development of tourism on the TALC and identifying strategies through the Mintzberg strategy analysis process. Time-series analysis, pattern matching, and explanation-building techniques are used to analyze and interpret data (as discussed in section 3.9, page 79). The chapter is structured as follows.

The first subsection (5.1) involves the TALC analysis. First, it discusses the identification of TALC stages and the plotting of the TALC graph. Next, the compliance assessment of the TALC indicators with the tourism development at the destination is discussed. Finally, the stage-wise TALC indicators observed at the destination are tabulated (Table 5.9).

The second subsection (5.2) involves identifying and analyzing strategies. The strategies responsible for tourism development are identified and categorized as tourism, economic and technological. Under tourism strategy, the development of each strategy is discussed by highlighting the critical events, the role of the government, and the stakeholders during the strategy formation process. The type of strategy based on the properties of emergence is also determined. At the end of the discussion on tourism strategy, the tabular representation is done where each strategy's formation process is summarized (Table 5.14), highlighting emergent properties, strategic triggers, and strategic intent. Similarly, the economic and technology strategies are also described, highlighting the critical events, government's and other stakeholders' roles, followed by the tabular representation of the strategies (Table 5.16, 5.17).

The third subsection (5.3) maps the strategies for the identified TALC stages. The strategies formed at each stage of the TALC are discussed, and patterns are identified. The changes observed and the periods of strategic changes are noted and summarized (Table 5.25). Finally, the timeline of tourism, economic, and technology strategies as per the stages of TALC and the consolidated timeline of strategies are presented (figures 5.28-5.31).

## 5.1 TALC Analysis

### 5.1.1 Plotting the TALC graph

The TALC stages are identified based on tourists' arrivals (as per data in table 3.5, page 82) at the destination from 1962 to 2019. The annual growth rate and standard deviation were calculated on the smoothed-out series using MS Excel. Exponential smoothing was used to provide a clear view of the actual underlying behaviour of the time series. The standard deviation obtained was 8.80. The detailed methodology for plotting the TALC graph is discussed in section 3.9.1, page 80. The criteria for evaluation and the identified stages are presented in table 5.1.

Table 5.1: TALC stages

Criteria	Identified TALC Stage	Identified Period
The number of tourist arrivals is less than 5% of the highest year.	Exploration	1962-1980
The annual growth rate is more than half the standard deviation to the standard deviation of annual growth rates for the entire study period.	Involvement	Late 1970's
The annual growth rate is more than the standard deviation of annual growth rates for the entire study period.	Development	1981-1988
When the growth rate is between zero to plus (+), half of the standard deviation	Consolidation	1989-1993
The annual growth rate is more than half the standard deviation to the standard deviation of annual growth rates for the entire study period.	Involvement/ Rejuvenation	1994- 2008
When the growth rate is between zero to plus (+), half of the standard deviation	Consolidation	2009-2014
The annual growth rate is more than the standard deviation of annual growth rates for the entire study period.	Development	2015-2019

The sequence of TALC stages identified during the development of the destination are exploration (1962-1980), involvement (late 1970), development (1981-1988), consolidation (1989-1993), involvement/ rejuvenation (1994-2008), consolidation (2009-2014), and development (2015-2019). The TALC follows the sequence of stages suggested by Butler (1980), starting from exploration (1962-1980), involvement (late 1970), and development (1981-1988) until the consolidation stage (1989-1993).



After the consolidation stage (1989-1993), the involvement stage (1994-2008) is identified. As per the criteria discussed in table 3.4 (page 81), if the life cycle encounters a previous stage after the initial cycle, it suggests a rejuvenation in the life cycle. Thus, the involvement stage (1994-2008) suggests the beginning of a new cycle, i.e., rejuvenation. After rejuvenation (1994-2008), the consolidation stage (2009-2014) suggests that the changes at the rejuvenation stage did not wholly alter tourism. However, it helped maintain a steady flow of tourists. The development stage (2015-2019), post the consolidation stage (2009-2014), also suggests the beginning of a new cycle, i.e., rejuvenation (as per the criteria for rejuvenation).

Figure 5.1 depicts the TALC of Goa. The TALC indicates the rapid development of tourism from 1980 to 1988, 1994 to 2008, and 2015 to 2019. The years 2005 and 2008 show a dip in tourist arrivals. However, they did not significantly impact the life cycle stages. Two rejuvenation cycles show a cycle-recycle pattern of tourism development at the destination, as Butler (2009a) discussed.

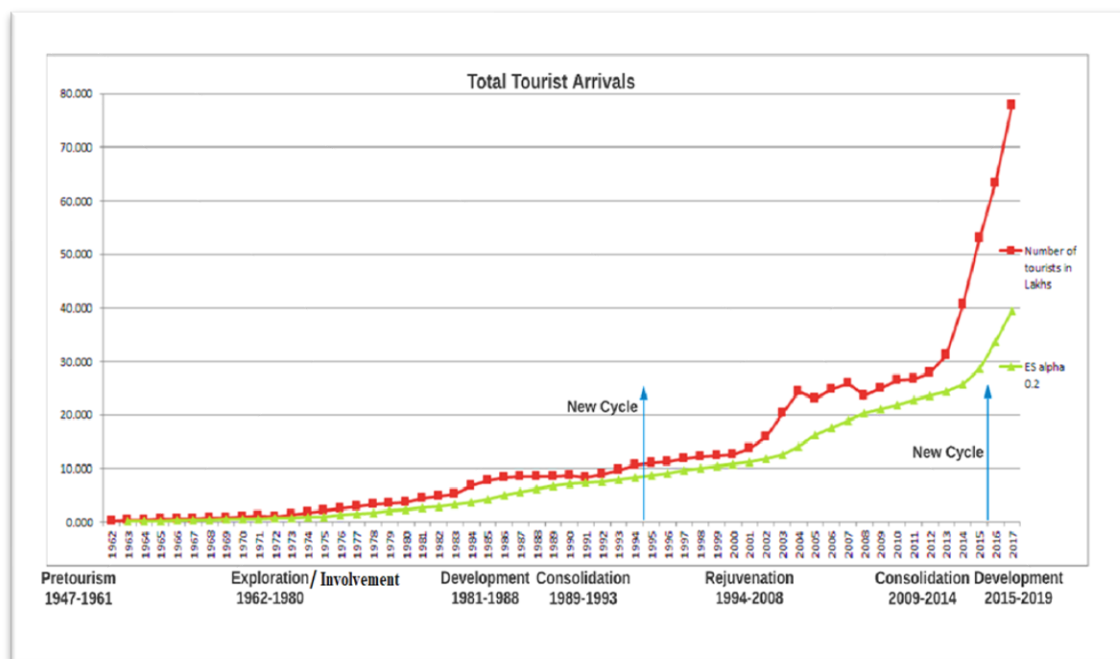


Figure 5.1: TALC graph for total tourists arrivals

Data Source: Ambli, 1990; Government of Goa, 1987; Statistics, 2019

### 5.1.2 Compliance analysis of the indicators

The following section presents the compliance assessment of tourism development in Goa with the indicators of TALC stages. A comprehensive list of indicators was made by combining the TALC indicators suggested by Butler (1980) and other scholars (Agarwal,

1997; Berry, 2000; Getz, 1992; Lee & Weaver, 2014; Zmyslony, 2011). The pattern matching technique is used to analyze the TALC indicators for each stage with the changes in tourism occurring at the destination based on the chronology of events (refer to table 3.1, page 69). In addition, the leading (indicators occurring prematurely) and lagging (delayed) indicators are also identified. The compliance and the time of occurrence of the indicator at the destination are tabulated. The detailed methodology of the analysis is explained in section 3.9.1, page 80. Tables 5.2 to 5.8 present the assessment for each stage of the TALC.

### Exploration Stage (1962-1980)

Table 5.2: Compliance Assessment of indicators for the exploration stage (1962-1980)

Indicator	Compliance	Year	Type of Factor
Allo-Centric Tourists/ Drifters	Yes	1962-1980	-
Small Tourist Numbers	Yes	1962-1980	-
No Tourist facilities	Yes	1962-1980	-
Natural and Cultural attractions	Yes	1962-1980	-
High contact with locals	Yes	1962-1980	-
The physical and social fabric is not disturbed	No	Late 1970's	Leading
The arrival and departure of tourists do not affect the locals	No	Late 1970's	Leading

Indicators adapted from Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014.

Table 5.2 shows the compliance assessment of the indicators at the exploration stage (1962-1980). Wilson (1997) and Routledge (2001) have researched the exploration stage of tourism in Goa. During this stage, allocentric tourists/ drifters in small numbers visited Goa. The case study discusses how the first tourists came to Goa from Scandinavian countries. They were popularly called hippies and were attracted to Goa's natural and cultural environment. Goa had no tourist facilities apart from a few lodges in the city area. Therefore, the hippies stayed with the locals and mingled with the local population (Trichur, 2013). The signs of the demonstration effect (locals started to copy the tourists) were observed in the late '70s. The locals who were not involved in tourism complained about the nudist and druggist tourists (Newman, 2019). Hence, the indicator "The physical and social fabric is not disturbed" is identified as a leading indicator. The "arrival and departure of tourists do not affect the locals" is also a leading indicator. The locals depended on tourism for their sustenance. Tourism allowed the locals to survive in the face of social and

economic crises. Tourism also contributed to the state’s integration with India (M. Raikar, personal communication, October 7, 2020; Trichur, 2013). Tourism activities were not under the control of the local government, as there were no laws regulating tourists. Therefore, the authorities overlooked the change in Goa's social and physical fabric due to the economic benefits of tourism (Gore et al., 2021).

### **Involvement (the Late 1970s)**

Table 5.3: Compliance assessment of indicators for the involvement stage (the Late 1970s)

<b>Indicators</b>	<b>Compliance</b>	<b>Year</b>	<b>Type of Factor</b>
Increase in the number of visitors	Yes	1970's	-
Regularity in visitor number	Yes	1970's	-
Locals provide facilities for visitors	Yes	1960's	Leading
High level of contact between visitors and locals	Yes	1970's	-
Some advertising to attract tourist	Yes	1970's	-
The primary market area for visitors	Yes	1970's	-
The Emergence of tourist season	Yes	1970's	-
Change in the lifestyle of locals engaged in tourism	Yes	1970's	-

Indicators adapted from Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014.

The involvement stage is identified during the late '70s for a brief period. Table 5.3 represents the compliance assessment of the indicators for the involvement stage. Towards the end of the exploration stage, tourism activities expanded to South Goa beaches, especially Colva, and further down south to Canacona (coastal villages of South Goa). The case discusses how hippies were the most prominent tourists among foreign tourists and came to Goa every year between October and March. The domestic tourist had also started seeping into Goa in large numbers. Many locals took loans, built extra rooms, and got involved in tourism activities (Routledge, 2001; Trichur, 2013). Some even sold their agricultural land or built cottages on them for rentals. The local government constructed necessary tourist facilities and transport infrastructure with public money (Newman, 2019). As discussed in the case, advertising was done through leaflets and brochures in national newspapers and magazines. The most repressed communities on the coast benefitted from better living conditions and enhanced their status by hosting foreigners. “Locals provide facilities for visitors” is a leading indicator, but it is not considered a threat to the destination as the locals depended on tourism for their livelihood.

## Development (1981-1988) & (2015-2019)

Table 5.4: Compliance assessment of indicators for the development stage (1981-1988)

Indicators	Compliance	Year	Type of Factor
Mid Centric / Institutionalized tourists	Yes	1974	Leading
Rapid growth in visitation	Yes	1981-1988	-
Well-defined tourist market area	Yes	-	-
Heavy Advertising	Yes	1982	-
External control and development	Yes	1982 onwards	-
Migrant Labour utilized	Yes	Mid-1980's	-
Auxiliary Facilities for Tourism (Laundry, Pharmacy, Clinics)	Yes	1960's	Leading
Development of Manmade Attractions	Partly	-	Lagged
More extensive facilities provided by an external organization	Yes	1970's	Leading
Local Antagonism	Yes	Late 1970's	Leading

Indicators adapted from Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014.

Two development stages are identified. The first development stage was recognized from 1981 to 1988. Table 5.4 shows the compliance assessment for the development stage (1981-1988) during the first cycle. Rapid growth in tourist numbers was seen during this stage. Midcentric tourists in the form of FITs visited Goa during the mid-70s and increased in numbers during this stage. The case discusses that as a part of the national strategy, the government gave subsidies and low-interest loans to locals who wanted to enter the tourism business (Trichur, 2013). However, little development of the infrastructure and tourist attractions was seen concerning tourist facilities. The tourism plans were formulated after 1987 when Goa attained statehood (Government of Goa, 1987). Heavy advertising was done in the main cities of India and also abroad. The luxurious five-star hotels provided extensive facilities and promoted themselves in India and abroad. Services like laundry and pharmacies have been there in Goa since the 1960s. To control the development of coastal areas and protect the beach ecology, the government proposed coastal regulatory zones in 1982 (Mascarenhas, 1999; Noronha, 2004). Manmade attractions developed during this time were Government-owned museums (Brammer & Beach, 2004). The domestic airport was made functional by the Airport Authority of India (AAI) (Bhaumik, 2002). In-migration of Indians in Goa happened in the four central tourist districts of Bardez, Tiswadi, Marmugao, and Salcete, which was maximum during the 80s (Vaz et al., 2017). However, a section of the local population was still unhappy with the developments due to tourism. Mid-centric institutionalized tourists, local antagonism, and extensive facilities provided by

external organizations are the leading indicators that could threaten the destination. However, “ancillary facilities,” although identified as a leading indicator, cannot be classified as a threat. The “development of manmade tourist attractions” as a lagged indicator shows sluggish management. It also suggests that the beaches remained the main tourist attraction.

The second development stage was identified from 2015 to 2019. The stage shows the beginning of a new cycle due to new tourism attractions and different tourist segments. All the development stage indicators for the period 2015-2019 are leading.

### **Consolidation (1989-1993), (2009-2014)**

Table 5.5 represents the indicators for the consolidation stage (1989-1993). Two consolidation stages are identified 1989-1993 and 2009-2014. By 1989, tourism had become Goa's mainstay of economic activity (Trichur, 2013). However, the tourist numbers did not cross the local population until 2001. Therefore, “Total visitor numbers more than the population” is a lagged indicator. After the liberation of Goa, many locals migrated for better prospects to European and Middle Eastern countries, resulting in a decrease in population. The migration of Indians to Goa picked up again post-2000. These migrants belonged to the labour class and worked in the tourism, mining, and pharma sectors (Trichur, 2013). As tourism activities were concentrated around the four coastal districts, most developments occurred in these districts. The indicator “A significant part of the area's economy is based on tourism” is identified as a leading indicator. The locals continued to promote services to tourists on beach shacks and hotels. However, tourist facilities were not at par with international standards. There were no international hotel chains established in Goa. Hence the indicator “Many hotel chains and franchisees are represented” is a lagged indicator. During this stage, the central government introduced liberalization and globalization policies (Brammer & Beech, 2004; Routledge, 2001; Trichur, 2013).

As tourism grew, discontent among a section of the population not into tourism grew into antagonism. Many non-governmental organizations, e.g., Jagrut Goenkaranchi Fauz, Citizens concerned about tourism, were formed, and they protested against any new tourism projects and hotel constructions in the state (Alvares & Gadgil, 2002). Therefore, the indicator “discontent among some sections of the locals” is leading and may threaten the destination's image. The locals started feeling outnumbered by the migrants and tourists (Newman, 2019). However, the other leading indicator, “the development of the business district,” helped boost the local economy and livelihood to the locals. Hence, the indicator

cannot be considered a threat to tourism in Goa. Moreover, the Amendment to Public Gaming Act in 1992 opened the way for onshore casinos to be operational in Goa (Bothello, 2018).

The second consolidation stage was identified from 2009 to 2014 in the new cycle after rejuvenation. The lagged indicators identified for the consolidation stage in table 5.5 complied with tourism development during this stage (2009-2014). The tourist population was more than the locals, and multinational hotel chains had developed in Goa.

**Table 5.5: Compliance assessment of indicators for the consolidation stage (1989-1993)**

<b>Indicators</b>	<b>Compliance</b>	<b>Year</b>	<b>Type of Factor</b>
Decrease in the growth rate of tourist numbers but an increase in tourist numbers	Yes	1989-1993	-
Total visitor numbers more than the population	No	Until 2002	Lagged
A significant part of the area's economy is based on tourism	Yes	1980s	Leading
Considerable emphasis on marketing and advertising	Yes	1980s	-
Local efforts may extend the tourist season	Yes	1989-1993	-
Many hotel chains and franchisees are represented	Partly	Post-1993	Lagged
Older tourist facilities may become the second rate	Yes	1989-1993	-
Locals not involved in tourism feel discontent	Yes	1970s	Leading
The business district takes shape within the destination	Yes	After 1987	Leading

Indicators adapted from Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014.

### **Rejuvenation (1994-2008), (2015-2018)**

The rejuvenation stage happens when new attractions or market segments take over the older ones. Table 5.6 represents the compliance assessment for the rejuvenation stage. The liberalization and globalization policies of the central government provided a boost to tourism in 1994. These policies encouraged foreign investments, helped establish multinational hotels and boosted air transportation (Morrison, 2013; Reddy, 1994; Routledge, 2001; Sinha, 2002). Telecommunication satellites, the internet, and mobile phones made information hassle-free (Raghuraman, 1995; Rajaraman, 2015). Konkan

Railways aided domestic tourists in travelling to Goa. The introduction of Casinos in the late '90s (Bothello, 2018) and other tourism products like water sports, adventure tourism, ecotourism, and agriculture tourism also helped alter tourism in the state (Brammer & Beach, 2004; National Tourism Policy, 2002).

The second rejuvenation stage (2015-2019) is due to the further diversification of tourism products like heritage, medical, sports, and event (MICE) tourism. However, the stakeholders believe that 110 km of beach stretch remains the main tourist attraction in Goa (R. De Souza, personal communication, February 11, 2021). Moreover, post-2008, the surge in domestic and Russian tourist numbers contributed to the change in the market segment. In addition, Visa on arrival and E-Visa facilities eased the procedures for foreign tourists to travel to Goa (Secretariat, 2013).

Table 5.6: Compliance assessment of indicators for the rejuvenation stage (1994-2008) and (2015-2019)

<b>Indicators</b>	<b>Compliance</b>	<b>Year</b>	<b>Type of Factor</b>
It may occur when there is a complete change in the attractions or market segment	Partly	1994-2008 - 2015-2017	

Indicators adapted from Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014.

### **Stagnation**

Table 5.7 shows the compliance assessment of the indicators for the stagnation stage. The stagnation stage is not identified while plotting the TALC graph. Few indicators like frequent ownership change, destination image no longer fashionable, low occupancy in hotels, and peak number of visitors reached were not identified at the destination. The indicators suggest that Goa is still a sought-after destination for tourists. However, many of the indicators are leading, suggesting that tourism was undergoing signs of stagnation concerning the type of tourists, peripheral tourism development, manmade attractions, and environmental and social problems. The leading indicators cause irreparable economic, social, or environmental damage to the destination and reduce its life cycle. Kamat (2009) stressed that the government ignores the social, environmental, and cultural threats to the destination over the economic benefits (Kamat, 2009). Hence, the leading indicators are difficult to manage.

Table 5.7: Compliance assessment of indicators for the stagnation stage (Not identified)

<b>Indicator</b>	<b>Compliance</b>	<b>Year</b>	<b>Type of Factor</b>
Psycho-Centric Tourist/ Organized Mass Tourist	Yes	1985	Leading
Heavy reliance on repeat visitation	Yes	2000	Leading
Peripheral development of tourism	Yes	1990s	Leading
More artificial/ manmade attractions	Yes	Post- 2010	Leading
Frequent ownership change	No	-	-
Established destination image but no longer fashionable	No	-	-
Reached the Carrying Capacity	-	-	Not Determined
Environmental, Social, and Economic problems	Yes	Late 1980's	Leading
Low occupancy	No	-	-
The peak number of visitors is reached	No	-	-

Indicators adapted from Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014.

## Decline

Table 5.8: Compliance assessment of indicators for the decline stage (Not Identified)

<b>Indicators</b>	<b>Compliance</b>	<b>Year</b>	<b>Type of Factor</b>
Decrease in the number of tourists	No	-	-
Decrease in advertising	No	-	-
The decrease in the average stay of tourists	Yes	Since 2014	Leading
Declining market	Partly for Foreign Tourists	-	-
No longer used by vacationers, more byweekend and day-trippers	Partly	Since 2010	Leading
Tourism infrastructure is neglected	No	-	-
Outside investments stop	No	-	-
Hotels convert to retirement homes, condos, apartments	Partially	-	Leading
More permanent settlers, especially senior citizens	Partly	-	Leading
Traffic Congestions	Yes	Since 2005	Leading
Degradation of cultural attractions	No	-	-
The rise in social problems	Yes	Since 1970s	Leading
The threat of exogenous factors	Yes	Since 2000	Leading

Indicators adapted from Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014.



The decline stage, too, is not identified while plotting the TALC graph. Table 5.8 shows the compliance assessment for the decline stage. A few indicators, like a decrease in the number of tourists, a decrease in advertising, neglected tourism infrastructure, a stop on outside investments, and degradation of cultural attractions, were not observed at the destination. However, many decline stage indicators are present at different times in the life cycle. For example, the average stay of tourists has come down from 10 days during the consolidation stage (1989- 1993) to 4-5 days at present (Statistics, 2018). The destination is in line with the change in the market segment of tourists from vacationers to weekend tourists. Traffic congestions and social and cultural issues are prevalent in Goa. Many foreign and domestic tourists have purchased second homes in Goa. The leading indicators for the decline stage are difficult to control unless the government evaluates its strategies and develops sustainable roadmaps. The decline in the foreign tourist segment post-2015 is a cause of concern for the government.

*The compliance assessment of the stages clearly shows variations between the tourism development in Goa and indicators of TALC suggested by Butler (1980). Most of the exploration, development, consolidation, and rejuvenation stage indicators match the tourism development at the destination. The variation is seen for stagnation and decline stages. The stagnation and decline stages are not identified. Many indicators of these stages are leading, which means that the ill effects of tourism were visible in Goa much earlier during the life cycle. However, not all leading indicators are a threat to the destination. The Lagging indicators show sluggish tourism planning initiatives. Table 5.9 presents the observed indicators for tourism development in Goa for each stage of TALC.*

Table 5.9: Observed TALC Indicators for Goa

Stage	Description of stage
Exploration	<ul style="list-style-type: none"> <li>➤ Allocentric / Ventures/ Near Ventures (Plog, 1974; Cohen, 1972)</li> <li>➤ Hippie tourists from Europe, Domestic Tourists</li> </ul>
1962-1980	<ul style="list-style-type: none"> <li>➤ Predominantly natural and cultural attractions (Butler, 1980)</li> <li>➤ It started with a small number of tourists.</li> <li>➤ Tourists making individual travel arrangements (Butler, 1980)</li> <li>➤ After the initial irregular visitation, the pattern became seasonal</li> <li>➤ No specific tourist facilities - use of local facilities (Butler, 1980)</li> <li>➤ Auxiliary tourist facilities were available.</li> <li>➤ Very little public investment in infrastructure (Getz, 1992)</li> <li>➤ Some advertising to attract tourists towards the end of the stage.</li> <li>➤ High contact with residents (Butler, 1980)</li> <li>➤ The excitement associated with the initial flow of tourists (Doxey, 1975)</li> </ul>

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	<ul style="list-style-type: none"> <li>➤ Tourists are seen as the source of income and investment (Urry, 1990)</li> <li>➤ The arrival and departure of tourists affect the locals involved.</li> <li>➤ The physical fabric is not disturbed (Butler, 1980).</li> <li>➤ The social fabric is disturbed towards the end of the stage.</li> <li>➤ Change in the lifestyle of locals engaged in tourism.</li> <li>➤ Deprivation, the Demonstration effect</li> <li>➤ Air and water pollution problems</li> <li>➤ Use of drugs and alcohol</li> </ul>
Development 1981-1988	<ul style="list-style-type: none"> <li>➤ Mid-Centric Tourist (Getz, 1992; Plog, 1974)</li> <li>➤ Rapid growth in visitation (Getz, 1992)</li> <li>➤ Formation of tourist market areas</li> <li>➤ The central part of the area's economy is based on tourism.</li> <li>➤ Some advertising in the external market</li> <li>➤ A decline in local control for the development of destinations (Butler, 1980)</li> <li>➤ Utilization of migrant labour (Lee &amp; Weaver, 2014)</li> <li>➤ Public investment in infrastructure- transportation (Butler, 1980)</li> <li>➤ Local antagonism (Agarwal, 1997)/ Annoyance (Doxey, 1975)</li> <li>➤ Locals not involved in tourism feel discontent</li> <li>➤ More extensive facilities are provided by external organizations (Butler, 1980)</li> <li>➤ Environmental, Social, and Economic problems.</li> <li>➤ Pollution- Water</li> <li>➤ Land use problems</li> <li>➤ Foreign Colonies (German)</li> </ul>
Consolidation 1989-1993	<ul style="list-style-type: none"> <li>➤ Mid-Centric Tourist (Plog, 1974)</li> <li>➤ The rate of growth in the visitor numbers will decline, although the total number will still increase</li> <li>➤ External control and development (Central Government)</li> <li>➤ Significant emphasis on marketing and advertising</li> <li>➤ Local efforts may extend the tourist season (Agarwal, 1997)</li> <li>➤ A business district takes shape within the destination. (Agarwal, 1997)</li> <li>➤ Many hotel chains/franchises are represented</li> <li>➤ Industrialization</li> <li>➤ Urbanization</li> <li>➤ Loss of traditional occupations</li> <li>➤ Foreign Colonies (German)</li> </ul>
Involvement/ Rejuvenation 1994-2008 New cycle	<ul style="list-style-type: none"> <li>➤ Psycho-Centric (Lee &amp; Weaver, 2014; Plog, 1974)/ Organized Mass Tourists (Cohen, 1972)</li> <li>➤ Change in the attractions – Casinos,</li> <li>➤ Change in the tourist segment- Russians, Weekend Domestic Tourists</li> <li>➤ The peak number of tourists is reached</li> <li>➤ Total tourists exceed the number of permanent residents</li> </ul>

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Consolidation 2009-2014	<ul style="list-style-type: none"> <li>➤ Development of Manmade attractions</li> <li>➤ Peripheral development of tourism.</li> <li>➤ Low occupancy (Getz, 1992)</li> <li>➤ Carrying capacity level is reached or exceeded with environmental, social, and economic problems</li> <li>➤ Well established image, but it will no longer be fashionable</li> <li>➤ Frequent ownership changes (Getz, 1992)</li> <li>➤ Peripheral development of tourism (Getz, 1992)</li> <li>➤ Traffic Congestions</li> <li>➤ Change in Typography, improper land use</li> <li>➤ Non-Green Tourists</li> <li>➤ Sex Trade, Gambling</li> <li>➤ Economic Leakage</li> <li>➤ Second Homes</li> <li>➤ Foreign Colonies (Russian, Nigerians)</li> <li>➤ Dependables (Plog, 1974)</li> <li>➤ Decrease in the number of tourists (Zmyslony, 2011)</li> <li>➤ The decrease in the average stay(Zmyslony, 2011)</li> <li>➤ Heavy reliance on repeat visitation</li> <li>➤ The area faced a declining market segment</li> <li>➤ No longer appeal to vacationers used more for weekend or day trips</li> <li>➤ The destination draws permanent settlers, especially senior citizens (Lee &amp; Weaver, 2014)</li> <li>➤ Physical problems of congestion, traffic, and deterioration of cultural attractions (Zmyslony 2011)</li> <li>➤ The rise in social problems (Zmyslony, 2011)</li> <li>➤ Threats of exogenous factors (Zmyslony, 2011)</li> <li>➤ Older tourist facilities may become second-rate (Agarwal, 1997)</li> <li>➤ No decline in advertising (Zmyslony, 2011)</li> <li>➤ Garbage and other environmental problems</li> <li>➤ Traffic Jams, Accidents</li> <li>➤ Crimes</li> <li>➤ Drug usage and alcoholism</li> <li>➤ Gambling</li> <li>➤ Second Homes</li> <li>➤ Foreign Colonies (Russian, Nigerians)</li> </ul>
Development 2015-2018	<ul style="list-style-type: none"> <li>➤ Dependables (Plog, 1974)</li> <li>➤ Degradation of natural attraction</li> <li>➤ More manmade attractions</li> <li>➤ Attractions do not match the topography</li> <li>➤ Physical problems of congestion, traffic, and deterioration of cultural attractions (Zmyslony 2011)</li> <li>➤ The rise in social problems (Zmyslony, 2011)</li> </ul>

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- Threats of exogenous factors (Zmyslony, 2011)
  - Outside investment in tourism
  - Tourism infrastructure is neglected (Getz, 1992)
  - Garbage and other environmental problems
  - Traffic Jams, Accidents
  - Crimes
  - Drug usage and alcoholism
  - Gambling
  - Sex Trade
  - Second Homes
  - Foreign Colonies (Russian, Nigerians)
- 

## 5.2 Strategy Analysis

### 5.2.1 Identification of strategies at the destination

The strategies formed at the destination were identified by chronologically listing the events responsible for tourism development from 1947 to 2019 using secondary data (refer to table 3.1, page 69). The timeline was prepared for events occurring in Goa, India, and worldwide. The next step was identifying the turning points (refer to table 3.2, page 74). The turning points are events that have significantly impacted tourism growth at the destination. Finally, the repeating turning points were identified as preliminary strategies (table 3.3, page 76). The preliminary strategies were categorized as tourism, economic, and technology. The list of preliminary strategies was then shared with the respondents and deliberated upon during the personal interview. Based on the feedback, the final list of strategies was prepared by adding, deleting, or merging. The detailed methodology is discussed in section 3.9.2, page 84. The strategies are classified as tourism, economic, and technology and are presented in table 5.10 (reproduced from table 3.6).

Table 5.10: Strategies formed at the destination

<b>Tourism</b>	<b>Economic</b>	<b>Technology</b>
Development of Transport Infrastructure	5 Year Plan Loan Disbursement	Access to Information (Newspaper, TV, Radio)
Development of Tourism Products	Industrialization	Telecommunication
Luxury Hotels	Liberalization	Computerization/ Digitalization
Industry Status to Tourism	Globalization	Use of Satellite / GPS/NavIC
Formation of the Tourism Development Corporation	Privatization	Use of Internet and Mobile Apps
Tourism Plans	Government Investment	Wireless Technology (2G,3G,4G) & Mobile Phones
CHOGM Retreat	Policies	Aggregator & Meta Search Engine Technology (Hotel, Taxi, Information)

## **5.2.2 Strategy formation process & types of strategies formed at the destination**

Each strategy's formation process is discussed in detail in the following section. The explanation-building technique is used to describe the strategy formation process. The process for each strategy was interpreted by linking the sequence of events occurring at the destination based on data gathered through interviews and published data sources. The strategic intent and triggers were also evaluated based on the consensus of the respondents. Data tables and figures were used to explain the strategy formation process for each strategy. The information was tabulated for ease of analysis (Table 5.14, 5.16, 5.17).

The type of strategies formed at the destination was determined by evaluating emergent properties of the strategies (radically novel, global, ostensive, and coherent), the information on the strategy's formation process, and respondents' view of the type of strategy. The properties of emergence for each strategy were identified based on the data analyzed from the personal interviews. The radically novel emergent property is identified as a new, an original, unexpected idea never used or thought of before. A global emergent property refers to an idea that originates from the lower levels of the organization. The ostensive emergent property refers to the higher-level managers or the government recognizing the idea. Finally, the coherent property of emergence refers to the change in strategy over time. The strategy formation process provided clues to understand if the strategy was planned or formed due to any triggers.

### **Tourism Strategies**

Tourism strategies at the destination are formed concerning tourism infrastructure, tourists, stakeholders, and regulating tourism activities in the state. The following section discusses

each strategy's formation process. Table 5.14 presents details on the tourism strategy formation process.

**Development of Transport Infrastructure:** The entry points for Goa are through road, river, air, and rail. The airways, waterways, and railways come under the purview of the central government. The state government is responsible for the development of roadways and inland waterways. The Captain of the Ports department maintains the inland waterways and regulates the ferry services in Goa. The River Navigation department provides ferry transport services, backwater, and river cruises.

**Waterways:** Goa has 22 inland water routes and 350 km of navigable waterways. After liberation, the road infrastructure, especially the bridges, was not much developed. Therefore, locals had to use ferry services to commute within the state. The ferry services are free of charge for commuters, whereas vehicles are charged a nominal fee. Thirty-nine ferry boats operate on seventeen routes daily from 6 am to 11:00 pm. However, they are not maintained well, and most tourists are unaware of them.

Four steamers (Konkan Sevak, Konkan Shakti, Ramdas, and Tukaram) ferried passengers between Bombay and Goa between 1970-1980 (R. De Souza, personal communication, February 11, 2021; V. Sukhtankar, personal communication, September 28, 2020). Passenger ship service was briefly started again in 1991. In 1994, Damania shipping started a catamaran service between Mumbai and Goa, which Frankfinn took over briefly. Angriya cruises ply a cruise since 2018 between Mumbai and Goa during the tourist season.

Marmugao port is a natural port in Goa under the India Ports Association. The port association controls all sea traffic to and from the port. The port also receives a few cruiseliners that dock at the harbour for a day. Some cruises that halt at Goa are AIDA, Royal Caribbean, Silver Seas, and Costa Table 5.11 provides a list of major and minor ports in Goa. Figure 5.2 presents the graph of tourist arrivals by cruise ships.

Table 5.11: Major and Minor Ports in Goa

<b>Major Port</b>	Marmugao
<b>Minor Ports</b>	Panaji
	Chapora
	Betul
	Talpona
	Tiracol

Source: Ipa (n.d.)

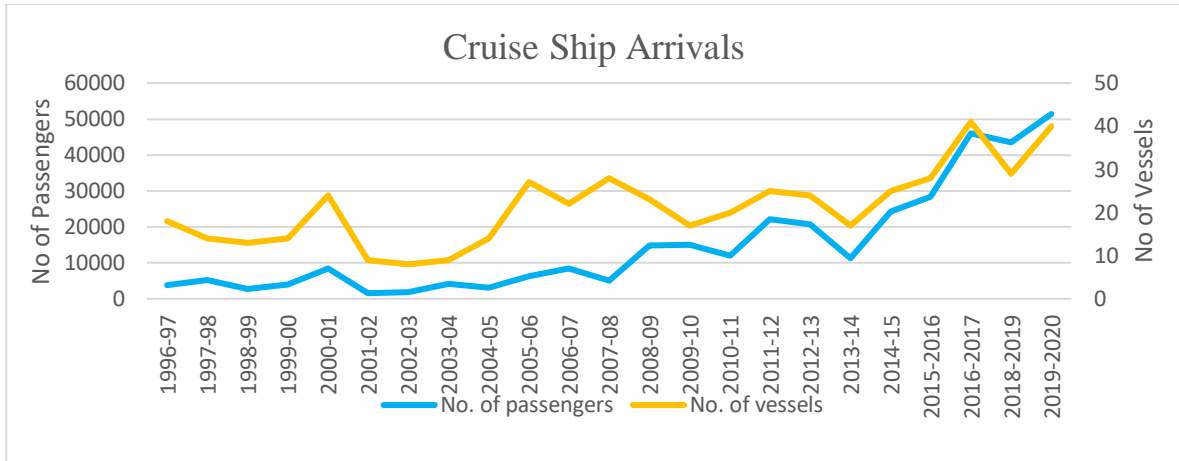


Figure 5.2: Cruise ship arrivals to Goa 1996-2019  
Data Source: Statistics (2020)

*The government did not have any strategy to develop inland waterways or ferry services in Goa. The Port Association of India, the local government, and the Directorate General of Shipping, Government of India, were instrumental in getting cruises to halt at Goa.*

**Roadways:** Goa had a network of 647 km of well-maintained roads during Portuguese rule (History, n.d.). After liberation, the road network was expanded (Newman, 2019), and Goa was connected to the other Indian states. The bridge on the river Mandovi was built in the '70s (Routledge, 2001). After 1972, the highways were classified as national, state, city, and village roads (D’Cunha, 2013). Goa has two national highways, namely NH 66 and NH 748. The bridge on the Zuari river was developed due to the CHOGM retreat in 1983. The retreat also helped to connect the coastal villages of North Goa through the construction of the CHOGM road. Figure 5.3 shows the map of the CHOGM road, and table 5.12 provides the details on the road infrastructure in Goa.

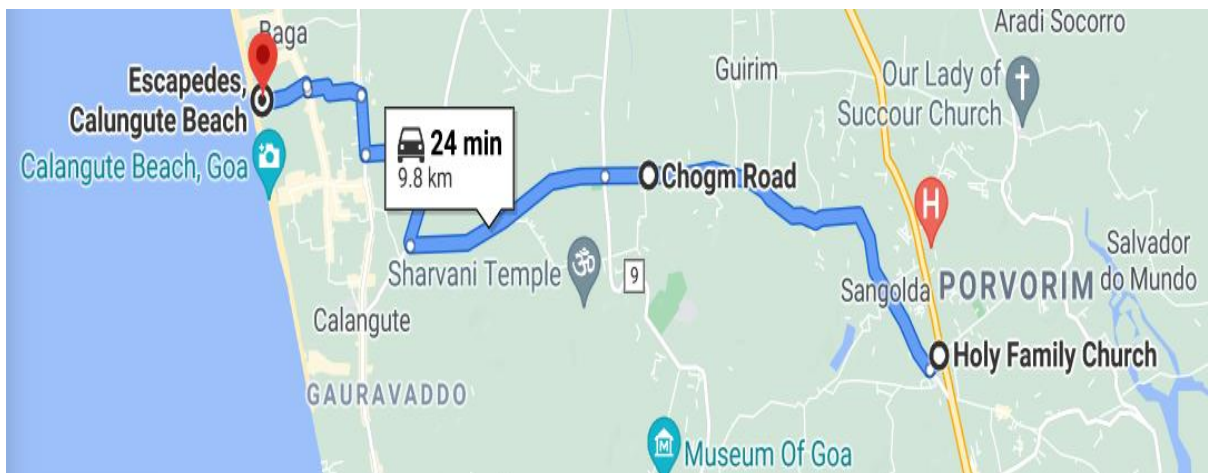


Figure 5.3: Map of CHOGM road  
Source: Google Maps

Table 5.12: Road infrastructure in Goa

Road Type	Road Length (Kms)
National Highway	293
State Highway	232
District Highways	815
Village Roads	Data not available

Source: ibef (2021b)

The central government provides funding for building and maintaining national highways. The state government is responsible for state and city roads, and village panchayats take care of village roads. Goa State Infrastructure Development Corporation (GSIDC) developed the roads within Goa. The Public works department maintains and develops new roads based on the orders of GSIDC. The Town and Country Planning Department (T&CPD) and the Department of Urban Development are the think tanks.

The Kadamba Transport Corporation (KTC) was formed as the state government's sole road transport operator in 1980. The corporation plies buses connecting all major cities to other states of India. Private bus operators also ply buses on specific routes within and outside the state. In addition, the Ministry of Tourism launched the Goa Miles taxi application to cater to the tourists' needs.

*The government made specific strategies to expand and increase road transportation. A few schemes were implemented to develop the village roads. The state government established KTC to manage inter and intra-city travel. However, tourists usually use taxis and motorbikes (pilots) to travel within the state.*

**Railways:** Railways come under the Ministry of Railways, Government of India. The South-Central railway (running west to east) and the Konkan railway (running North-South) connect Goa to India. Margao and Vasco Da Gama are the two main railway stations in Goa. Figure 5.4 shows the main railway lines connecting Goa.



Figure 5.4: Railway lines in Goa  
Source: infoandopinion (n.d.)



The South-Central railway line was developed for trade purposes by the British. Later, the tracks were changed from narrow gauge to meter gauge by the Indian Railways for faster movement. The Konkan railways started operations in 1998 (Kale, 2009). The Railways Minister, Mr George Fernandes, and Mr Madhu Dandavate, the country's Finance Minister, were the key strategists for developing the Konkan railway project (Raghuraman, 1995). Initially, there was massive opposition to the Konkan railway project in Goa due to environmental considerations. However, Konkan railways have proved to be a boon for tourists and locals (Kale, 2009).

*Airways:* After the nationalization of airlines in 1953, Air India and Indian Airlines operated domestic and international flights in India (Bhaumik, 2002). The government adopted the open sky policy in 1994 after repealing the Air Corporation Act (Bhaumik, 2002; Nithiyandam, Sivathanupillai, Rajendran, Jayasankar & Muthusamy, 2020). Domestic airline operations started due to liberalization and privatization policies (Bhaumik, 2002). Air Sahara, Jet Airways, Modiluft, Damania, NEPC, and East-West airlines started operating scheduled flights in India. By 1996, seven private operators had scheduled airline status, and 18 others held Air Taxi Operator's permits (Bhaumik, 2002). The domestic airline market competition picked up after 2000 when more scheduled airlines like Go Air, Air Deccan, Kingfisher, Indigo, and SpiceJet started operations in India. By 2005, Jet Airways and Air Sahara were also allowed international flights.

In 2012 FDI in the aviation sector was approved (Behera, 2016). The civil aviation policy 2016 aimed at making aviation affordable for middle-class families (M. Selvakumar, personal communication, September 9, 2020). The policy's main highlights were the regional connectivity through UDAN (Ude Desh Ka Aam Nagrik) scheme. Many green and brownfield airports are constructed based on the PPP model. 100% FDI is allowed for the development of these airports.

The ministry of civil aviation, the Government of India, has administrative power over India's civil aviation operations. Some of the ministry's autonomous organizations are the Directorate General of Civil Aviation (DGCA) and the Bureau of Civil Aviation Security (BCAS). The DGCA regulates air transport services to/from/within India and enforces civil air regulations, air safety, and airworthiness standards. The DGCA coordinates all regulatory functions with the International Civil Aviation Organization (ICAO). The Airport Authority of India (AAI) was formed in 1995. It comes under the ministry as an affiliated Public Sector Undertaking.

Goa International Airport is a defence airport under the Indian Navy. Civil aviation operations are carried out early morning and from 1.00 pm to 9 pm. The Portuguese constructed the airport, and the runway has undergone several redevelopments since liberation. Mr Digambar Kamat and Mr Manohar Parrikar, the earlier chief ministers of Goa, have played a considerable role in getting the international airport status and allowing night landing. Goa is in the 9<sup>th</sup> and 10<sup>th</sup> position for passenger traffic and flight traffic, respectively, for 2019-2020 (AAI, 2020). A greenfield airport is being constructed at Mopa in North Goa. The Indian aviation industry has expanded due to low-cost carriers, FDI in domestic airlines, modern airports, advanced information technology, and a growing emphasis on regional connectivity (India Mirror, 2015). Figures 5.5, 5.6, 5.7, and 5.8 provide Goa's flight traffic information. Figure 5.9 illustrates the timeline of events in the development of transport infrastructure.

<b>Weekly direct flights (International) to and from Goa</b>			
<b>Airport</b>	<b>Country</b>	<b>Airline</b>	<b>No. of inbound/ outbound trips</b>
Doha	Qatar	Qatar Airways	7 / 7
Dubai	UAE	Air India	8 / 8
Kuwait City	Kuwait	Air India	3 / 3
Muscat	Oman	Oman Air	4 / 4
Sharjah	UAE	Air Arabia	5 / 5
Kuala Lumpur	Malaysia	Air Asia	2 / 2

Figure 5.5: Weekly international flights to Goa  
Source: KPMG, 2015



Figure 5.6: Weekly domestic flights to Goa  
Source: KPMG (2015)

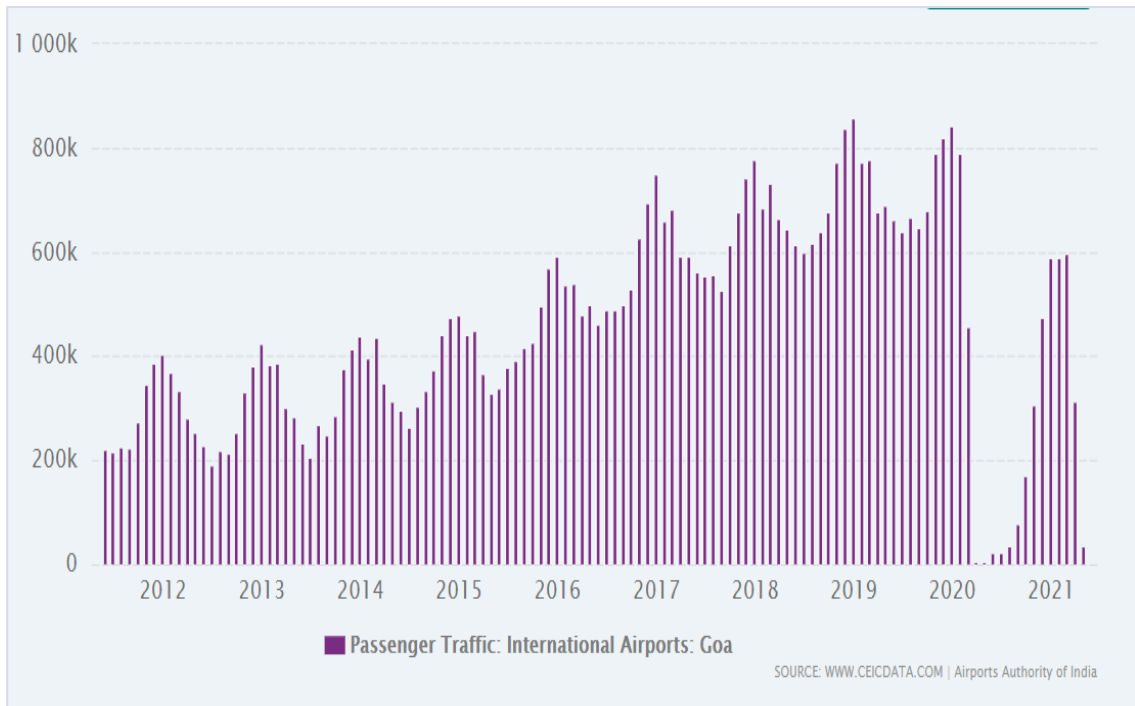


Figure 5.7: Passenger traffic at Goa airport  
Source: CEICDATA (n.d.)

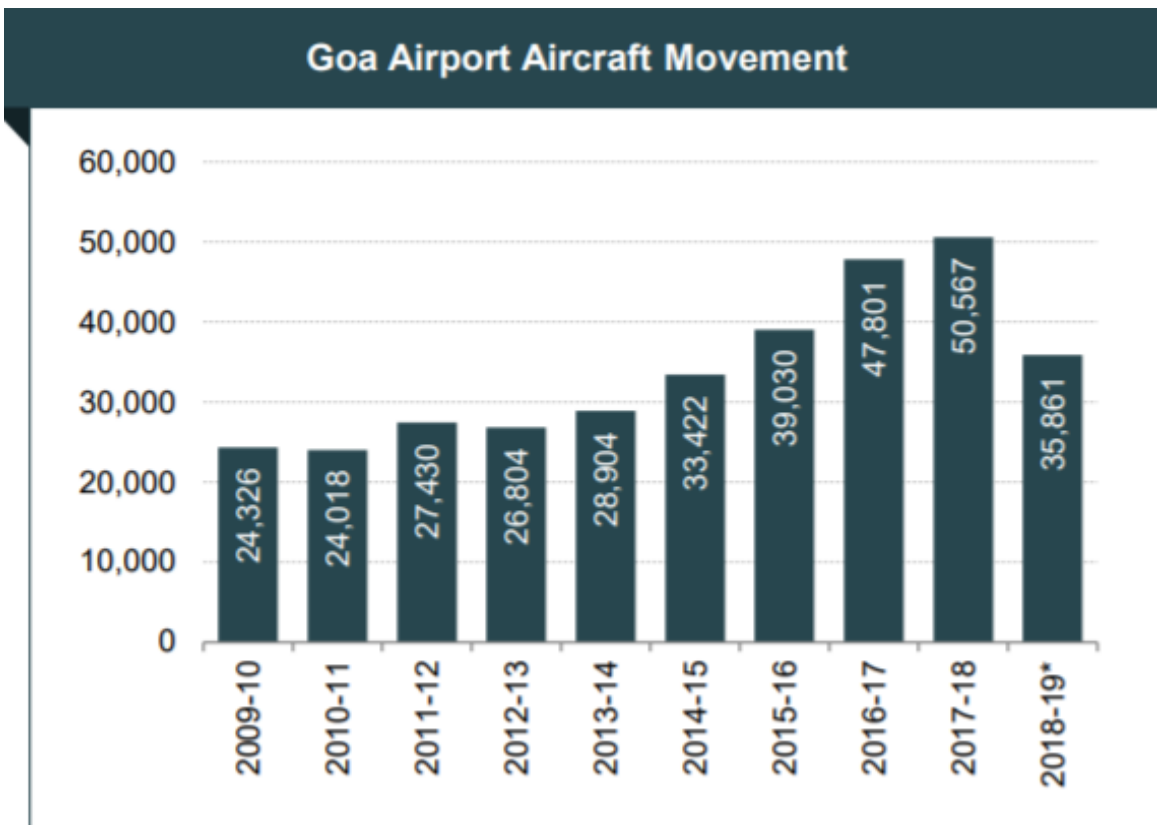


Figure 5.8: Aircraft movement at Goa airport  
Source: ibef (2021c)

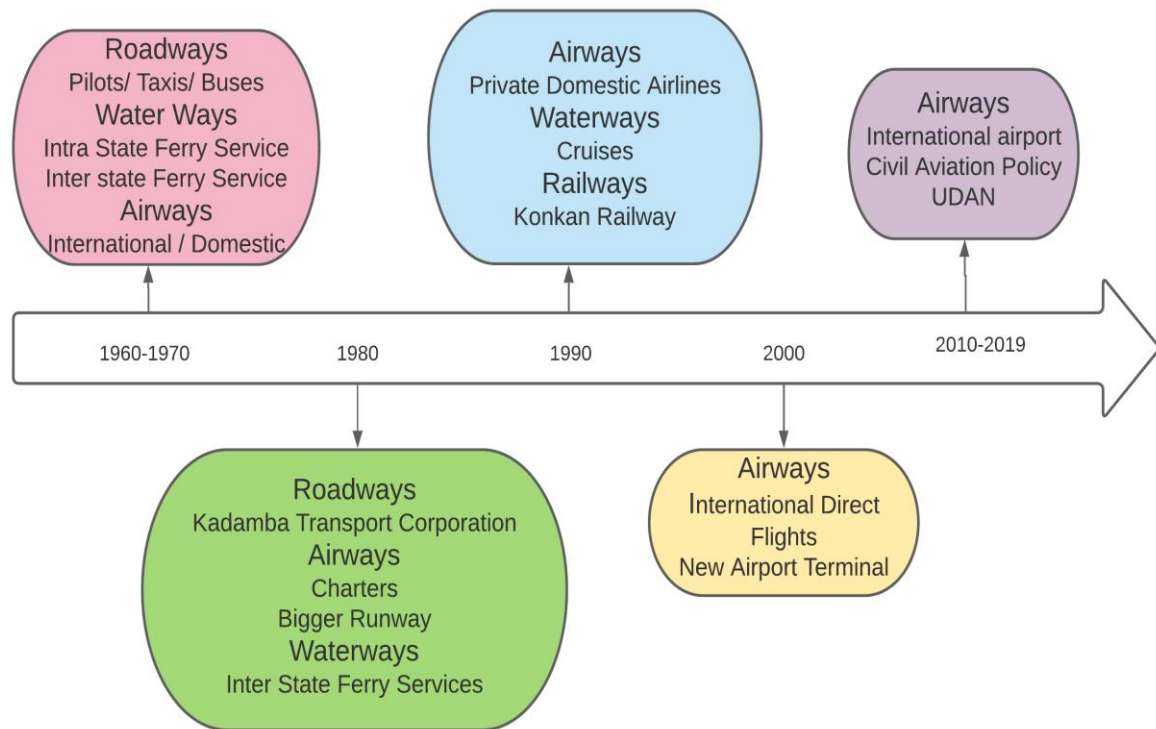


Figure 5.9: Timeline of the development of transport infrastructure

*Development of Transport Infrastructure (Roadways, Waterways, Airways & Railways) is identified as a partially deliberate strategy (refer to table 5.14, page 152). The discussion suggests the role of the central and state government departments in developing the infrastructure as per changes in technology and market demand. The strategy is incremental, has ostensive (recognized by the government) and coherent (changes over time) emergent properties, and shows evidence of planning. A few leaders have taken initiatives for the development of transport infrastructure. The strategic intent was to develop world-class entry points for Goa. The strategy has affected both foreign and domestic tourists. Most foreign tourists travel by airway, whereas domestic tourists use railways, roadways, and airways. The mode of travel within the destination is by taxis and bikes. The locals use the ferries to commute. There is scope to develop ferry services in Goa.*

**Development of Tourism Products:** The Department of Tourism, the Government of Goa, is responsible for the tourism infrastructure in Goa. The department receives funding from the central government through the Tourism Finance Corporation of India (TFCI). At the state level, funding is provided by the Economic Development Corporation (EDC) and Maharashtra State Financial Corporation (MSFC). GTDC is responsible for developing and

promoting new tourism products. The Archaeological Survey of India (ASI) takes care of all historical monuments' maintenance and renovation work. They also take care of the artefacts in government-owned museums. The state archaeology department takes care of some monuments (Ahmed & Shankar, 2012). Heritage properties and old Portuguese houses are provided funding by the government for maintenance. The beaches are public property maintained by the government.

Goa boasts over 50 historical monuments and sites (Ahmed & Shankar, 2012). The Churches and Convents of Goa came under the UNESCO heritage sites in 1986 under the cultural property. Goa also has many private museums. The National Tourism Policy (2002) advised the state governments to diversify the states' tourism products. The motive was to generate revenue and cater to different tourist segments. Until 2002, the state government promoted Goa primarily as a coastal tourism destination. Later, GTDC diversified the tourist attractions by offering other tourism products like MICE, events (IFFI, Serendipity), hinterland tourism, ecotourism, agritourism, sports, and adventure tourism (GTDC, n.d.). Many entrepreneurs have started with tourism products like casinos, dance and music festivals, spice farms, water sports, museums, and theme parks. Goa is also promoted as a wedding destination by the hospitality industry. The support for diversification has come from both the public (in the form of government schemes) and private sectors (by investing and funding) (Brammar & Beech, 2004). Figure 5.10 gives the timeline of the development of tourism products.

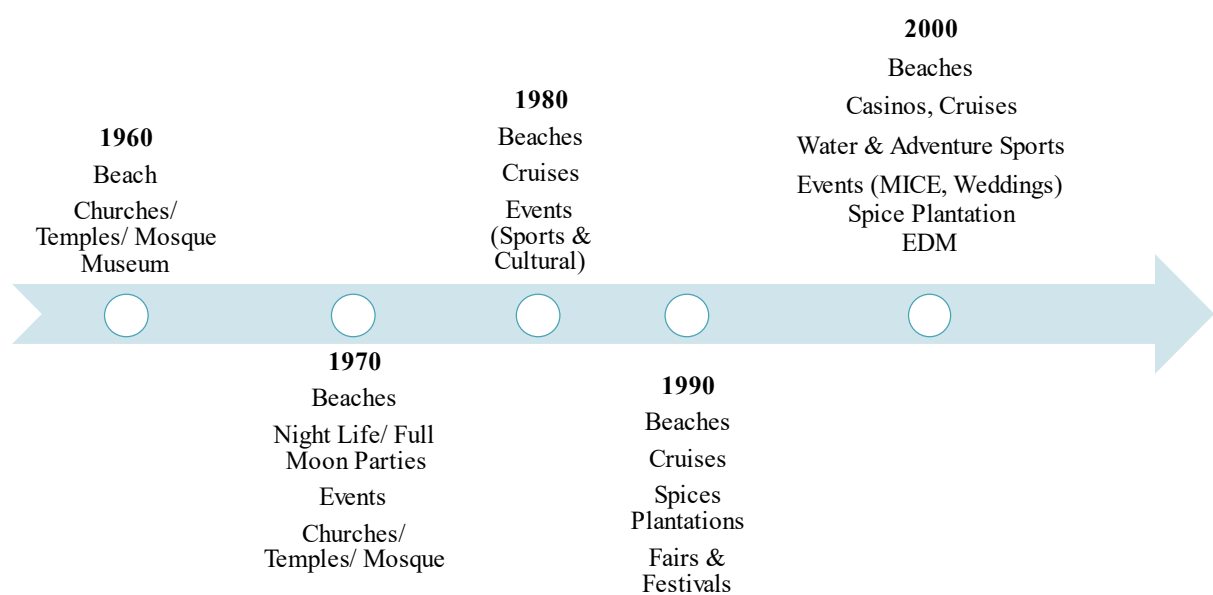


Figure 5.10: Timeline of the development of tourism products

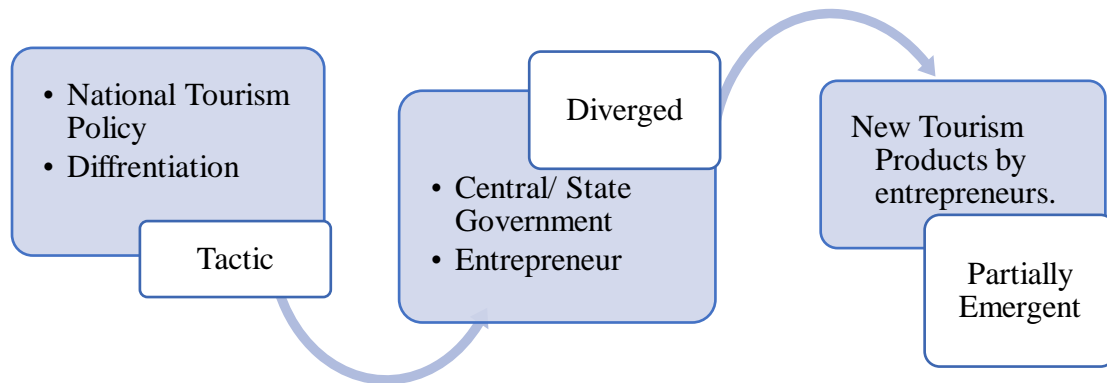


Figure 5.11: Process of strategy formation: Development of tourism products

*The development of tourism products (Beaches, Events, Museums, Festivals & Fairs, Cruises, Water Sports & Adventure Sports, and Casinos) was a policy decision in the national tourism plan. The case study discusses the efforts made by the local government to develop tourism products. They also encouraged local entrepreneurs to invest. The local entrepreneurs took the opportunity and invested in different tourism products. The strategy satisfies the coherent properties (changes over time) of emergence and is incremental (refer to table 5.14, page 152). Thus, the strategy was formed as a tactic, later diverged, and became partially emergent (refer to figure 5.11). The strategic intent was to attract new tourist segments and increase the tourists' average duration of stay. Foreign tourists like to go to beaches, spice farms, and churches, whereas domestic tourists enjoy beaches, casinos, adventure, and water sports.*

**Luxury Hotels:** Taj Aguada was the first 5\* luxury hotel in Goa in 1974. It was established by Mr JRD Tata and Mr Ajit Kerkar (Managing Director, Indian Hotels Company Limited). Soon other hotels, namely Welcom Group's Cidade de Goa at Bombolim and Oberoi's Bogmalo Beach Resorts at Marmagao (A. Naik, personal communication, October 2, 2020; SV Balaram, personal communication, December 29, 2020) followed. The national action plan for tourism encouraged people to operate different accommodation units and made provisions for providing loans. Dr Wilfred D' Souza, Goa's tourism minister, helped many entrepreneurs venture into the hospitality business (SV Balaram, personal communication, December 29, 2020). The state government provided land for the hotel industry's development under the Goa Land Act of 1980 (Sinha, 2002). The government offered loans to the locals interested in opening accommodation units (Routledge, 2001). The loans were disbursed through EDC

and MSFC. The government also gave the locals subsidies and tax benefit options for investing and expanding Goa’s accommodation capacity. After globalization, the hospitality sector was approved 100% FDI. Many multinational hotel chains built their hotels or managed existing properties (Brammer & Beech, 2004). In Goa, most hotel properties belong to the locals or Indians. Multinational hotel chains have collaborated for branding (E. Dias, personal communication, December 30, 2020). Most hotels were initially established in North Goa. CRZ (Coastal Regulatory Zones) notification in 1991 forced entrepreneurs to buy land and establish hotels in South Goa. Luxury hotels have helped create a value chain in society due to their multiplier effect (N. Kunkolienkar, personal communication, October 6, 2021). The total number of registered hotels in 2018 was 4399, out of which 27 were 5\* luxury hotels, and hotel beds were 90413 (Goa Trip, n.d.; Statistics, 2019) (refer to figure 5.12 and 5.13). The unregistered accommodation units are taking care of the overflow.

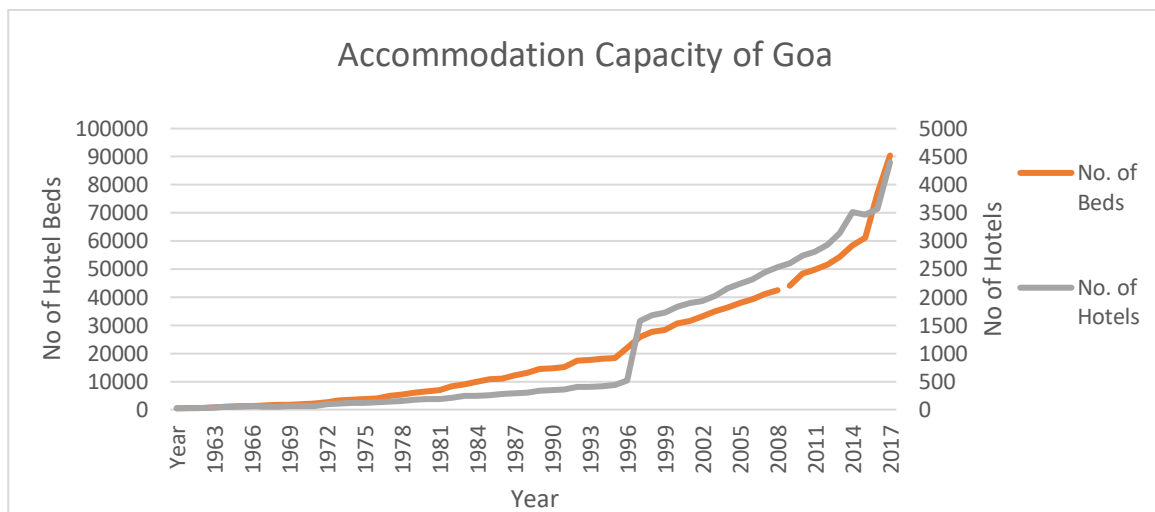


Figure 5.12: Accommodation capacity of Goa  
Data Source: Statistics (2020)

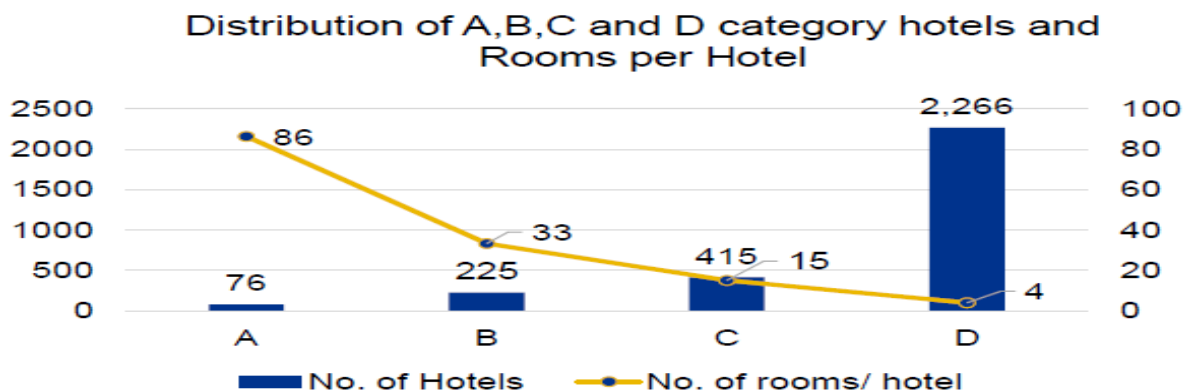


Figure 5.13: Distribution of hotel categories and rooms  
Source: KPMG (2015)

*The strategy of luxury hotels developed organically due to entrepreneurs' interests. The government recognized the need for luxury hotels at the destination and introduced land/economic reforms. The strategy satisfies global (originated at the lower level), ostensive (recognized by the government), and coherent (changes over time) properties of emergence (refer to table 5.14, page 152). The strategy is partially emergent and also incremental. The strategic intent was to develop hotels and cash on the boom in the tourism industry. Hotel Industry has allowed foreign and domestic tourists to enjoy accommodation services as per their budget.*

**Industry Status to Tourism:** Tourism development began in India in 1956. The central government provided basic facilities at main tourist attractions. In the third five-year (1961-1965) plan and the following three years (1966-1968), the emphasis was on promoting tourism in the international market. The fourth (1969-1974) and the fifth-year plan (1975-1979) included maintaining India's cultural and historical property. Tourism policy and the National Action plan for tourism were formulated in the sixth five-year plan (1980-1984). Emphasis was given to developing tourism circuits and monitoring tourists flow. The country's vast tourism potential was recognized in the seventh five-year plan (1984-1989) when tourism was accorded an industry status. After that, fifteen states declared tourism as an industry (Planning Commission, n.d.). The government of Goa declared tourism as an industry in 2000. However, the central government schemes were available for all states from 1984.

*Giving industry status to tourism is a deliberate strategy planned by the central government. The strategy has ostensive (recognized by the government) emergent property and is a one-time strategy (refer to table 5.14, page 152). Later, the state government too implemented it. The strategic intent behind providing industry status was to make tourism a priority sector for the Reserve Bank of India (RBI) and other financial institutions so that entrepreneurs could get easy loans, subsidies, and concessions. Secondly, hotels and other accommodation units can be included in the MSME sector and benefit from it. Thirdly, to encourage private sector investments in tourism. The strategy has helped tourism stakeholders establish businesses, thus contributing to tourism growth.*

**Formation of Tourism Development Corporation:** As per the national tourism policy, ITDC was established in 1966. The tourism corporations were the profit centres for the



government. Under the policy, the state government established a state tourism development corporation. The GTDC was formed on 30<sup>th</sup> March 1982. The government's responsibilities of providing basic touristic facilities like accommodation (hotels), taxis, and tours were transferred to GTDC. The GTDC runs and manages the same by promoting and developing tourism in the state (GTDC, n.d.). It manages nine residencies across Goa, tourists taxi services, cruises, and tours. In 2013 GTDC was given additional charge of developing tourism infrastructure and products (F. Braganza, personal communication, January 9, 2021).

*As discussed in the case, the strategy of formation of a tourism corporation is deliberate as it was planned initially by the central government, and later the state governments were asked to implement it. The strategy has an ostensive (recognized by the government) property of emergence and is a one-time strategy (refer to table 5.14, page 152). The strategic intent was to promote tourism and develop accommodation units across India. The strategy has helped foreign and domestic tourists enjoy differentiated tourism products.*

**Tourism Plans:** The Government of Goa's Department of Tourism is responsible for developing tourism plans for the state. In 1982, the central government announced the National Action Plan for tourism. Under the plan, the state governments were asked to form a tourism master plan for their respective states. Based on the central government's recommendations, the Department of Town and Country Planning (T & CPD) prepared a draft plan in 1987 (Government of Goa, 1987). The plan, however, failed to garner public support. In 1997, the Central Government again asked the Department of Tourism, Government of Goa, to draft Tourism Master Plan for the next 25 years. The planning for the same was outsourced to Consulting Engineering Services. Consulting Engineering Services came up with a draft master plan in 1999. The draft plan was discussed with the Travel & Tourism Association of Goa (TTAG) and the Goa Chamber of Commerce and Industries (GCCCI) (Alvares & Gadgil, 2002). Despite opposition from trade associations and NGOs (Non-Governmental Organizations), the government passed the plan as a tourism policy in 2001 (Breda & Costa, 2013).

The tourism master plan, 2020, was outsourced to the KPMG consulting group. Public opinion on the plan was sought in 2015, but the plan was shelved due to inconsistencies. KPMG was asked to prepare another plan. The plan was in the public domain in 2018. The industry is still not convinced with many aspects of the plan (E. Dias,

personal communication, December 30, 2020; F. Braganza, personal communication, January 9, 2021). However, the government passed the new plan in 2019, and the implementation stages are currently being worked out (M. De Souza, personal communication, January 13, 2021, R. Kale, personal communication, January 4, 2021). The process involved in tourism planning is illustrated in figure 5.14. The new plan has year-wise sub-plans for which budget allocations will be made accordingly (M. De Souza, personal communication, January 13, 2021). Tourist Trade Act 1982 needs to be amended for the new tourism plan to be operational (D. Narvekar, personal communication, January 4, 2021). An independent tourism board is formed, having equal participation from the government, industry, and academics (D. Narvekar, personal communication, January 4, 2021; R. D’Souza, personal communication, February 11, 2021). The board is responsible for sanctioning and implementing new tourism projects. It will also regulate and streamline the state's tourism activities.

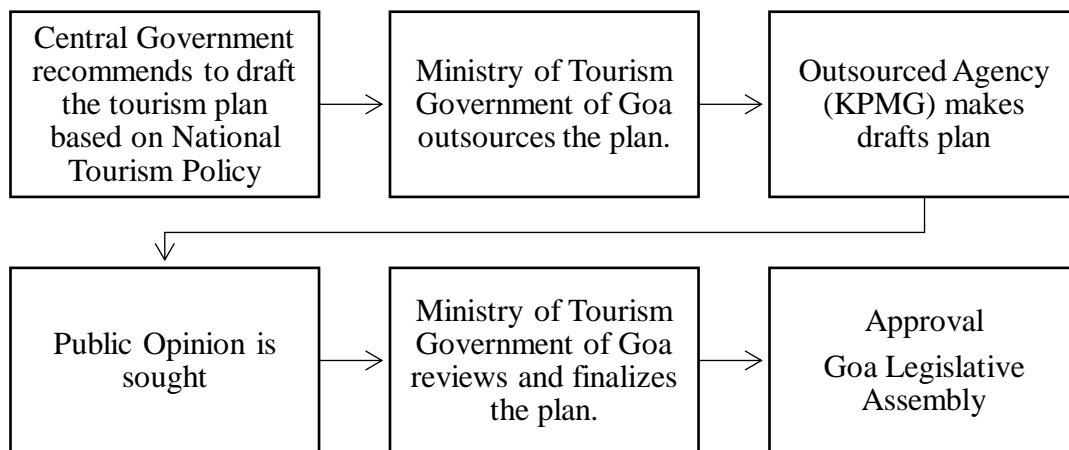


Figure 5.14 Tourism planning process

*The strategy of tourism planning was deliberate. As discussed in the case, the government of India initiated the strategy, which the state government followed once Goa was given statehood. The strategy has largely remained unsuccessful due to opposition from industry, conservationists, and environmental and local groups. The strategy satisfies the coherent (changes with time) property and is incremental (refer to table 5.14, page 152). The strategic intent was to plan and streamline the growth of tourism.*

**Hosting of States Delegates:** India hosted the Commonwealth Heads of Government Meeting (CHOGM) in 1983. The official conference was held in Delhi. A retreat for the world leaders was scheduled in Goa. The event had thirty-nine world leaders from across

the globe come to Goa. The retreat was hosted at the Taj Fort Aguada Beach Resort. Twenty new Portuguese-style cottages were specially built for the dignitaries. A 7-ft high wall was erected around the premises to keep away both press and intruders. The luncheon ceremony showcased Goa's rich Indo – Portuguese heritage (Its Goa, 2016). The Governors's residence was refurbished for \$70,000 (Weaver, 1983).

Goa received excellent publicity from the world media, due to which visits of foreign tourists increased. Charter flights were started soon after the event (Its Goa, 2016). The infrastructure built for the event is still used today. The bridge over the river Zuari was constructed for the event. A new road was specially made on the North Goa beach belt for smooth transit of the dignitaries. The road is still called CHOGM road. Bright sodium and high-pressure mercury lamps were installed along the main roads and near historical monuments (Kapoor, 1983). A strong telecommunication network was established. The hotel got a 400-line PABX (Private Automatic Branch Exchange) system for dialling 60 countries and 20 hotlines. The system's total cost was nearly two crores (Kapoor, 1983). Dabolim airport lounges were upgraded. The runway was increased from 7,000 to 10,000 feet. The airport got the most sophisticated systems for receiving any aircraft worldwide (Weaver, 1983). Six helipads were built on Fort Aguada. The Goa Shipyard jetty, the Old Goa jetty, and the Fort Aguada jetty were also constructed as a stand-by arrangement.

*The strategy of hosting state delegates was a deliberate strategy. As discussed, the strategy was planned and executed by the central government. The then PM of India and Goa's CM played a crucial role in developing the strategy. The functioning of the event at the ground level was taken care of by the state government. The strategy also helped to improve the infrastructure in Goa. It is a one-time strategy. The strategy has an ostensive (recognized by the government) property of emergence (refer to table 5.14, page 152). The strategic intent was to promote Goa to the commonwealth countries. The strategy helped in getting foreign tourists to the destination.*

**Charter Flight Operations:** Expensive flight ticket was a significant issue that deterred European tourists from travelling to Goa. The impetus was provided by the CHOGM retreat held in 1983. Along with their counterparts in India, the foreign travel agents negotiated with the government officials for charter flights (A.G. Pereira, personal communication, December 12, 2021). For foreign travel agents, charter flights were less expensive and hassle-free. It was expected to lower operating costs compared to the scheduled airline (Trichur, 2013). The state government was interested in the revenue charters provided.

Therefore, the government prepared a charter policy that imposed certain conditions on charter operations. Tourists on charter had to spend a certain amount of money, stay in India for fourteen days and return on the charter flight. No Indian could travel via charter (E. Dias, personal communication, December 20, 2020). The policy was framed to protect the interests of the national carriers (Air India and Indian Airlines). The first charter flight, Condor Airlines, came to Goa from Germany in 1985 through the Trade Wings travel agency (A.G. Pereira, personal communication, December 12, 2021). It was followed by flights of Intersun, Air Europa, Inspiration East, and Timsway from the UK. Later, in 1990 other companies like Cosmos, Sunworld, Hayes & Jarvis, and Unijet took over the business (R. D’Souza, personal communication, February 11, 202; Breda & Costa, 2013). The charters operated three direct flights per week from Europe from November to April every year. In recent years, most charters have come from Russia, Britain, and Finland (Phadnis, 2015).

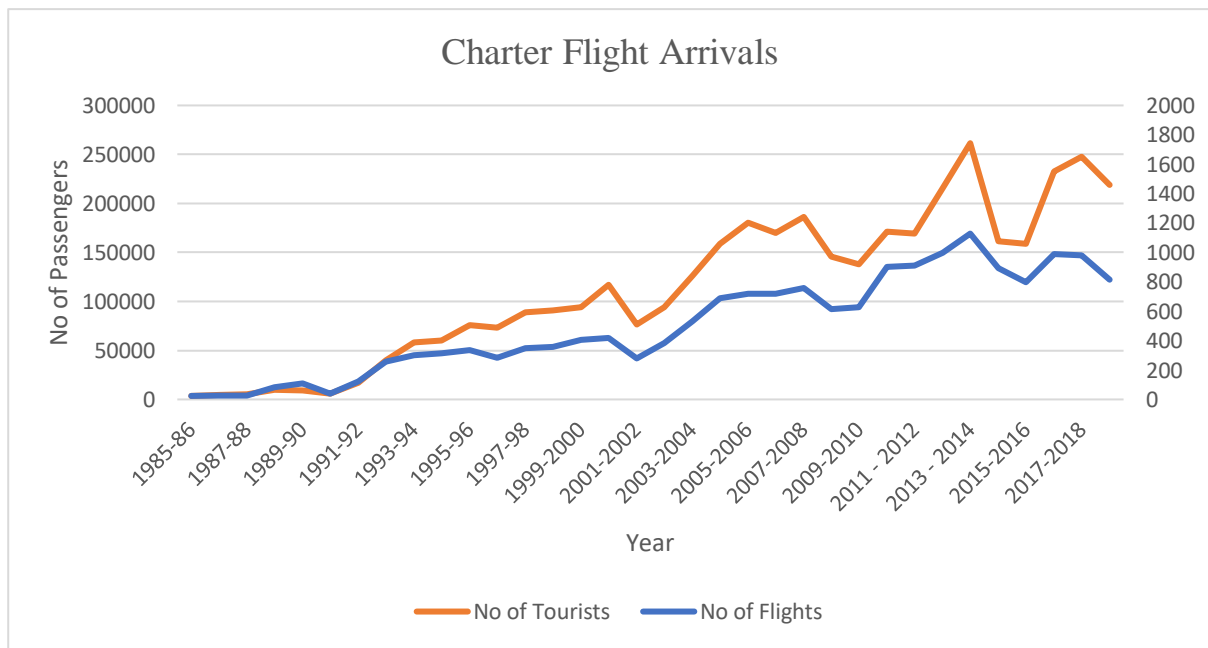


Figure 5.15: Charter flight arrivals represented more than 50% of seasonal foreign tourists arrivals from 2005 to 2008 and 2013 to 2014

Data Source: Statistics (2020)

*The strategy of charter flight operations is partially emergent. As discussed, the local government executed the strategy due to demand from travel agents. The AAI (had to give operating permission for the strategy to be successful. Among the properties of emergence, the strategy satisfies global (originated at the lower level), ostensive (recognized by the*

government), and coherent (changes with time) properties (refer to table 5.14, page 152). The strategy is also incremental. The strategic intent was to increase inbound tourism and make profits. The strategy helped in getting foreign tourists to the destination.

**Gaming and Casino:** The Goa Public Gambling (Amendment) Act, 2012, comes under the Ministry of Home Affairs, Goa Government. The casino licenses were initially issued to local Goans. The locals later sold their licenses to others players who had casino businesses in India and abroad (A.G. Pereira, personal communication, December 31, 2020). Mr William Britto, who had a casino license, and Dr Wilfred D'Souza (Tourism Minister) were influential in persuading the state government to amend the Public Gambling Act, 1976 (Bothello, 2018; E. Dias, personal communication, December 30, 2020 (F. Braganza, personal communication, January 9, 2021). Subsequently, the act was amended under the then chief minister Mr Ravi Naik in 1992 (Bothelo, 2018). At first, only hotels could operate casinos digitally (F. Braganza, personal communication, January 9, 2021). Later, the government made amendments in 1996, 2001, 2007, and 2012 to accommodate the casino industry's interests. The amendment in 2007 was done to operate offshore casinos that allowed live gaming (F. Braganza, personal communication, January 9, 2021).

Casinos are promoted to attract tourists who otherwise might not have visited the state (Bothello, 2018). In addition, they generate employment and tax revenues for the state government. The first onshore casino was established in the hotel Cidade de Goa in 1999. Deltin Caravela was the first offshore casino started by Mr Sundar Advani in 2001 (E. Dias, personal communication, December 30, 2020; TNN, 2013). Intelligent bureaucracy and greedy politicians have systematically promoted onshore and offshore casino gaming in Goa (Kamat, 2015). High market demand has helped casinos boom in Goa (Prabhudessai, 1999). Fifteen onshore and six offshore casinos are operational (Directory, n.d.).

*The strategy of gaming and casino is partially emergent. The strategy originated from the entrepreneurs but involved judicial intervention by the state government. Among the properties of emergence, the strategy satisfies global (originated at the lower level), ostensive (recognized by the government), and coherent properties (changes with time) (refer to table 5.14, page 152). The strategy is also incremental. The strategic intent was to increase tourism and make profits. Domestic tourists enjoy going to casinos and gambling more than foreign tourists.*

**Beach Shack Policy:** The beaches are regulated under the CRZ rules. However, Goa is given a specific exemption under which the tourism department formulated the beach shack policy (F. Braganza, personal communication, January 9, 2021; M. De Souza, personal communication, January 13, 2021). Under the policy, the department issues guidelines and licenses for operating beach shacks. Initially, the licenses were issued by the local Panchayat. However, the tourism department took over licensing in 1995 because many locals started approaching for licenses, resulting in commotion at the panchayat. Also, the hotels operating in the coastal areas started putting pressure on the government. The hotel operators felt the shacks were eating into their business (E. Dias, personal communication, December 30, 2020; Routledge, 2001). The department issues licenses to the shack owner before the commencement of tourist seasons. The policy is made to give employment to the local Goan youth (R. Kale, personal communication, January 4, 2021). However, the government put a few mandatory restrictions to protect the locals' interests and the dunes (E. Dias, personal communication, December 30, 2020). Only locals having police verification can operate a shack. The shacks are also liable for inspection by the excise and customs departments (Trichur, 2013). The policy on space allocation and the erection of shacks was formed in 2012 based on environmental concerns and pressure from the hotel lobby (Solomon, 2009). The policy has three shack allocation categories: shacks above ten years in operation; Category B: shacks between 5-10 years in operation; and Category C: is for newcomers (F. Braganza, personal communication, January 9, 2021).

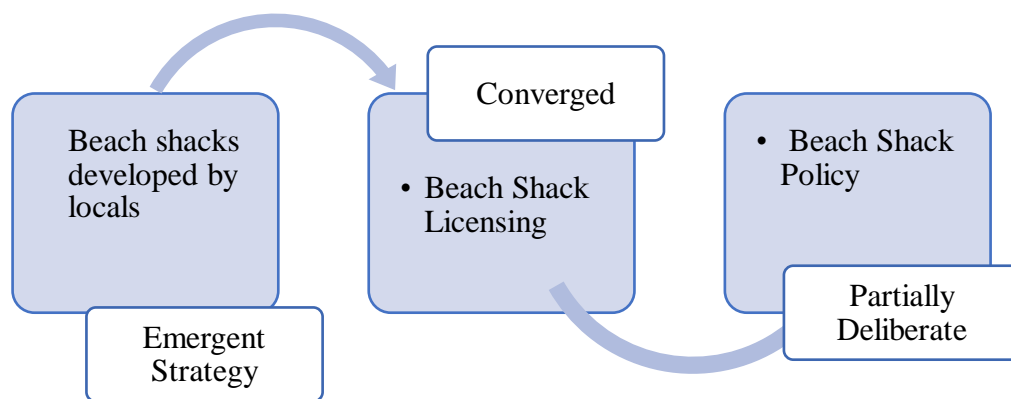


Figure 5.16: Process of strategy formation: Beach shack policy

*The locals started beach shacks in Goa. Due to high market demand, competition, opposition from hotel operators, and environmental concerns, the government had to intervene to form regulations and policies. The strategy was emergent as it satisfies all emergent properties (refer to table 5.14, page 152). Over the years, the beach shack strategy*

has converged and become partially deliberate (refer to figure 5.16). Both domestic and foreign tourists enjoy the beach shack services.

**Water Sports Policy:** Local entrepreneurs started water sports in Goa. There were no regulations and policy frameworks in place. Later, the government recognized its potential and included it in its promotion campaigns (Prabhudessai, 1999). Water sports policy was formed in 2003 to streamline and regulate the activities carried out by the local player (GTDC, n.d.). It was also done to safeguard the tourists against potential hazards. However, no demarcations are being done to identify fishing from water sports zones (F. Braganza, personal communication, January 9, 2021; M. Alvares, personal communication, December 30, 2020). Under the policy, the government regulates the licenses of the stakeholders involved. GTDC issues or renews the licenses every year before the tourist season. The government will differentiate zones, establish ticketing counters, and determine the carrying capacity for water sports (M. De Souza, personal communication, January 13, 2021).

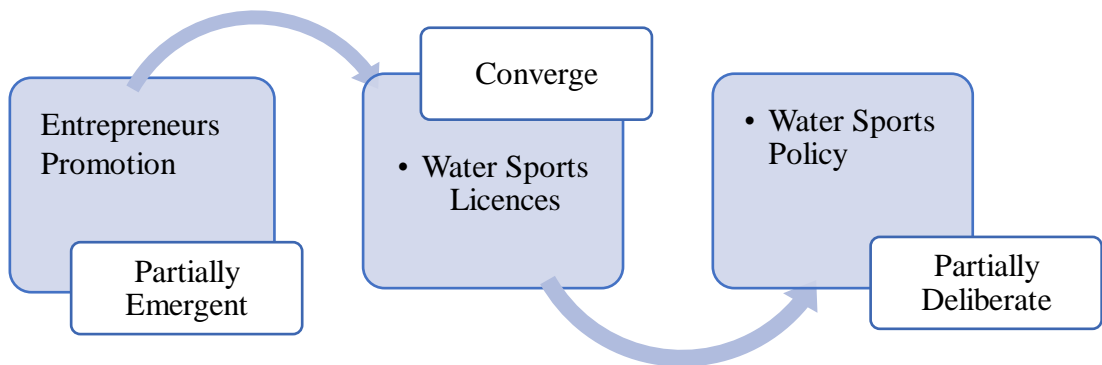


Figure 5.17: Process of strategy formation: Water sports policy

The strategy was partially emergent as entrepreneurs developed water sports as a tourism product with permission from the government. Later the strategy converged to partially deliberate as water sports policy was formulated (refer to figure 5.17). Thus, the strategy is incremental and has global (originated at the lower level), ostensive (recognized by the government), and coherent (changes with time) properties of emergence (refer to table 5.14, page 152). The strategic intent was to engage tourists and earn profits. Domestic tourists enjoy water sports activities more than foreign tourists.

**Lifeguards:** Goa’s beaches are safe for swimming throughout the year, but there are solid undertows and currents during the offseason. The increased drowning of tourists led to the state government deciding to have lifeguards at the beaches (E. Dias, personal communication, December 2020; F. Braganza, personal communication, January 9, 2021). The government has outsourced the contract to Drishti Lifesaving since 2008 (Goa Tourism, n.d.). Initially, lifeguards were posted at only a few beaches in North Goa. Later they were posted on other beaches looking at increased drowning cases. More than seven hundred trained lifeguards impart services at the beaches, Doodh Sagar waterfalls, and Mayem Lake in Goa (Drishti Marine, n.d.). The service has led to a 99% reduction in deaths due to drowning (Drishti Marine, n.d.). Table 5.13 lists the details of Drishti Lifesaving’s services record. The data prior to 2014 is not available.

Table 5.13: Drishti Lifesaving’s services record

<b>Year</b>	<b>Rescue</b>	<b>First Aid</b>	<b>Assist in Safety</b>	<b>Drowning</b>
2014	277	6	31	2
2015	330	26	1	7
2016	408	22	7	4
2017	355	27	31	2
2018	376	17	22	7
2019 (till June)	105	8	2	3

Primary Data Source: Ministry of Tourism, Government of Goa

Drishti Lifesaving also runs a beach safety patrol by providing beach marshals from sunset to midnight on specific beaches. The beach marshals focus on women’s safety, assist tourists and deter them from venturing into the ocean.

*Having lifeguards on Goa’s beaches is a partially emergent strategy. It shows organic decision-making by the state government. The strategy satisfies the global (originated at the lower level), ostensive (recognized by the government), and coherent (changes with time) properties of emergence and is incremental (refer to table 5.14, page 152). The strategic intent was to safeguard the tourists. Lifeguards warn the tourists against potential dangers in the sea. They also help to enhance the destination's image (E. Dias, personal communication, December 30, 2020; A.G. Pereira, personal communication, December 31, 2020).*



**E Visa-** Visa policy comes under the Citizenship Act 1955. The central government initiated the visa-on-arrival facility in 2010 to increase inbound tourism. Initially, the facility was open to five countries, i.e., Finland, Japan, Luxemburg, New Zealand, and Singapore, for tourist visas, VFR, and medical and business visas. The facility was later extended to Cambodia, Vietnam, the Philippines, and Laos citizens. In 2014, the Electronic Travel Authorization (ETA) facility became operational for citizens of over 40 countries. The facility was further expanded to 113 countries in 2015. The scheme was renamed to e-Tourist Visa (eTV). In 2017 the scheme was again renamed e-Visa with three subcategories: e-Tourist visa, e-Business visa, and e-Medical Visa (PTI, 2015). Maximum E-Visas from Goa are issued to tourists from Russia and the UK, followed by Ukraine, Germany, and Sweden. The facility has helped increase the foreign tourist numbers and given a competitive advantage to the country (E. Dias, personal communication, December 30, 2020; F. Braganza, personal communication, January 9, 2021). It has also considerably reduced the government's operational costs (A.G. Pereira, personal communication, December 31, 2020).

*The e-visa strategy originated as a partially emergent strategy that later converged and became deliberate. The central government formed an e-visa strategy to ease foreign tourists' travel regulations. The strategy has ostensive (recognized by the government) and coherent (changes with time) properties of emergence (refer to table 5.14, page 152). The strategic intent was to increase inbound tourists and reduce travel formalities. The strategy is directed explicitly at foreign tourists.*

**Government Schemes for Tourism:** The central government in the year 2014 decided to rejuvenate tourist attractions by providing funding to the states. Swadesh Darshan Scheme was launched in 2015. Goa has received 100 crores for North and South Goa development projects (M. De Souza, personal communication, January 13, 2021). Temples and churches are renovated under the PRASAD scheme (Pilgrimage Rejuvenation and Spiritual Augmentation Drive). The Adopt a Heritage: Apni Dharohar Apni Pehchaan scheme was launched in 2017 on World Tourism Day (AAH, n.d.). The “Adopt a Heritage” scheme aims to make tourist-friendly facilities by allowing the stakeholders to adopt a heritage monument. The scheme’s stakeholders vary according to the asset’s ownership and nature, i.e., the Archaeological Survey of India (ASI) manages centrally protected monuments, and the state archaeology department manages the state-protected monuments (Bhargava, 2018). Ten monuments all over India are adopted under the scheme (PTI, 2018). Three monuments

in Goa were identified as potential monuments to be adopted. The Chapora fort, Rivona Caves, and Harvalem caves (AAH, n.d.). However, there were no takers for any properties. Also, the locals opposed the schemes (E. Dias, personal communication, December 30, 2020). Tiracol Fort is the only fort in Goa that a private enterprise runs as a boutique hotel.

*The government schemes for tourism is a deliberate strategy. It was planned and executed by the central government. The strategy has ostensive (recognized by the government) emergent properties (refer to table 5.14, page 152). It is also a one-time strategy. The strategic intent was to improve tourism infrastructure.*

*The tourism strategies formed at the destination have helped diversify tourism products and build infrastructure. They have also aided the stakeholders in establishing tourism-related businesses. The central and state government and entrepreneurs developed tourism strategies. The tourism strategies developed by the central government are planned (deliberate) and adaptive (formed due to triggers), whereas the strategies formed by the state government are reactive. The entrepreneurial strategies show convergence of strategies as the government recognized them and formed policies. External environmental factors like market demand, technological changes, and land and economic reforms contributed to the formation of strategies.*

Table 5.14 Process of strategy formation: Tourism strategies

Strategy	Emergent Properties				Consensus of the respondents	Type of Strategy		Strategic Intent	Trigger	Formed By
	Radically Novel	Global	Ostensive	Coherent		Formed	Changed To			
Development of Transport Infrastructure (Waterways, Roadways, Railways, Airways) (1962-2019)	×	×	√	√	Planned	Partially Deliberate Incremental		Develop entry points to Goa	Technological changes, market demand	Central State Government & Entrepreneurs
Development of Tourism Product (1960-2019) (Beach, Events, Museums, Festivals & Fairs, Cruises, Water Sports & Adventure Sports, Casinos)	×	×	×	√	Organic	Tactic Incremental	Diverged Partially Emergent	New tourists segment, profits Increase average stay	Market Demand	Central State Government & Entrepreneurs
Luxury Hotels (1974-2019)	×	√	√	√	Organic	Partially Emergent Incremental	-	Profits	Land Reforms Market Demand, 100% FDI	Entrepreneurs

Strategy	Emergent Properties				Consensus of Respondents	Type of Strategy		Strategic Intent	Trigger	Formed By
	Radically Novel	Global	Ostensive	Coherent		Formed	Changed To			
Industry Status to Tourism (1982)	×	×	√	×	Planned	Deliberate One-Time	-	Provide subsidies and loans Increase investments	Market Demand	Central Government
Formation of Tourism Development Corporation (1982)	×	×	√	×	Planned	Deliberate One Time	-	Develop accommodation units and tourism products	Market demand	Central & State Government
Tourism Plans(1982)	×	×	×	√	Planned	Deliberate Incremental	-	Streamline tourism growth	Growth of tourism	State Government
Hosting of State Delegates (CHOGM)(1983)	×	×	√	×	Planned	Deliberate One-Time	-	Promotion of Goa to the international market	Lesser-known state	Central Government
Charter Flights Operations (1985)	×	√	√	√	Organic	Partially Emergent Incremental	-	Increase inbound and tourism profits	Market Demand	Travel Agents Central Government
Gaming and Casinos (1992)	×	√	√	√	Organic	Partially Emergent Incremental	-	Increase Tourism, Profits	-	Entrepreneur

**Led By:** PM (Prime Minister) Indira Gandhi, CM Pratap Singh Rane

**Led by** Ravi Naik, Mr. Wilfred D'Souza, Tourism Minister of Goa, and entrepreneurs Mr. William Britto, Mr. Sundar Advani

Strategy		Emergent Properties				Consensus of Respondents	Type of Strategy		Strategic Intent	Trigger	Formed By
		Radically Novel	Global	Ostensive	Coherent		Formed	Changed To			
Beach Policy(1995)	Shack	√	√	√	√	Organic	Emergent Incremental	Converged →Partially Deliberate	Regulate	Haphazard development	State Government
Water Policy(2003)	Sports	×	√	√	√	Organic	Partially Emergent Incremental	Converged →Partially Deliberate	Regulate	Engage tourists to earn profits	State Government
Life (2009)	Guards	×	√	√	√	Organic	Partially Emergent Incremental	-	Safeguard Tourists	Drowning of tourists	State Government
E-Visa (2010)		×	×	√	√	Organic	Partially Deliberate Incremental	Converged Deliberate	Ease of travel	Wide use of the internet, convenience for the tourists	Central Government
Government Schemes for Tourism (2015-2019)		×	×	√	×	Planned Budget	Deliberate One-Time	-	Management of tourism resources	Depleted Resources	Central Government

“x” shows property being absent; “√” shows property being present

## **Economic Strategies**

The economic strategies have helped the tourism stakeholders expand the tourism capacity of Goa. The stakeholders could get easy loans, subsidies, and concessions to establish hotels and develop tourism products. They also contributed towards MICE tourism. The following section discusses each strategy's formation process. Table 5.16 provides details on the economic strategy formation process.

**5-Year Plans:** India was under the third five-year plan when Goa was liberated (1961-1966). Goa did not get the central government's initial capital outlay during the first two 5-year plans (M. Raikar personal communication, October 7, 2020; BS. Angle, personal communication, December 24, 2020). The Sino-India war in 1961 led to the collapse of the Indian economy. Till the fourth five-year plan (1969-1974), Goa did not receive any monetary help from the central government. During the fourth plan, Goa was declared an industrially backward state, along with many other states, and the central government recommended establishing industries in the state (Sinha, 2002). Following the fourth plan, the state got complete financial help from the central government under various policies. The outlay for tourism began from the fifth 5-year plan (1974-1978). Tourism was given industry status in the sixth plan (1979-1984). The country witnessed twelve five-year plans before the planning commission was dissolved and NITI Aayog was established.

*The strategy is deliberate as it shows coherent (changes with time) emergent property and evidence of the planning process (refer to table 5.16, page 160). It is formed by the central government and is incremental. The strategic intent was to develop the economy of India through planning. Tourism plans are an integral part of the 5-year plans.*

**Loan Disbursal:** Several agencies, like the IMF, World Bank, and nationalized and state banks, provided loans to local businesses. Micro, medium, and small-scale industries were given significant subsidies. Tourism was considered a suitable occupation in Goa, as it did not require any skills and no capital investment (Breda & Costa, 2013; Trichur, 2013). The Indian government formulated incentives, tax credits, and subsidies to attract foreign investment in the tourism trade (Trichur, 2013). Small hotels, restaurants, and taxi operators could easily take loans (N. Kunkolienkar, personal communication, October 6, 2020). The local government also gave many concessions to tourism stakeholders (Reddy, 1994).

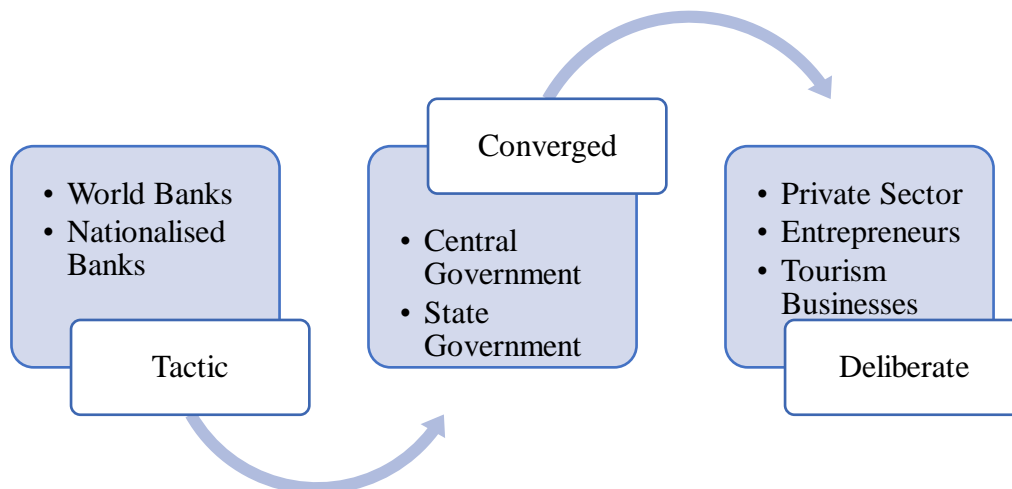


Figure 5.18: Strategy formation process: Loan disbursement

*As discussed in the case, the strategy was developed as a tactic to increase investment and develop the state's economy. The efforts of the financial institutions, government, and entrepreneurs made the strategy converge and become deliberate (refer to figure 5.18). The strategy shows the coherent (changes with time) property of emergence and is incremental (refer to table 5.16, page 160). The central and state government and the entrepreneurs formed it. The strategic intent was to support the private sector and entrepreneurs and locally increase the multiplier effect. The strategy has particularly helped small entrepreneurs establish tourism businesses.*

**Industrialization:** Goa was declared an industrially backward state by the central government in the '70s (Sinha, 2002). The central government had to employ more investor-friendly economic policies to encourage capital inflow (Sinha, 2002; Trichur, 2013). Tourism and mining were the two main foundations of the Goan economy. Income tax exemptions were given to companies that set up industrial units in Goa (A. Naik, personal communication 2 October 2020; M. Raikar, personal communication, October 7, 2020). The central government subsidized and sanctioned loans to establish industries (Routledge, 2001). Pharmaceutical, chemical, and food processing were the first industries established in Goa (Newman, 2019). Government loans were given for fishing with mechanized trawlers, pesticides, fertilizers, beer, and barge building (Sinha, 2002). Marmugao port was developed to export iron ore (Newman, 2019). However, tourism gained prominence with the Goan ore declining rates in the international market (Breda & Costa, 2013; Trichur, 2013). A few industrial estates were identified, and special economic zones (SEZ) were created (Nielsen & Da Silva, 2017). Later

the IT sector was also added. The benefits on taxes and subsidies were given till 2005. They were applicable till 2009. Despite the government’s efforts, most industrial units in the state are underperforming. According to the experts, “Goa does not attract heavy industries due to its geographical location and logistic issues. It is a good place to develop pharmaceutical, IT, and education hub apart from hospitality.” (N. Kunkolienkar, personal communication, October 6, 2020; M. Raikar personal communication, October 7, 2020)

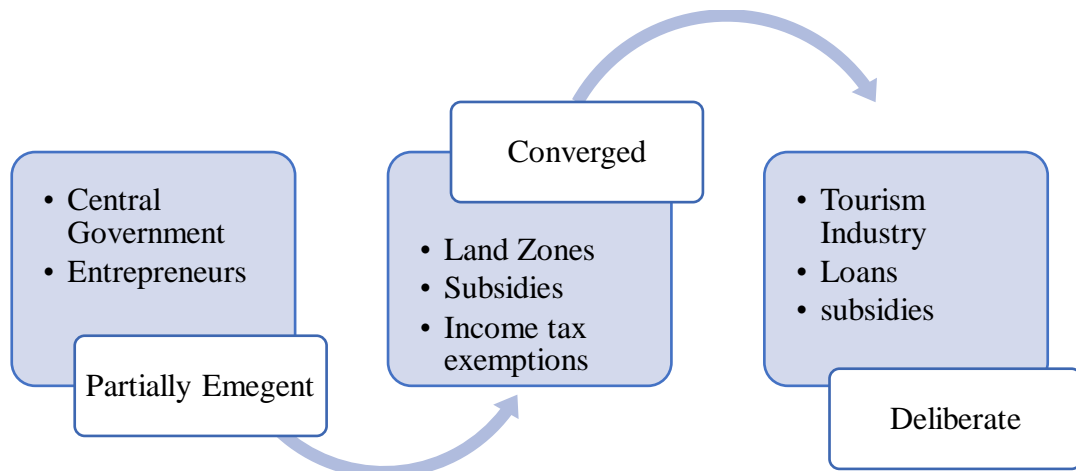


Figure 5.19: Strategy formation process: Industrialization

Table 5.15: Industrial estates in Goa

S.No	Industrial Estate	Area (Sq M)	Year of Establishment	Total Industrial Units	Total Performing Units	Non Performing Units
1	Corlim	211363	1966	97	58	39
2	Margao	150000	1967	120	80	31
3	Sancole	100000	1971	164	81	69
4	Mapusa	47100	1973	43	37	3
5	Tivim	177205	1975	122	88	27
6	Bicholim	90454	1977	96	70	18
7	Honda	410666	1984	49	24	24
8	Bethorda	204558	1982	102	80	16
9	Kundaim	2478808	1982	256	171	58
10	Canacona	143310	1984	47	24	14
11	Tuem	162418	1985	49	29	4
12	Kakoda	96650	1981	70	44	18
13	Verna	862570	1989	272	173	14
14	Cuncolim	972335	1990	126	57	30
15	Pilerne	469225	1993	95	46	4
16	Madkaim	530410	1994	67	43	5
17	Shiroda	105100	1996	NA	NA	NA
18	Colvale	228820	1997	20	3	-
19	Pissurlem	NA	NA	13	5	1
20	Sanguem	498850	2001	1	NA	-

Source: GIDC (2003)



*Although the policy framework was in place, the industrialization strategy initially developed organically. It depended greatly on private firms or individual entrepreneurs to take the first step. The strategy developed as a partially emergent strategy. With the efforts of the stakeholders and the government, the strategy converged to deliberate (refer to figure 5.19). The strategy shows the coherent (changes with time) and ostensive (recognized by the government) properties of emergence and is incremental (refer to table 5.16, page 160). The strategic intent was growth in the economy through the development of industries. The strategy was formed as Goa was declared an economically backward state. Industrialization brought MICE tourism to Goa.*

**Government Investment Policies:** The central government started several investment policies to boost exports and involve locals in manufacturing goods. These policies were directed at local entrepreneurs to develop business ideas (N. Kunkolienkar, personal communication, October 6, 2020). Investment options were also provided in the I.T. sector. Under the Make in India campaign, the government disbursed loans to the locals. The state government also developed policies for local businesses.

*The strategy is partially deliberate as it shows ostensive (recognized by the government) and coherent (changes with time) properties of emergence and evidence of the planning process (refer to table 5.16, page 160). The central and state governments and entrepreneurs formed the strategy. The strategic intent was to boost technology-based industries, empower entrepreneurs, increase exports, and create a self-sufficient India. Several tourism-related startups have come up under the scheme, like The Local Beat, B: live, Make-it-Happen, and Soul Traveling.*

**Economic Reforms** (Liberalization, Globalization, and Privatization): India was an agriculture-based, socialist economy until 1990 (Routledge, 2001). The economy was in recession, and the value of the Indian rupee to the dollar was falling steadily. The world bank did not support sanctioning loans to India unless it opened its market to the world. With this backdrop, the central government undertook significant economic reforms through trade liberalization, globalization policies, and privatization in 1992. The economic reforms included industrial policy, financial sector, and trade policy (Braco & Joseph, 2017). Liberalization helped reduce the number of licenses required to operate in the market, and globalization helped in FDI coming to India. Telecom and airlines were privatized to increase connectivity and communication. The hospitality sector was allowed 100% FDI.

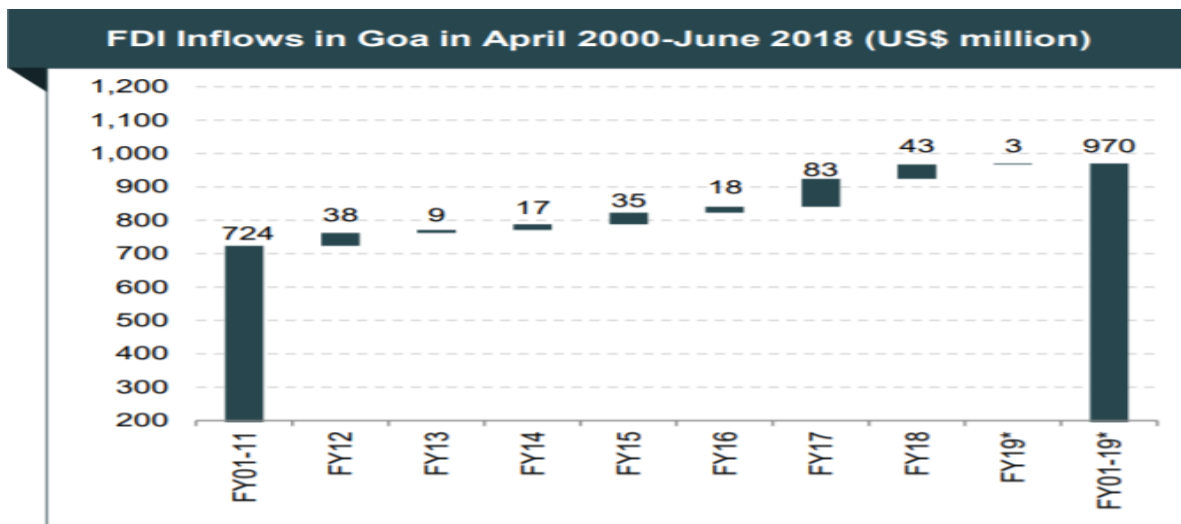


Figure 5.20: FDI investments in Goa  
Source: ibef (2021d)

*The strategy is partially deliberate as it shows ostensive (recognized by the government) and coherent (changes with time) properties of emergence and evidence of the planning process (refer to table 5.16, page 160). The case discusses that the strategy also developed due to external environmental conditions. The strategy is incremental and formed by the central government. The strategic intent was to kindle the growth of the local economy and get investments flowing, as India was experiencing economic stagnation. Economic reforms changed transport, hospitality, and other tourism-related services all over India.*

*The economic strategies helped the growth of the tourism industry and the stakeholders. The research suggests that most economic strategies are formed due to changes in the external environment. However, once the government recognized the changes, it took the initiative to implement strategies. The state government also took initiatives to bring many industries to Goa. Hence, the economic strategies formed at the destination are mostly adaptive. A few strategies show convergence of strategy. However, no specific economic strategies are formed for domestic and foreign tourists. Economic stagnation was the most critical trigger for developing economic strategies.*

Table 5.16: Process of Strategy Formation: Economic Strategies

Strategy	Emergent Properties				Consensus Respondents	Type of Strategy		Strategic Intent	Trigger	Formed By
	Radically Novel	Global	Ostensive	Coherent		Formed	Changed to			
5 Year Plan (1952)	×	×	×	√	Planned	Deliberate Incremental	-	Develop Economy	-	Central Government
Loan Disbursement (1962)	×	×	×	√	Organic	Tactic → Incremental	Converged Deliberate	Support to local businesses	-	Central & State Government Entrepreneurs
Industrialization (1970)	×	×	√	√	Organic	Partially Emergent → Incremental	Converged Partially Deliberate	Industrial Growth	Backward State	Central & State Government Entrepreneurs
Government Investment Policies (1970, 2014)	×	×	√	√	Planned	Partially Deliberate Incremental	-	Self- Reliance, Support Entrepreneur	Support Local Business Fewer Exports	Central & State Government
Liberalization (1992)	×	×	√	√	Planned	Partially Deliberate Incremental	-	Reduce Licensing	Economic Stagnation	Central Government
Globalization (1992)	×	×	√	√	Planned	Partially Deliberate Incremental	-	FDI		
Privatization (1992)	×	×	√	√	Planned	Partially Deliberate Incremental	-	Participation in the private sector		

“×” shows property being absent;” √“shows property being present

## Technology Strategy

The technology strategies were formed to provide information, increase communication, and facilitate data transfers. As a result, they have aided foreign and domestic tourists visiting Goa. The following section discusses the strategy formation process for each strategy. Table 5.17 (page 171) provides information on the strategy formation process for technology strategy.

**Access to Information (Television, Radio, Print):** The strategy refers to information provided to the locals and tourists through different media channels about the destination. Figure 5.21 shows the timeline of the access to information strategy development.

**Television:** Television was launched in India in the '60s. In the late '70s, television broadcast was available throughout the country. The central government had control over T.V. broadcasting rights. The states were allowed to broadcast from regional centres for a stipulated time. A TV station tower was established in Goa in 1982 (D. Chodankar, personal communication, October 13, 2020). In 1992, regional television stations could broadcast news and a few other programs. Satellite T.V.s came to India in the 1990s (Thussu, 2007). Private players owned the satellite T.V. rights, but the central government fixed the regulations on content and usage time (D. Chodankar, personal communication, October 13, 2020).

Films and television documentaries were mediums by which information was shared with the public. However, advertisements through television were the primary source of information regarding hotels and tourist places in Goa. Through television advertisements, private hotels advertised Goa in the US and European countries (V. Sukhtankar, personal communication, September 29, 2020).

**Radio:** Radios came to India after independence. Broadcasting was done for a limited time. The central government had control over radio broadcasting. The states with radio stations could broadcast from regional centres for a stipulated time. Goa had a low-power transmitting radio station. It was connected with the rest of the country in 1965-66 (D. Chodankar, personal communication, October 13, 2020). Advertisements about Goa tourism were done through the radio in the early '70s in Mumbai (V. Sukhtankar, personal communication, September 29, 2020). The private FM (frequency-modulated) radio channels started in 2001. Through their programs, they provided the latest information on current state events.

**Newspapers:** After independence, newspapers were only available at community centres and libraries, but slowly the penetration increased amongst the locals (R. Patankar, personal communication, September 29, 2020). Newspapers were accorded an industry status in 1970 (Goyal, 2017).

Print media has been present in Goa since the Portuguese time. Newspapers were printed using blocks. After the liberation of Goa, a few newspapers came from Maharashtra. Goa's affluent families owned and controlled media houses (Newman, 2019). These families were affiliated with different political parties and had complete control over publishing. There were also many regional publications. Apart from newspapers, pamphlets, and small notes were also printed to provide information to the public. Hotels used to advertise through pamphlets and in local dailies.

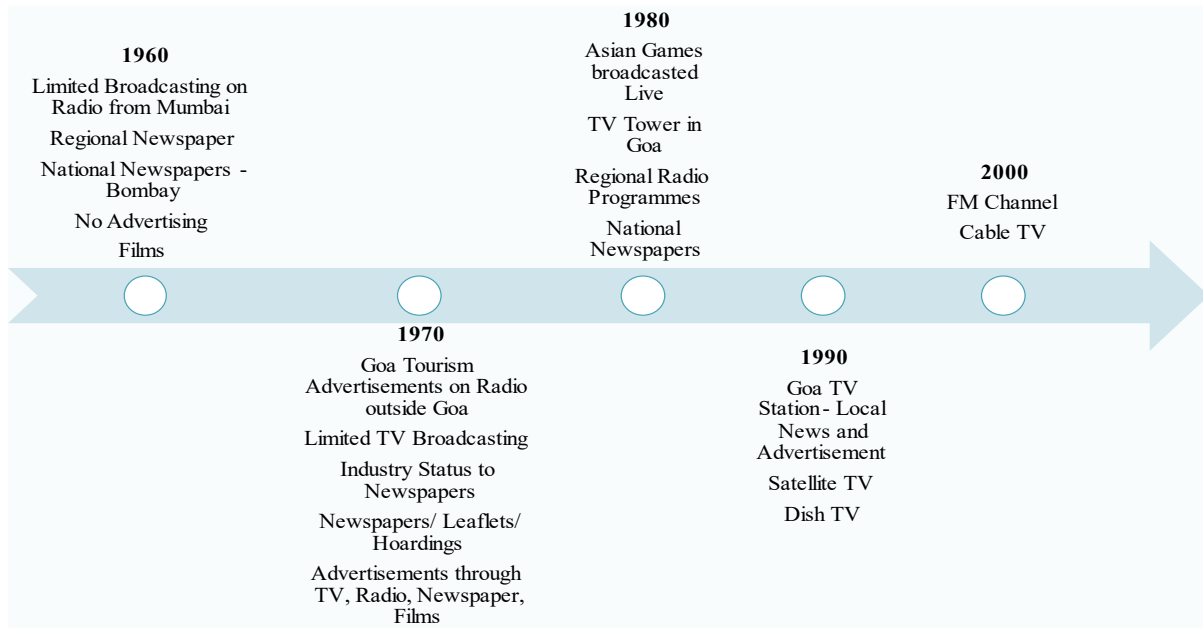


Figure 5.21: Timeline of access to information strategy

*Access to information (TV and radio) is a partially deliberate strategy. The strategy shows evidence of the planning with ostensive (recognized by the government) and coherent (changes with time) properties of emergence (refer to table 5.17, page 171). The central and state government regulate broadcasting rights. The strategy grew due to improvements in technology and is incremental. The strategic intent was to provide information to the locals and tourists.*

*The access to information (print) strategy was not planned or regulated. It developed due to the individual efforts of people to share information with the public. Growth in information sources and penetration helped the strategy emerge. Among the properties of emergence, the strategy satisfies global (originated at the local level), ostensive (recognized by the government), and coherent (changes with time) properties (refer to table 5.17, page 171). Therefore, the strategy is identified as partially emergent. The strategy is incremental and*

*formed by local entrepreneurs. The strategic intent was to provide information to the locals and tourists.*

**Telecommunication:** Landline and STD services were available in India in 1960. However, they had many limitations (Personal Communication, A. Naik, 2 October 2020). The Department of Telecom, Government of India, managed the telecommunication through its independent research and development centre, CDOT (Centre for Development of Telematics). CDOT was established in 1984 under Mr Sam Pitroda. VSNL (Videsh Sanchar Nigam Limited) and MTNL (Mahanagar Telecom Nigam Limited) were founded in 1986 to provide telecommunication services in major cities of India. Mr Sam Pitroda was also the advisor to Prime Minister Mr Rajiv Gandhi. Together, they led the telecom technology revolution in India in the '90s (D. Chodankar, personal communication, October 13, 2020; V. Sukhtankar, personal communication, September 29, 2020). BSNL (Bharat Sanchar Nigam Limited) was established in 2000.

There were telephone exchanges in Panjim (the capital city of Goa) and Margao (the commercial city of Goa) in the '70s that were later expanded to Vasco's city. Satellite phones were used to call outstation through STD (D. Chodankar, personal communication, October 13, 2020). A strong telecommunication network was established during the CHOGM visit. The hotel got a 400-line PABX (Private Automatic Branch Exchange) system for dialling 60 countries and 20 hotlines (Kapoor, 1983). Later, during one of the meetings of GCCI (Goa Chamber of Commerce & Industries) in the early '90s, Mr Jagmohan, the then Finance Minister, was informed about the communication problems faced by the Goan entrepreneurs. He then instructed Goa's entire state to have one telephone exchange (N. Kunkolienkar, personal communication, October 6, 2020). Goa was declared a model state for telecom. In 2012, United Telecom Limited (GWAVE), in a PPP partnership with the Goa government, laid an underground fibre optic cable network through Goa's length and breadth (Fernandes, 2015). In August, the government formulated the Goa Telecommunication and Infrastructure Policy 2020 (Digital Goa, 2020). The state has more than 1 lakh landline subscribers and a teledensity of 130 % (ibef, 2021). Figure 5.22 shows the timeline for the development of the telecommunication strategy.

*The strategy of telecommunication is partially deliberate. First, the government took the initiative to develop communication networks. Later, the strategy developed due to the efforts of specific individuals. The government made tactical decisions, but the strategies also developed organically. Privatization also helped in the growth of the strategy. Among the*

property of emergence, the strategy shows ostensive (recognized by the government) and coherent (changes with time) elements (refer to table 5.17, page 171). The strategy is incremental and formed by the state and central government. The strategic intent was to provide telecommunication services throughout the country and abroad. Telecommunication services also boosted tourism as information could be shared easily.

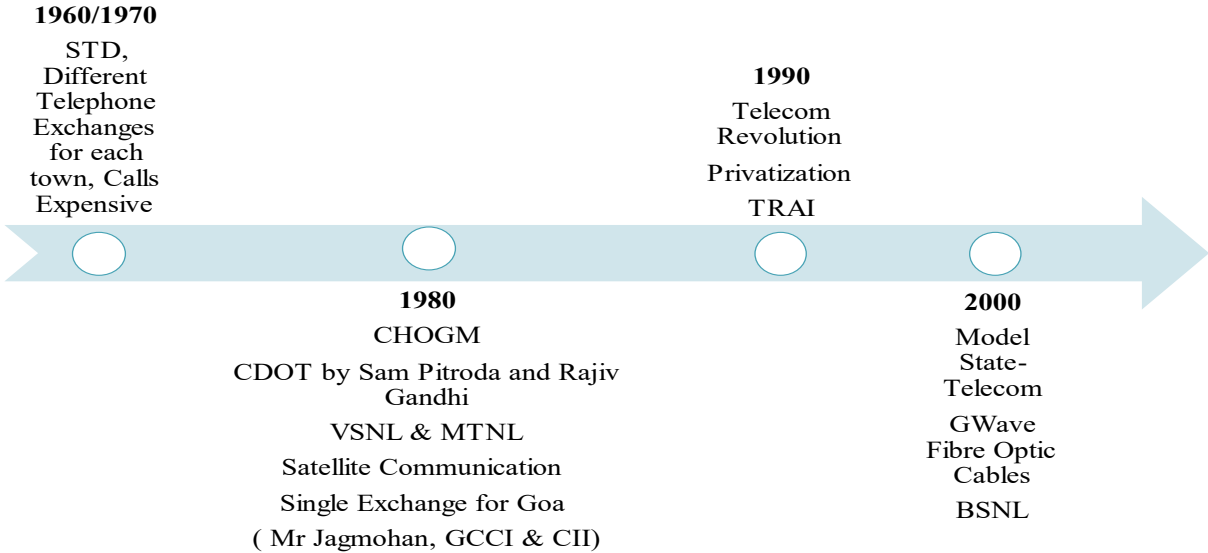


Figure 5.22: Timeline for telecommunication

**Computerization and Digitalization:** Computerization in India began with IITs (Indian Institute of Technology) in the 1960s. The National Informatics Centre (NIC) was strategically formed in 1976 to expand information systems and information resources for a computer-based decision support system in government ministries (NIC, n.d.). Due to the efforts of Mr Pratap Singh Rane, the then Chief Minister of Goa, the National Informatics Centre was established in Goa (V. Sukhtankar, personal communication, September 29, 2020). NIC Goa provides software, hardware, and web hosting support to State and Central Government departments and educational institutions. Despite the NIC, computerization, and digitalization never gained momentum till the late '80s (V. Sukhtankar, personal communication, September 29, 2020).

Two entrepreneurs who brought change to India’s digitalization campaign were Mr Sam Pitroda and Mr Devang Mehta. Mr Sam Pitroda is referred to as the father of India’s computer and IT revolution. As an advisor to the Prime Minister, he brought India’s computerization in the mid-'80s. Mr Devang Mehta, the then president of NASSCOM (National Association of Software and Service Companies), was also in the different bodies developing IT and software infrastructure in India in 1991. The government made initial efforts

to computerize, but things did not change much at the ground level. Government employees were unwilling to adapt to technology (P. Gupta, personal communication, October 1, 2020). However, private sector organizations and entrepreneurs quickly adapted to computerization and digitalized the processes (P. Gupta, personal communication, October 1, 2020; D. Chodankar, personal communication, October 13, 2020)

By 2000, railways were wholly digitalized. People could book their tickets from the luxury of their homes. It boosted their travelling experience (Rajaraman, 2015). Due to India’s e-governance plan, most universities, courts, and government offices are digitized (R. Patankar, personal communication, September 29, 2020). Under the Chief Ministership of Mr Manohar Parrikar, the Government of Goa started a separate Information Technology department. The Department of Information Technology and its agencies Info Tech Corporation of Goa Limited and Goa Electronics Limited focus on carrying out various departments’ computerization under the e-governance mission. Figure 5.23 describes the timeline for the development of the computerization and digitization strategy

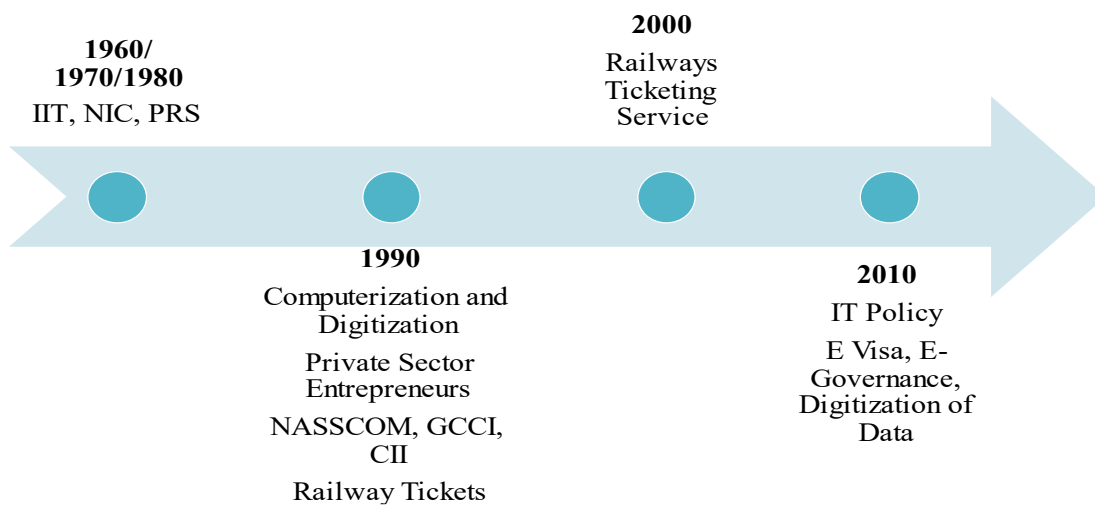


Figure 5.23: Timeline for computerization and digitization



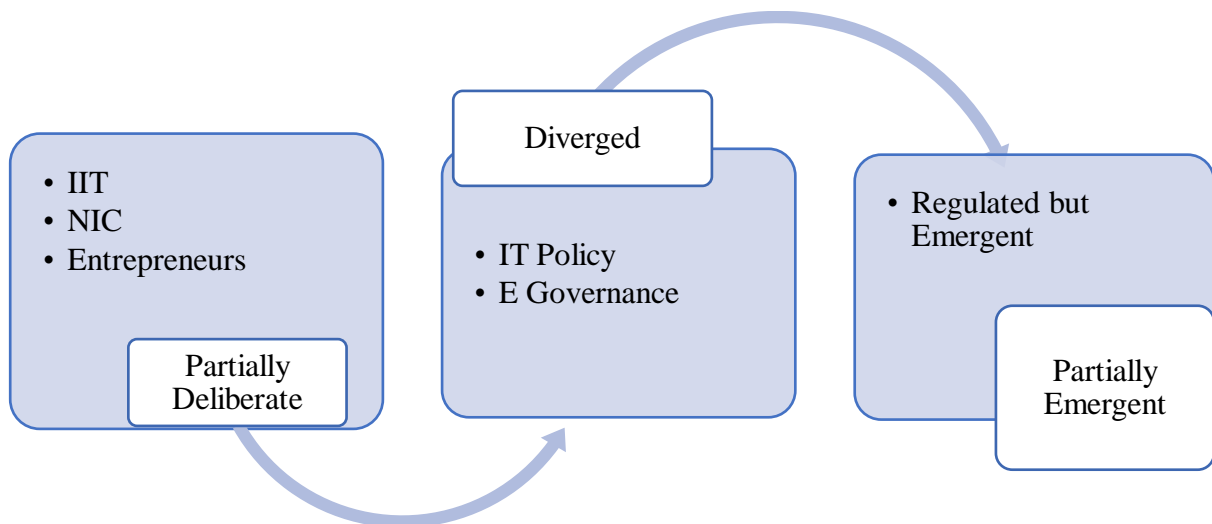


Figure 5.24: Strategy formation Process: Computerization and Digitization

Technological advancements made the process of computerization and digitization complex and dynamic (Rajaraman, 2015). The strategy developed as a partially deliberate strategy as the government planned the initial implementation. Later the strategy diverged to become partially emergent (refer to figure 5.24). It satisfies the ostensive (recognized by the government) and coherent (changes with time) properties of emergence and shows planning done during the initial stages (refer to table 5.17, page 171). It is formed by central and state governments and also entrepreneurs. The strategy is also incremental. The strategic intent was to change the manual systems into digitalized systems. Tourism industry stakeholders have also changed their systems from manual to digital, thereby increasing the efficiency and effectiveness of services.

**Use of Satellite Communication:** The first Indian National Satellite (INSAT) was established in 1983, followed by GSAT (Geo Stationary Satellite) in 2011. The satellite system helps in telecommunications, television broadcasting, satellite newsgathering, societal applications, weather forecasting, disaster warning, and search and rescue operations. The Global Positioning Systems (GPS) satellite helps to identify an area's accommodation facilities, attractions, traffic, and restaurants. Tourists can use them to navigate their way within a foreign country. Satellite technology also helped transmit information (D. Chodankar, personal communication, October 13, 2020).

*Satellite communication is a partially deliberate strategy. It shows evidence of planning and ostensive and coherent properties of emergence (refer to table 5.17, page 171). The strategy evolved due to technological advancements (Rajaraman, 2015). The strategy is*

*incremental and is formed by the central government. The strategy helped to access and disseminate information about the destination. The strategic intent was to generate information and provide telecommunication, weather forecasting, navigation, and education services to the general public and tourists.*

**Use of the Internet:** The internet was started as a part of the ARPANET (Advanced Research Projects Agency Network) project at MIT, USA (United States of America) (R. Patankar, personal communication, September 29, 2020). At first, the internet in India was available to the general public through privately owned cybercafes. The internet could be accessed through a dial-up STD connection to Mumbai from Goa. However, it was soon changed to a local dial-up connection due to high demand and traffic. After 2000, the internet revolution seeped into India/ Goa, and emails and SMSs became the standard mode of communication (V. Kothawade, personal communication, October 6, 2020). The scenario continued till 2010 when internet speeds were just 256 KBPS (KiloBytes per second). After laying fibre optic cables, the speed on wired internet connections has improved to 100 MBPS (MegaBytes per second). India has the second-highest internet subscribers globally (R. Patankar, personal communication, September 29, 2020). Usage of the internet is controlled by the Ministry of Electronics and Information Technology and protected under cyber laws. Goa is now at par with the rest of India, and internet speeds have gone up to 500-1000 MBPS.

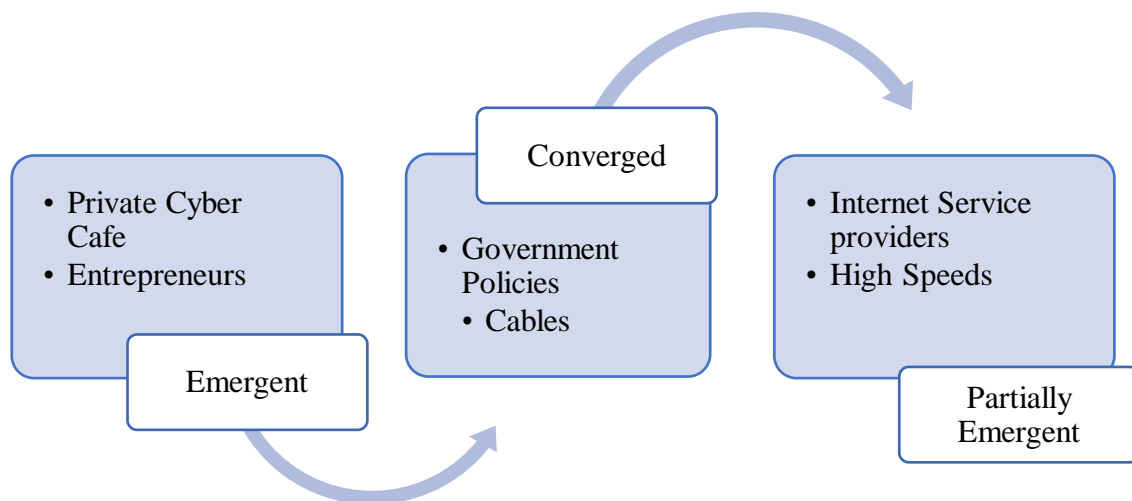


Figure 5.25: Strategy formation process: Use of the internet

*The use of the internet was an emergent strategy. The Internet was meant for sharing data between a few users. The strategy was adopted initially by the locals. The government recognized the importance of having the internet and developed infrastructure and policy frameworks. The strategy converged into a partially emergent strategy (refer to figure 5.25). It*

*has all the properties of emergence (refer to table 5.17, page 171). It is incremental and formed by users. The strategic intent was to share data and communication between users. The use of the internet has changed the way tourism is practised worldwide.*

**Wireless Networks (2G, 3G, 4G) & Mobile Phones:** In 1996, wireless mobile communication was commercially made available in India. The government had invited private operators for infrastructure development in 1994, which included erecting mobile towers and laying cables. GSM (Global System for Mobile Communications) technology supports voice and SMSs. CDMA (Code-division multiple access) technologies were developed in 2002, besides voice and SMS (Short Message Service), CDMA had its own media box with music. Later, both technologies were integrated. Today only GSM technology is used for mobile data with complete interoperability (V. Kothawade, personal communication, October 6, 2020). 2G wireless spectrum was made available in 2008 for voice connectivity. 3G in 2010 increased speed and allowed pictures and data transfer. 4G in 2012 had good speed and bandwidth for playing videos. The government controls the spectrum's auction to private sector service providers (V. Kothawade, personal communication, October 6, 2020). 5G spectrum will soon be released for auction by the government.

Goa, being a small state, was included under the Maharashtra circle. Initially, Goa received second-hand towers removed from Mumbai or Pune. However, as the technology advanced and hardware became cheap, Goa got good network connectivity (D. Chodankar, personal communication, October 12, 2020). As a result, there are around 26 lakh mobile phone subscribers in Goa (ibef, 2021e).

*The government initiated the strategy of wireless technology and the use of mobile. The government involved private players as it was impossible to develop the infrastructure independently. The strategy is partially deliberate as it shows evidence of planning and satisfies the ostensive (recognized by the government) and coherent (changes with time) property of emergence (refer to table 5.17, page 171). It is also incremental. The strategic intent was to make mobile and data communication accessible. The strategy allowed tourists to stay connected with their families and access information about the destination.*

**Aggregator and Metasearch Engine Technology (Travel, Hotel, Taxi, Information, Payment):** Aggregators are web-based or connected applications that total related, regularly updated content from several internet sources and combine it in one place for viewing. Over

the years, aggregators have become complex systems. They involve metasearch engines to retrieve data from multiple sources (Sahu et al., 2017). Travel portals like Expedia in 1996 first used aggregator technology. Make My Trip was the first Indian travel portal using aggregator technology in 2005. Aggregators have also captured India's taxis, hotels, food, and information markets. Due to the ease of using the application, people accepted the concept immediately and did not mind paying a little extra (R. Patankar, personal communication, September 29, 2020; P. Gupta, personal communication, September 30, 2020). Hotel and travel operators are regulated by the Ministry of Tourism from 2018 onwards. The state's RTO (Regional Transport Office) regulates taxi operators, and RBI regulates payment aggregators. Aggregators have helped small hotel owners in booking rooms and ensure a steady income. Goa tourism developed its app-based taxi service, Goa Miles, in 2018.

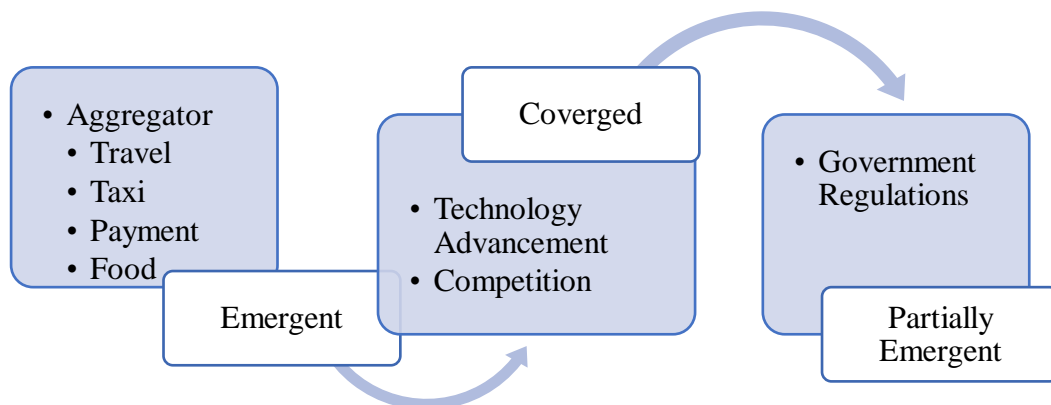


Figure 5.26: Strategy formation process: Aggregator and Metasearch engine technology

*The aggregator strategy initially developed as an emergent strategy and converged to become partially emergent due to technological advancement and government regulations (refer to figure 5.26). The strategy satisfies all emergent properties (refer to table 5.17, page 171). It is incremental and formed by entrepreneurs. The strategic intent was to have an application that provided users with data from multiple sources in one place. The case discusses tourists using aggregator (travel, taxi, hotel, payment) services at the destination. It has allowed tourists to reserve transport and accommodation, make payments, and instantly get information*

**Net Neutrality:** Net Neutrality is an idea that gives free access to internet content to all its users. No internet service provider can hide another website's content from being shown online. Many European countries have pledged net neutrality. India signed the net neutrality agreement

in 2015. The IT Act 2000 recognizes the duty of the end-user to safeguard itself. The strategy was framed after many discussions between the central government, strategy makers, lawyers, and IT specialists from the country (Gharakhelli, 2017; R. Patankar, personal communication, September 29, 2020)

*Net Neutrality is a one-time tactical decision of the central government. The strategy is deliberate, has ostensive (recognized by the government) emergent property, and shows evidence of planning (refer to table 5.18, page 171). The strategic intent was to provide free access and an even playing field on the internet for the citizens of India. Net neutrality helped the stakeholders and tourists to access information without any firewalls.*

*The technology strategies are formed to provide information, communicate, and aid faster data transfer. The research indicates that the central government initially took the initiative to develop technological infrastructure all over India. Associations like GCCI and CII have influenced the government in developing technology infrastructure (Telecommunication, computerization & digitalization, use of the internet) in Goa. However, many technological advances have happened due to changes in the external environment. The strategy formation process shows the divergence and convergence of a few strategies. Technological advancements helped tourists get more information about the place and connect directly with the service providers. The internet (e-tickets, e- Visa & information) and aggregator strategies have aided foreign tourists coming to Goa/ India.*

Table 5.17: Process of Strategy Formation for Technology Strategies

Strategy	Emergent Properties				Consensus of Respondents	Type of Strategy		Strategic Intent	Trigger	Formed By
	Radically Novel	Global	Ostensive	Coherent		Formed	Changed To			
Access to Information: TV, Radio (1962)	×	×	√	√	Planned	Partially Deliberate Incremental	-	Provide information to the people	Technological Changes	Central & State Government
Access to Information: Print Media (Newspapers) (Before 1962)	×	√	√	√	Organic	Partially Emergent Incremental	-			Entrepreneurs
Telecommunication (1962)	×	×	√	√	Planned	Partially Deliberate Incremental	Privatized	Provide telecommunication services		Central & State Government
Computerization / Digitalization (1966)	×	×	√	√	Organic	Partially Deliberate Incremental →	Diverged Partially Emergent	Change manual systems into digitized systems		Central & State Government Entrepreneurs
Use of Satellite GPS (Global Positioning System), NavIC (1983)	×	×	√	√	Planned	Partially Deliberate Incremental	-	Generate and extend information		Central Government

Strategy	Emergent Properties				Consensus of Respondents	Type of Strategy		Strategic Intent	Trigger	Formed By
	Radially Novel	Global	Ostensive	Coherent		Formed	Changed to			
Use of the Internet (1994)	√	√	√	√	Organic	Emergent→ Incremental	Converged Partially Emergent	Share data and communications between users	Technological Changes	Entrepreneurs Locals Tourists
Wireless Networks (2G, 3G,4G) & Mobile Phones (1994)	×	×	√	√	Planned	Partially Deliberate Incremental	Privatized, Regulated	Mobile and data communication accessible		Central Government
Aggregator & Metasearch Engine Technology (Hotel, Taxi, Information) (2005)	√	√	√	√	Organic	Emergent→ Incremental	Converged Partially Emergent	The application that provides users with data from multiple sources in one place		Entrepreneurs Multinationals
Net Neutrality (2015)	×	×	√	×	Planned	Deliberate One-Time	-	Free access and even a playing field on the internet for the citizens	Blocked Websites	Central Government

“×” shows property being absent; “√” shows property being present

### 5.3 Analysis of Strategies with TALC Stages

The analysis of strategies on the TALC is done to identify whether the stages of TALC correlate with the periods of strategic changes. The mapping of strategies will also identify different patterns that strategies form on the TALC

The strategies were mapped on the TALC as per the stages and the time they occurred. Pattern matching technique and operational definitions of strategic changes (period of the periods of limbo, period of piecemeal change, period of continuity, and period of global change) were used to identify the strategic periods (also discussed in section 3.9.3, page 86). For example, the period of piecemeal change is identified when few strategies developed during the stage of TALC, the period of continuity is the period when no new strategies are formed; however, old strategies continue during the stage of TALC, and the period of global change is the period when many new strategies are formed during the stage of the TALC.

#### 5.3.1 Strategies formed during Pre-Tourism Stage (1947-1961)

Table 5.18: Strategies formed during the pre-tourism stage (1947-1961)

Year	TALC Stage	New Strategy	Types of New Strategy	Incremental Strategies	Types of Incremental Strategy	Strategic Areas
1947-1961	Pre - Tourism: Period of Global Change	Development of Transport Infrastructure	Partially Deliberate			Tourism (2) Economic (3) Technological (2)
		Development of Tourism Product	Tactic			
		5 Year Plan	Deliberate			
		Loan Disbursal	Tactic			
		Industrialization	Partially Emergent			
		Access to Information TV, Radio	Partially Deliberate			
		Access to Information Print	Partially Emergent			
		Computerization/ Digitization	Partially Deliberate			

After India's independence in 1947, the central government formed strategies for developing the country. Goa was still under Portuguese rule. The strategies focused on developing crucial transport and infrastructure in the country. The government initiated economic planning through 5-year plans and industrialization. Financial institutions were providing funds for establishing industries. Technological innovations and developments were undertaken to make information accessible to the locals. Central reservation systems for railways and airlines developed across the world. The stage is termed the period of global change as strategies have formed in different areas. The strategies formed during this period were need-based as India



had just gained independence and was trying to establish itself. They are also incremental. Table 5.18 shows the strategies formed during the pre-tourism stage (1947-1961).

### 5.3.2 Strategies formed during the exploration and involvement stage (1962-1980)

The strategies at the exploration/ involvement stage were oriented toward the development of industries. Tourism was recognized as a source of earning revenue by the central government. Tourism corporations were formed to increase budgeted accommodation capacity. The central government developed satellites to improve telecommunication and weather forecasting. The opening of luxury hotels was an entrepreneurial strategy. It led to organized tourism in Goa (A. G. Pereira, personal communication, December 31, 2020). The strategies developed during the pre-tourism stage continued to be pursued during the exploration stage. Loan disbursal and industrialization strategies converged as the government streamlined the process. Tourism developed very rapidly post the exploration stage. In Goa, tourism was still a people’s movement with very little participation from the state government. The stage is termed the period of global change as strategies have formed in different areas. The old strategies have also continued to evolve. The strategies formed at this stage benefitted foreign and domestic tourists due to better communication and transport. Table 5.19 shows the strategies formed during the exploration stage.

Table 5.19: Strategies formed during the exploration and involvement stage (1962-1980)

Year	TALC Stage	New Strategy	Types of New Strategy	Incremental Strategies	Types of Incremental Strategy	Strategic Areas
1962-1980	Exploration: Period of Global Change	Luxury Hotels	Partially Emergent	Development of Transport Infrastructure	Partially Deliberate	Tourism (4) Economic (3) Technological (4)
		Formation of Tourism Corporation	Deliberate	Development of Tourism Product	Tactic	
		Government Investment Policy	Partially Deliberate	Loan Disbursal (Converged)	Deliberate	
		Use of Satellite/ GPS	Partially Deliberate	Industrialization (Converged)	Partially Deliberate	
		Telecommunication	Partially Deliberate	Access to Information TV, Radio	Partially Deliberate	
				Access to Information Print	Partially Emergent	
				Computerization/ Digitization	Partially Emergent	

### 5.3.3 Strategies formed during the development stage (1981-1988)

The strategies formed during the development stage were focused on tourism. Tourism was given industry status, and tourism plans were formulated. To promote Goa, the central

government invited the head of commonwealth states for a retreat. The event gathered much publicity. Charter flights began operations and brought wealthy Europeans and backpackers to Goa (E. Dias, personal communication, December 30, 2020). It also led to the beginning of mass tourism (A. G. Pereira, personal communication, December 31, 2020). The strategies formed during this stage and the other incremental strategies stabilized tourism at the destination. The state government started taking control of tourism. The stage is termed the period of piecemeal change as few tourism strategies have formed. The incremental strategies in other areas evolved. The strategy of charter flight operations and hosting states delegates targeted foreign tourists. No specific strategies were formed for domestic tourists. Table 5.20 shows strategies formed during the development stage.

Table 5.20: Strategies formed during the development stage (1980-1988)

Year	TALC Stage	New Strategy	Types of New Strategy	Incremental Strategies	Types of Incremental Strategy	Strategic Areas
1981-1988	Development: Period of Piecemeal Change	Tourism Industry Status	Deliberate	Development of Transport Infrastructure	Partially Deliberate	Tourism (6) Economic (1) Technological (2)
		Tourism Plans	Deliberate	Luxury Hotels	Partially Emergent	
		Hosting of States Delegates (CHOGM)	Deliberate	Government Investment Policy	Partially Deliberate	
		Charter Flight Operations	Partially Emergent	Telecommunication	Partially Deliberate	
				Computerization/ Digitization	Partially Deliberate	

### 5.3.4 Strategies formed during the consolidation stage (1989-1993)

The economic reforms, i.e., globalization, privatization, and liberalization, allowed trade to flourish in India. Gaming & Casinos was an entrepreneurial venture that required the amendment of the Gambling Act. It led to the development of a new tourism product. Increased telecommunication and sharing of information boosted tourism. The changes during the period were significant enough to alter tourism and led to a new TALC cycle. The stage is termed the period of piecemeal change, as very few strategies have formed. However, the strategies are highly significant for the growth of the destination. Few of the old strategies continued. There is evidence of divergence in tourism products and telecommunication strategies. Many entrepreneurs got involved in developing new tourism products. The central government also privatized the telecommunication sector. Gaming and casino strategies helped in attracting more domestic tourists to the destination. Table 5.21 shows the strategies formed during the consolidation stage.

Table 5.21: Strategies formed during the consolidation stage (1989-1993)

Year	TALC Stage	New Strategy	Types of New Strategy	Incremental Strategies	Types of Incremental Strategy	Strategic Areas
1989-1993	Consolidation: Period of Piecemeal Change	Gaming and Casinos	Partially Emergent	Development of Tourism Products (Diverged)	Partially Emergent	Tourism (2) Economic (1) Technological (2)
		Economic Reforms	Partially Deliberate	Access to Information TV, Radio	Partially Deliberate	
				Telecommunication (Diverged/Privatised)	Partially Deliberate	

### 5.3.5 Strategies formed during involvement/rejuvenation stage (1994-2008)

Table 5.22: Strategies formed during the involvement/ rejuvenation stage (1994-2008)

Year	TALC Stage	New Strategy	Types of New Strategy	Incremental Strategies	Types of Incremental Strategy	Strategic Areas
1994-2008	Rejuvenation: Period of Global Change	Beach Shack Policy	Emergent	Development of Transport Infrastructure	Partially Deliberate	Tourism (7) Economic (2) Technological (7)
		Water Sports Policy	Partially Emergent	Development of Tourism Products (Diverged)	Partially Emergent	
		Aggregator & Meta Search Engine Technology	Emergent	Tourism Plans	Deliberate	
		Use of Internet	Emergent	Luxury Hotels	Partially Emergent	
		Wireless Network & Mobile Phones	Deliberate	Loan Disbursal	Deliberate	
				Industrialization	Partially Deliberate	
				Access to Information TV, Radio	Partially Deliberate	
				Computerization/ Digitization (Diverged)	Partially Emergent	
				Use of Satellite/ GPS	Partially Deliberate	
				Telecommunication	Partially Deliberate	
				Gaming and Casinos	Partially Emergent	

The strategies formed during the rejuvenation stage show organic decision-making by the state and the central government. The focus was on tourism and technology. The state government introduced policy changes, whereas the private sector used technology to expand its business. Few of the incremental strategies converged due to privatization and globalization. The strategies formed at this stage did not lead to exponential growth in tourist numbers but stabilized tourism at the destination. The stage is termed the period of global change, as all strategies have formed during this stage. Many incremental strategies have evolved. There is evidence of divergence of strategy (Development of Tourism Products and Computerization and Digitalization). The strategies formed helped to attract both foreign and domestic tourists.

### 5.3.6 Strategies formed during the consolidation stage (2009-2014)

Table 5.23: Strategies formed during the consolidation stage (2009-2014)

Year	TALC Stage	New Strategy	Types of New Strategy	Incremental Strategies	Types of Incremental Strategy	Strategic Areas
2009-2014	Consolidation: Period of Continuity	Availability of Life Guards	Partially Emergent	Development of Transport Infrastructure	Partially Deliberate	Tourism (8) Economic (1) Technological (4)
		E Visa	Partially Deliberate	Development of Tourism Infrastructure	Partially Emergent	
		Net Neutrality	Deliberate	Tourism Plans	Deliberate	
				Gaming/ Casinos	Partially Emergent	
				Beach Shack Policy (Converged)	Partially Deliberate	
				Water Sports Policy (Converged)	Partially Deliberate	
				Government Investment Policy	Partially Deliberate	
				Aggregator & Meta Search Engine Technology	Partially Emergent	
				Use of Internet	Partially Emergent	
		Wireless Network & Mobile Phones	Privatised/ Regulated			

The strategies are formed in tourism and technological areas by both state and central governments. The government took few policy decisions resulting in a convergence of beach shack and water sports strategies. Incremental strategies developed organically. The strategies in this stage led to a rapid increase in tourist numbers. The incremental strategies also aided the boom in tourism. The stage can be called the period of continuity, as very few strategies have formed during this stage, but old strategies continue to evolve. The strategies formed helped to attract both foreign and domestic tourists. The e-Visa strategy was explicitly targeted at foreigners. Table 5.23 represents the strategies formed during the consolidation stage.

### 5.3.7 Strategies formed during the development stage (2015-2019)

Government schemes for tourism are a one-time deliberate strategy formed by the central government. The incremental strategies also show evidence of planning. The stage can be called the period of continuity, as very few strategies have formed. More strategies have continued to evolve. There is evidence of convergence of the E-Visa strategy. Table 5.24 represents the strategies formed during the development stage.

Table 5.24: Strategies formed during the development stage (2015-2019)

Year	TALC Stage	New Strategy	Types of New Strategy	Incremental Strategies	Types of Incremental Strategy	Strategic Areas
2015-2019	Development: Period of Continuity	Government Schemes for Tourism	Deliberate	Development of Transport Infrastructure	Partially Deliberate	Tourism (2) Economic (2) Technological (1)
				E Visa (Converged)	Deliberate	
				5 Year Plan / 1 Year Plans	Deliberate/ Bottom Up	
				Government Investment Policy	Partially Deliberate	
				Wireless Network & Mobile Phones	Privatised/ Regulated	

### 5.3.8 Strategic Patterns identified on TALC

Table 5.25 provides information on the patterns in strategy formation on a temporal basis

**Strategic Focus:** 1947-1980, the focus was on developing infrastructure and industry; 1981-1988, the focus shifted to tourism; 1989-1994, economic development was the main priority. 1994-2014 tourism and technology gained attention. 2015 onwards, attention was given to tourism & economic development.

**Periods of Strategic Change:** The strategy formation shows a period of global change (1947-1980), a period of piecemeal change (1981-1993), a period of global change (1994-2008), and a period of continuity (2009-2019). The strategies formed from 1994 to 2014 correlate with the stages of TALC. The rejuvenation stage (1994-2008), characterized by changes in the market segment or tourism product, coincides with the period of global strategic change (a period when strategies are formed in all areas). Similarly, the consolidation stage (2009-2014), characterized by no new changes at the destination, coincides with the period of continuity (a period when no new strategies are formed).

**Types of strategies:** A mix of strategies (Tactics, Deliberate, Partially Deliberate, Partially Emergent) formed from 1961 to 2013. Strategies post-2014 are deliberate.

**Strategic Direction:** Strategies formed from 1981 to 1988; 2009 to 2014 have aided foreign tourist arrivals.

**Convergence & Divergence:** 1989 to 2008, strategies have diverged. However, from 2009 onwards, there is evidence of convergence of a few strategies.

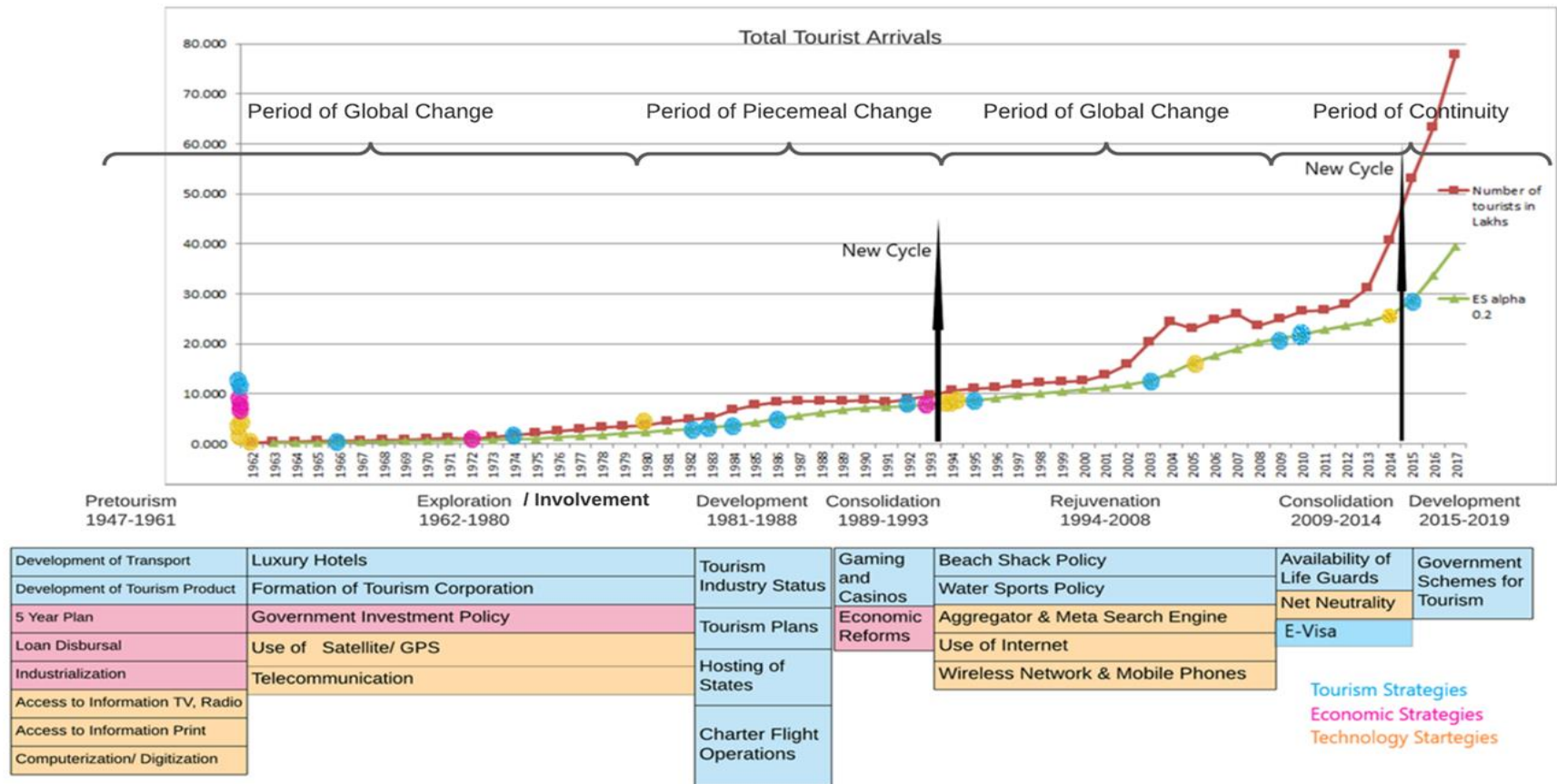


Figure 5.27: Strategies formed during the different TALC stages

Table 5.25: Pattern of strategy formation from 1947-2019

<b>TALC Stage</b>	<b>Year</b>	<b>Period of Strategy Change</b>	<b>Involvement (DMO)</b>	<b>Types of Strategies</b>	<b>Strategic Focus</b>	<b>Tourist Benefitted</b>	<b>Strategic Direction Converged/ Diverged</b>	<b>Type of tourism</b>
Preliberation	1947-1961	Period of Global Change	Central Government	Tactic Partially Deliberate/ Emergent	Infrastructure development (Transport, Technology, Economy)	Foreign & Domestic Tourists	-	Religious, VFR, Business FIT
Exploration/ Involvement	1962-1980		Central & State Government	Deliberate Partially Deliberate/ Emergent	Industry (Tourism, Economy & Technology)	Foreign & Domestic Tourists	Converged Loan Disbursement & Industrialization	Organized Tourism
Development	1981-1988	Period of Piecemeal Change	State Government	Tactic Partially Deliberate/ Emergent	Tourism	Foreign Tourists	-	Organized Mass Tourism FIT
Consolidation	1989-1993		Central & State Government	Tactic Partially Deliberate/ Emergent	Economy	-	Diverged (Development of tourism products, Telecommunications)	Organized Mass Tourism

Rejuvenation	1994-2008	Period of Global Change	State Government/Entrepreneurs	Partially Emergent/Deliberate	Tourism Technology	Foreign & Domestic tourists	Diverged Tourism Products	Organized Mass Tourism
<b>TALC Stage</b>	<b>Year</b>	<b>Period of Strategy Change</b>	<b>Involvement (DMO)</b>	<b>Types of Strategies</b>	<b>Strategic Focus</b>	<b>Tourist Benefitted</b>	<b>Strategic Direction Converged/Diverged</b>	<b>Type of tourism</b>
Consolidation	2009-2014	Period of Continuity	Central & State Government	Partially Emergent/Deliberate	Tourism Technology	Foreign Tourists	Converged (Beach Shack & Water Sports)	Organized Mass Tourism
Development	2015-2019		Central Government	Deliberate	Tourism & Economy	-	Converged (E-Visa)	Organized Mass Tourism



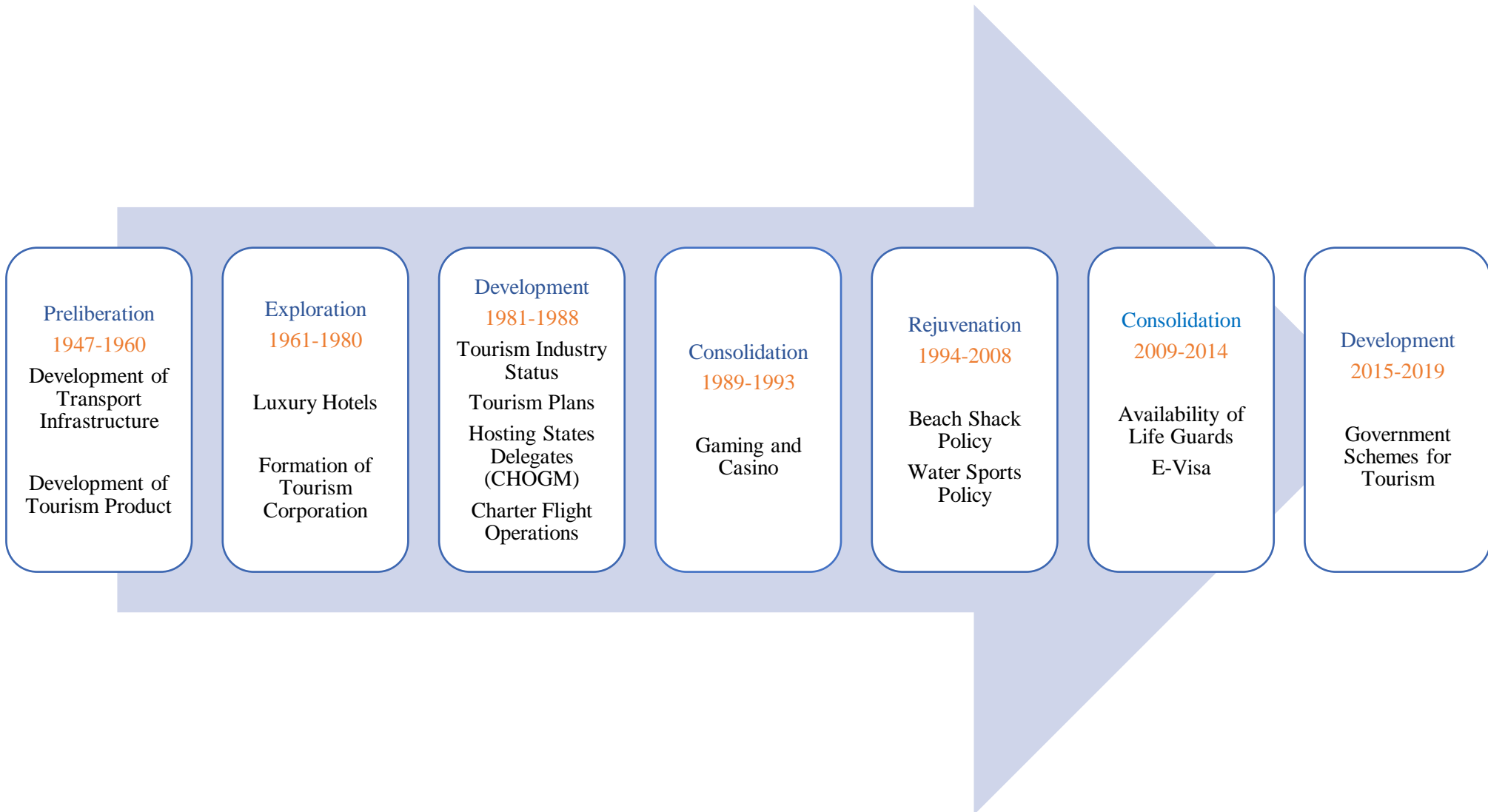


Figure 5.28: Timeline for tourism strategies

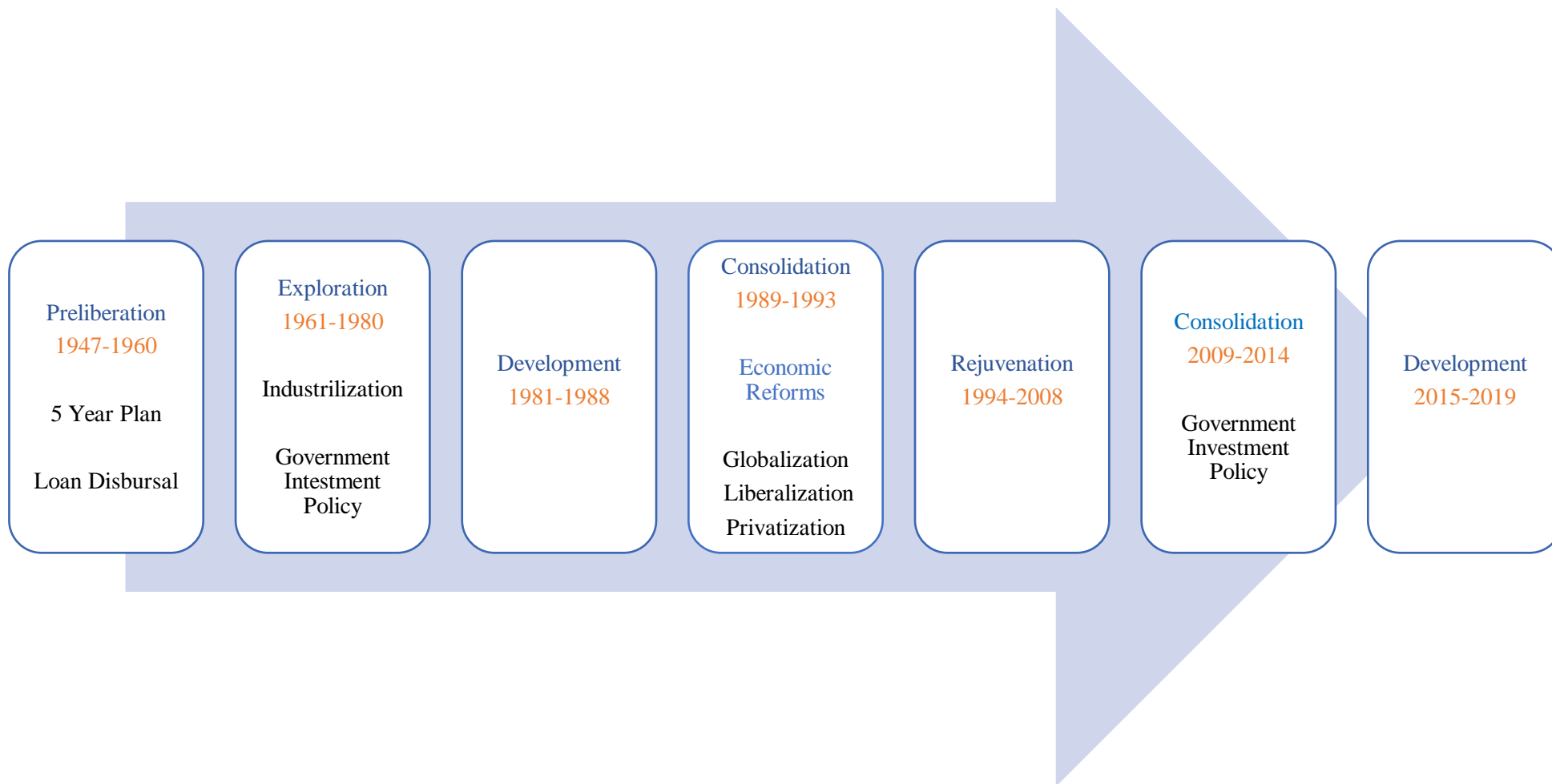


Figure 5.29: Timeline for economic strategies

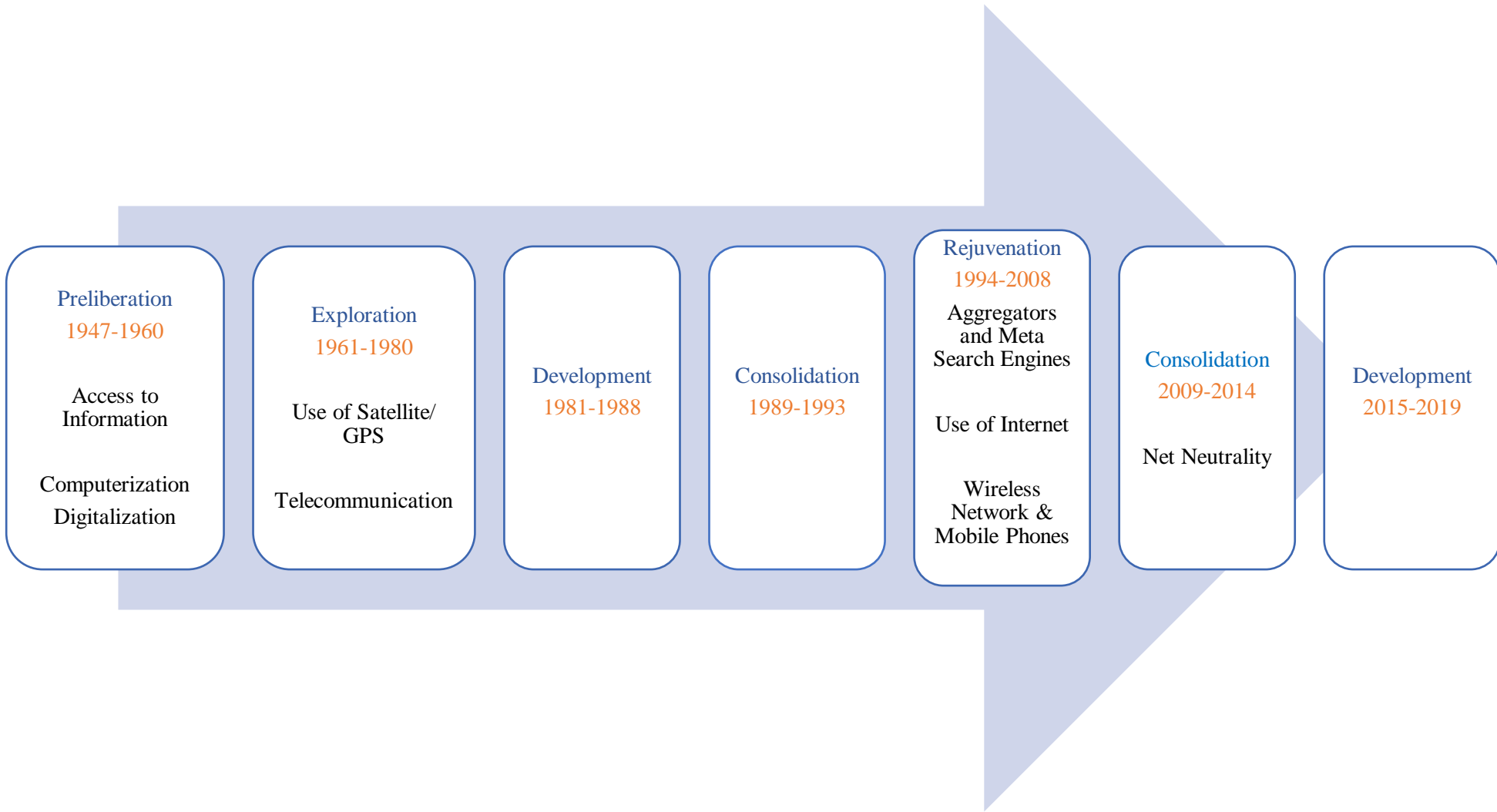


Figure 5.30 Timeline for technology strategies

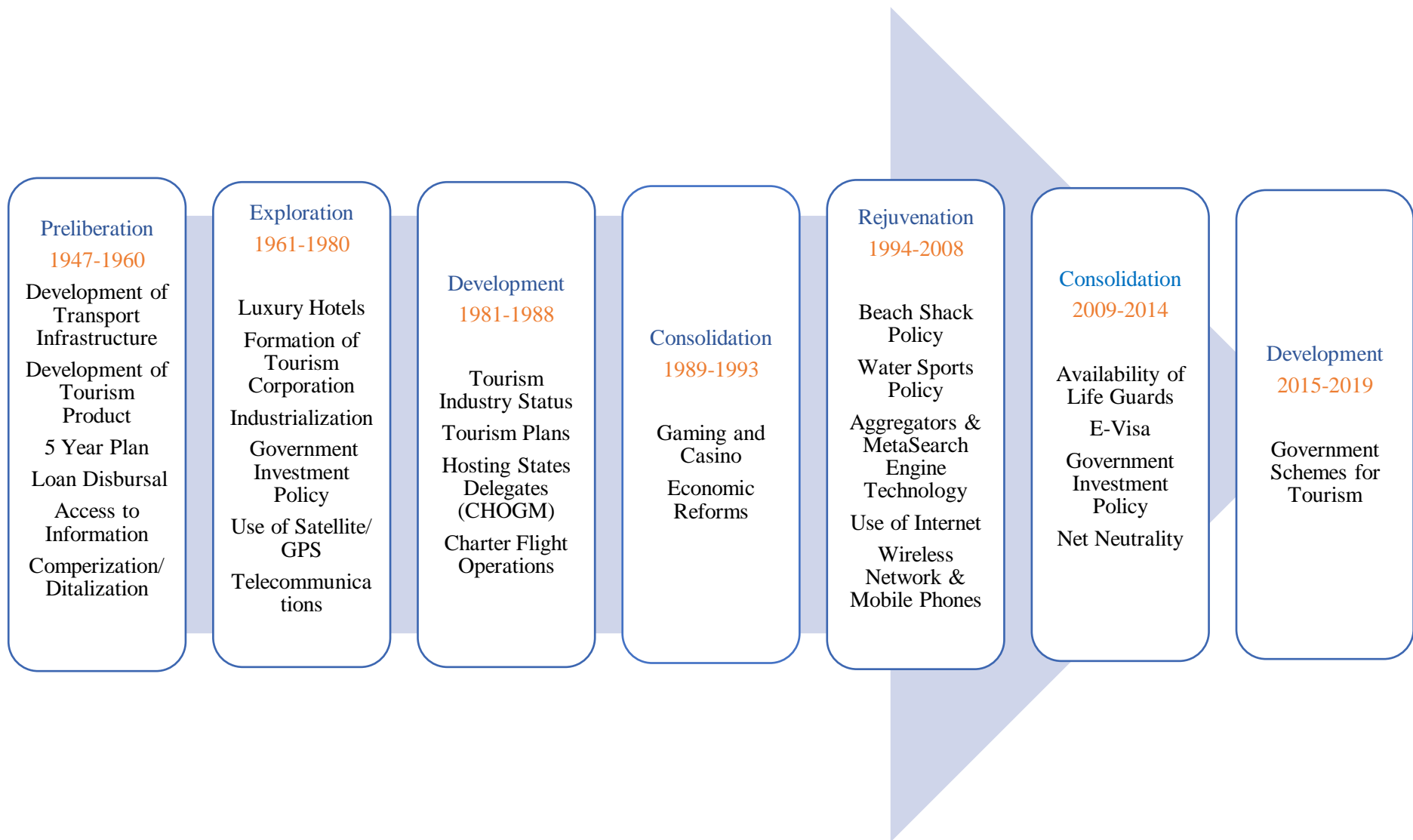


Figure 5.31 Timeline: Strategy Development

# Chapter 6

## Findings, Conclusions, and Analytical Generalizations

### 6.1 Research Findings

The research objectives, questions, and propositions are reproduced, and the research findings are discussed.

**Objective 1** To map the pattern of tourism development at the destination using TALC.

**Research Question 1a:** What are the TALC stages identified during the development of the destination?

**Proposition 1a** *The pattern of tourism development follows the TALC stages suggested by Butler.*

- The pattern of tourism development was mapped using the number of tourist arrivals at the destination from 1962 to 2019 (as suggested by Butler, 1980). Haywood (1986) recommended measuring the annual growth rate and standard deviation in the annual growth rate of the time series to identify the shift in the TALC from one stage to another. The standard deviation identified for the series was 8.8. As per the criteria suggested by Haywood (1986), the following stages of TALC were identified.
  - The exploration stage is identified when the number of tourist arrivals is less than 5% of the highest year. In the instant case, the exploration stage was identified from 1962 to 1980 (the highest year of tourist arrivals being 2019).
  - The involvement stage is identified when the annual growth rate is more than half of the standard deviation to the standard deviation of the annual growth rates for the entire period. In the instant case, the involvement stage was identified during the late 70s, when the annual growth rate was between 4.4-8.8.
  - The development stage is identified when the annual growth rate is more than the standard deviation of annual growth rates for the entire study

period. In the instant case, the development stage is identified from 1980 to 1988, when the annual growth rate was more than 8.8.

- The consolidation stage is identified when the growth rate is between zero to plus (+), half of the standard deviation of the annual growth rates for the entire study period. In the instant case, the consolidation stage is identified from 1989 to 1993, when the annual growth rate was between 0 to 4.4.
  - After the consolidation stage (1989-1993), the involvement stage was identified for the second time from 1994-2008 (when the annual growth was between 4.4-8.8). As per the criteria given by Haywood (1986), if the life cycle encounters a previous stage after the initial sequence of the stages, it suggests a rejuvenation in the life cycle. Thus, the involvement stage (1994-2008) identified after the consolidation stage (1989-1993) suggests the beginning of a new cycle, i.e., rejuvenation. Butler (2009a) indicated that a destination could undergo a change in its market segment or products to rejuvenate itself and start a new cycle.
  - The next stage identified on the TALC was the consolidation stage (when the growth rate is between zero to plus (+), half of the standard deviation of the annual growth rates for the entire study period) from 2009 to 2014, when the annual growth rate was between 0- 4.4.
  - Post the consolidation stage (2009-2014); the development stage is identified from 2015 to 2019 when the annual growth rate is more than 8.8. As per the criteria given by Haywood (1986), if the life cycle encounters a previous stage, it suggests a rejuvenation in the life cycle. Thus, the development stage (2015-2019) identified after the consolidation stage (2009-2014) suggests the beginning of a second new cycle, i.e., rejuvenation.
- Thus, the TALC stages identified for the destination are exploration (1961-1980), involvement (the late 1970s), development (1981-1988), consolidation (1989-1993), involvement/ rejuvenation (1994-2008), consolidation (2009-2014), and development/ rejuvenation (2015-2019).
  - The pattern follows the traditional life cycle stages (as suggested by Butler, 1980), beginning from exploration (1961-1980), involvement (late1970s), development (1981-

- 1988), and consolidation stage (1989-1993).
- Post the consolidation stage, two rejuvenation cycles are identified with an intermittent consolidation stage (2009-2014). The first rejuvenation cycle begins from 1994 to 2008, and the second rejuvenation stage is from 2015 to 2019. Rejuvenation occurs due to changes in the market segment or tourism product (Butler, 1980).
  - The pattern of TALC at the destination suggests the cycle-recycle pattern of tourism development (presence of multiple cycles).

Hence, the proposition “*The pattern of tourism development follows the life cycle stages suggested by Butler*” does not entirely stand true for the instant case. Butler(1980) suggested that a destination undergoes six developmental phases: exploration, involvement, development, consolidation, stagnation, and decline or rejuvenation. The pattern of tourism development at the destination shows the initial stages of TALC, beginning with exploration, involvement, development, and consolidation. However, after the consolidation stage, two rejuvenation stages with an intermittent consolidation stage are identified, suggesting a cycle recycle pattern of tourism development (suggested by Butler, 2009a).

**Objective 1** To map the pattern of tourism development at the destination using TALC.

**Research Question 1b:** Do the TALC indicators comply with tourism development at the destination? What are the leading and lagging indicators?

**Proposition 1b.** *Tourism development in Goa complies with the indicators of the stages of TALC.*

- Butler (1980) suggested indicators reflecting the extent of tourism development at each stage of the TALC. The author also suggested evaluating the TALC indicators to analyze the pattern of tourism development at the destination. Subsequently, many researchers have analyzed the TALC by evaluating the indicators (Agarwal, 1997; Berry, 2000; Getz, 1992; Haywood, 2005; Kruczek, 2015; Lee & Weaver, 2014; Zmyslony, 2011) and have suggested adding a few more indicators to the list.
- To determine the relevance of the indicators and to analyze the pattern of tourism development, a comprehensive list of TALC indicators on the recommendation of scholars (Butler, 1980; Getz, 1992; Agarwal, 1997; Berry, 2000; Zmyslony, 2011; Lee & Weaver, 2014) was made. The TALC indicators for each stage were

compared with the tourism development at the destination using the pattern matching technique wherein each stage's indicators were examined with the events occurring in Goa during that time (as discussed in section 3.9.1, page 80). The events were chronologically listed (refer to table 3.1, page 69), and the time the indicator was observed at the destination was recorded.

- The assessment shows the indicators of the following stages coinciding with the destination's tourism development
  - Exploration Stage (1962-1980): Butler (1980) and Getz (19992) suggested the presence of the following indicators during the exploration stage: Allo-centric tourists/ drifters, small tourist numbers, no tourist facilities, natural and cultural attractions, and high contact with locals. The research found the indicators coinciding with the destination's exploration stage (1962-1980).
  - Involvement Stage (Late 70's): Butler (1980) suggested the presence of the following indicators during the involvement stage: an increase in the number of visitors, regularity in visitor numbers, high level of contact between visitors and locals, some advertising to attract tourists, the primary market area for visitors, the emergence of tourist season, and change in the lifestyle of locals engaged in tourism. The research found the indicators coinciding with the destination's involvement stage (the Late 70s).
  - Development Stage (1980-1988): Butler (1980) and Getz (1992) suggested the presence of the following indicators during the development stage: rapid growth in visitation, well-defined tourist market area, heavy advertising, external control and development, and migrant labour utilized. The research found the indicators coinciding with the destination's development stage (1980-1988).
  - Consolidation (1989-1993): Butler (1980) and Agarwal (1997) suggested the presence of the following indicators during the consolidation stage: a decrease in the growth rate of tourist numbers but an increase in tourist numbers, considerable emphasis on marketing and advertising, local efforts may extend the tourist season, and older tourist facilities may become second-rate. The research found the indicators coinciding with the destination's consolidation stage (1989-1993).
  - Rejuvenation (1994-2008 and 2015-2019): A rejuvenation stage is identified when a change occurs in the destination's market segment or tourism product



(Butler, 1980). The research found a change in the market segment of tourists in early 2000 when domestic and Russian tourists replaced European tourists. In addition, casinos, water sports, adventure sports, and ecotourism activities were included in the tourist attractions in early 2000. Thus, the research found the indicators coinciding with the destination's rejuvenation stage (1994-2008).

- Cooper (1990) suggested that the leading indicators of the region can be termed as possible threats to the future survival of the area and are, therefore, essential to identify. They occur prematurely and may lead the region to decline. In the instant case, the leading indicators point to adverse impacts of tourism at each stage of TALC. They can cause the destination to decline if they are not managed. The following leading indicators are observed at the different TALC stages
  - Exploration Stage (1962-1980): Butler (1980) suggested that during the exploration stage, the physical and social fabric of the destination is not disturbed, and the arrival and departure of tourists do not affect the locals. However, the research found that the locals depended on the tourists for their livelihood during the exploration stage. They initially engaged in the barter trade and later opened beach shacks to provide food and accommodation to the tourists in return for money. The women stayed home to take care of the tourist while the men went to work. The signs of the demonstration effect (locals copying the tourists) were also visible at the destination. Hence, the indicators “the physical and social fabric is not disturbed” and “arrival and departure of tourists do not affect local” have occurred prematurely, in the 1960s, during the exploration stage and therefore are leading indicators.
  - Involvement Stage (the late 70s): Butler (1980) suggested that the locals provide tourist facilities during the involvement stage. However, the research found that the locals living on the coasts opened beach shacks and provided food and accommodation services to tourists in the 60s. Thus, the indicator “locals provide facilities to the tourist” occurred prematurely during the exploration instead of the involvement stage. Hence the indicator is leading.
  - Development Stage (1981-1988): The authors suggested that there are mid-centric/ institutionalized tourists during the development stage (Agarwal,

1997; Butler, 1980; Getz, 1992). The locals provide auxiliary services and external organizations provide extensive facilities for tourists. Local antagonism is present at the destination. However, the research found the indicators present during the exploration stage (in the 60s and 70s). Auxiliary facilities (postal services, laundry) for tourists were available in Goa during the Portuguese rule, and these facilities continued to operate post-liberation. Mid-centric / institutionalized tourists have been observed at the destination since 1974, after opening luxury hotels. The hotels also provided extensive facilities to the tourists (all-inclusive resorts, sightseeing, airport drops and pickups, gymnasiums, and swimming pools). A section of the local population protested against nudist and druggist tourists at the destination during the 1970s. Negative social impacts and overuse of resources in the coastal areas created antagonism among the locals. Thus, the indicators occurred prematurely, in the 70s, during the exploration stage instead of the development stage. Hence, the indicators are leading.

- Consolidation Stage (1989-1993): Authors suggested that during the consolidation stage, the locals not involved in tourism feel discontent, a significant part of the area's economy is based on tourism, and business district takes shape within the destination (Agarwal, 1997, Butler 1980). However, the research found the indicators present during the exploration and development stages (the 1970s and 1980s). During the 70s and 80s, locals depended on tourism for their livelihood. Many locals had taken loans, subsidies, and tax concessions to establish hotels, travel agencies, and allied businesses. Locals who were not involved in tourism were feeling discontent. They formed groups and NGOs to oppose the development of tourism. Tourism developed in the four coastal districts of Goa, i.e., Tiswadi, Bardez, Mormugao, and Salcete. These districts developed and urbanized rapidly in the '70s and '80s. Thus, the indicators occurred prematurely during the exploration and development stage instead of consolidation. Hence, the indicators are leading.
- The leading indicators, i.e., the physical and social fabric is disturbed, local antagonism and the locals not involved in tourism feel discontent, highlight the social issues and problems at the destination. On the other hand, the indicators

“arrival and departure of tourists do not impact the locals” show reliance on tourism. Also, the indicator that a significant part of the area’s economy is based on tourism shows that the locals depended on tourism for their livelihood. Finally, the leading indicator, extensive facilities provided by an external organization, shows external control of tourism services. If not managed properly, these leading indicators can threaten tourism growth at the destination.

- A few leading indicators, like locals providing tourist facilities, availability of auxiliary services, and business district development, show that tourism provided livelihood to the locals. It is peculiar to a developing country, where the economic benefits of tourism are desirable. Moreover, the economic multiplier effects of tourism helped the locals live with dignity. Hence, these leading indicators cannot be classified as a threat to the destination.
- The lagging indicators are delayed indicators that occur later than the TALC stage specified. Therefore, they may not affect the destination adversely but suggest passive destination development. In the instant case, the lagging indicators show sluggish tourism planning initiatives. Hence, these indicators can impede the growth of tourism at a destination. The lagging indicators are observed during the following stages
  - Development Stage (1981-1988): Butler (1980) suggested that the development of manmade attractions occurs during the development stage. However, the research found that manmade tourism attractions, like museums, malls, theme parks, and spice farms, became popular at the destination post-2000, during the rejuvenation stage. Thus, the indicator occurred later than the development stage. Hence, it is a lagging indicator.
  - Consolidation Stage (1989-1993): Butler (1980) suggested that many hotels are represented during the consolidation stage, and the total number of visitors is more than the locals. However, the research found that multinational hotel chains were represented at the destination during the late 1990s (rejuvenation stage), and total visitor numbers were more than the locals during the rejuvenation stage (2000). Both indicators occur later than the consolidation stage and hence are lagging.
  - The lagging indicators development of manmade attractions and many hotels are represented show slow planning by the government in providing

required permissions. The delay in permitting hotels may hamper a destination as tourists look for branded hotels for accommodation. In addition, multinational hotel brands also help maintain the destination's image in the market. Thus, these indicators can impede the growth of tourism at the destination.

- The stagnation and decline stages were not identified while mapping the stages of the TALC based on tourist arrivals. However, the stagnation and decline stages indicators, which show the negative impacts of tourism, were observed at the destination since the involvement stage (the late 1970s). The indicators are described below

- Stagnation Stage: Authors suggested the presence of the following indicators during the stagnation stage (Butler, 1980; Getz, 1992; Lee & Weaver, 2014): Psycho-centric tourist/ organized mass tourist, heavy reliance on repeat visitation, peripheral tourism development, more artificial/ manmade attractions, frequent ownership change, and environmental, social, and economic problems. However, the research found that the indicators were present at the destination during different TALC stages. For example, increased social problems have been observed since the 1970s during the exploration stage at the destination. Psycho-centric tourists have been present at the destination since 1985, during the development stage. Peripheral tourism development and heavy reliance on repeat visitation were observed in the late 90s during the rejuvenation stage, and artificial and manmade attractions developed post-2010 during the consolidation stage. Thus, even though the stagnation stage is not identified, the presence of the stagnation stage indicators suggests that the indicators occurred prematurely and are leading indicators.

- Decline Stage: Authors suggested the presence of the following indicators during the decline stage (Butler, 1980; Getz, 1992; Lee & Weaver, 2014; Zmyslony, 2011): decrease in the average stay of tourists, declining market, no longer used by vacationers more of the weekend and day-trippers, hotels convert to retirement homes/ condos/apartments, more permanent settlers especially senior citizens, traffic congestions, degradation of cultural attractions, the rise in social problems and the threat of exogenous factors. However, the research found that the indicators were present at the

destination during different TALC stages. For example, a rise in social problems was visible in the 70s during the exploration stage. During the rejuvenation stage (1994-2008), traffic congestion and the threat of exogenous factors (external organizations, migrants) were noticed at the destination. Finally, indicators like the destination is used by weekend tourists, day-trippers, more permanent settlers, and retirement homes, and a decrease in tourists' average stay was seen during the consolidation stage (2009-2014). Thus, even though the decline stage is not identified, the presence of the decline stage indicators suggests that the indicators occurred prematurely and hence, are leading indicators.

- The leading indicators of the stagnation and decline stage highlight the negative impacts of tourism. Hence, they can threaten tourism growth at the destination.
- The assessment of the indicators provides relevancy to the TALC indicators. The indicators for Goa as per the identified stages of TALC were tabulated (refer to table 5.9, page 126).

Hence, the proposition “*The tourism development in Goa complies with the indicators of the stages of TALC*” does not entirely stand true. Most exploration, involvement, development, consolidation, and rejuvenation stage indicators comply with tourism development at the destination and are found to be relevant. However, the stagnation and decline stage indicators are observed at the destination, despite the stages not being identified on the TALC. The finding highlights that the negative impacts of tourism were observed at the destination from the late 70s.

*The leading and lagging indicators were also identified. The leading indicators occur prematurely and threaten tourism growth at the destination, whereas the lagging indicators are delayed and imply sluggish tourism planning. The research confirmed the presence of leading and lagging indicators at the destination. The leading indicators identified at the destination suggest that they can threaten the growth of the destination. However, few leading indicators (locals providing tourist facilities, availability of auxiliary services, and business district development) show the locals' dependence on tourism for their livelihood. The lagging indicators identified confirm sluggish tourism planning at the destination. Thus, the research confirms Cooper's (1992) and Berry's (2000) observations on the leading and lagging indicators as a possible threat to tourism growth.*

**Findings for Objective 1** To map the pattern of tourism development at the destination using TALC

The pattern of tourism development at the destination was mapped on TALC using the tourist arrival data from 1962 to 2019 and by analyzing the TALC indicators with the tourism developments at the destination.

Based on the time-series data of tourist arrival, the following TALC stages were identified: exploration (1961-1980), involvement (the late 1970s), development (1981-1988), consolidation (1989-1993), rejuvenation (1994-2008), consolidation (2009-2014), and development (2015-2019). The sequence of stages shows that the TALC follows the traditional life cycle stages (as suggested by Butler, 1980) till the consolidation stage (1989-1993). After the consolidation stage (1989-1993), two rejuvenation cycles are encountered with an intermittent consolidation stage (2009-2014). The first new cycle begins from 1994 to 2008, and the second rejuvenation stage is from 2015 to 2019.

The compliance assessment of the TALC indicators with the tourism development in Goa was done by pattern matching technique wherein each stage's indicators were examined with the events occurring in Goa during that time. The findings show that most tourism development indicators comply with the TALC indicators for exploration, involvement, development, consolidation, and rejuvenation stages. The stagnation and decline stage indicators were identified at the destination since the late 70s, despite the stages not being identified on the TALC. The stagnation and decline stages suggest that the destination is experiencing negative impacts of tourism, and tourism is no more a desirable activity for tourists. The instant case shows the negative impacts of tourism at the destination. However, the tourist arrival data shows that the destination still attracts tourists.

The findings also suggest the presence of leading and lagging indicators. The leading indicators occur prematurely and can be a threat to the destination. The research shows the presence of leading indicators at each stage of destination development. The lagging indicators show delayed development. The lagging indicators were identified for the development and consolidation stages. Thus, the leading and lagging indicators can threaten tourism growth at the destination.

**Objective 2** To identify the strategies responsible for developing tourism at the destination.

**Research Question 2a:** What are the strategies formed during the development of the destination?

- Mintzberg (2007) suggested identifying strategies and analyzing the strategy formation process in organizations to know how strategy formation occurs. The strategy analysis process suggested by Mintzberg was used to identify strategies at the tourism destination. Authors have proposed that tourism strategy-making is similar to the organizational strategic planning process (Kotler et al., 1993; Porter, 2002).
- The strategies formed at the destination were identified by chronologically listing the events responsible for tourism development from 1947 to 2019 using secondary data (refer to table 3.1, page 69). The timeline was prepared for events occurring in Goa, India, and worldwide. The next step was identifying the turning points (refer to table 3.2, page 74). The turning points are events that have significantly impacted tourism growth at the destination. Finally, the repeating turning points were identified as preliminary strategies (table 3.3, page 76). The preliminary strategies were categorized as tourism, economic, and technology. The list of preliminary strategies was then shared with the respondents and deliberated upon during the personal interview.
- Based on the feedback, the final list of strategies was prepared by adding, deleting, or merging. The Goa regional plan, smart city, demonetization, and GST strategies were deleted. Wireless technology and mobile phones, and metasearch engine strategies were added. Greenfield airport, domestic airlines operations, civil aviation, transport infrastructure improvement, and transport technology development were merged to form the transport infrastructure strategy. Development of tourism infrastructure, differentiation of tourism products, commercialization of festivals, music festivals, and dance events merged into the development of tourism products strategy. Banking and loan disbursement were merged. Government investment policies were merged with government schemes in tourism, and investment in telecommunication was merged with the telecommunication strategy.
- The final strategies were again categorized as tourism, economic, and technology and were vetted by the respondents.
- The tourism strategies formed at the destination include the development of transport infrastructure, development of tourism products, luxury hotels, industry status to tourism, formation of the tourism development corporation, tourism plans, hosting

of state delegates (CHOGM), charter flights operations, gaming, and casinos, beach shack policy, water sports policy, lifeguards, e-visa and government schemes for tourism.

- The economic strategies formed at the destination include a 5-year plan, loan disbursement, industrialization, government investment policies, and economic reforms (liberalization, globalization, privatization).
- The technology strategies formed at the destination include access to information, telecommunication, computerization/digitalization, satellite use, internet use, wireless networks (2G, 3G,4G) & mobile phones, aggregator & metasearch engine technology (hotel, taxi, information) and net neutrality.

**Objective 2** To identify the strategies responsible for developing tourism at the destination.

**Research Question 2b:** How did the strategies form?

**Proposition 2a** *The strategies at the destination are formed due to changes in the external environment and political decisions.*

- The information on the strategy formation process for each strategy was analyzed based on primary and secondary data by the explanation-building technique (refer to section 3.9.2, page 84). The explanation-building technique involves consolidating and interpreting primary and secondary data and linking the causal sequence of events to comprehend the strategy formation process.
- The strategy formation process for each strategy was interpreted by linking the sequence of events occurring at the destination based on data gathered through interviews and published data sources. The strategic intent and triggers were also evaluated based on the consensus of the respondents. Data tables and figures were used to explain the strategy formation process for each strategy. The information was tabulated for ease of analysis (refer to section 5.2.2, page 130, Table 5.14, 5.16, 5.17).
- The research shows that the tourism strategies formed by the central government are planned (formation of the tourism development corporation, government investment schemes) and adaptive (development of transport infrastructure, development of tourism, hosting of state delegates, and e-visa). The strategies were adapted due to triggers provided by the external environment. On the other hand,



the strategies formed by the state government are reactive (tourism plans, water sports policy, beach shack policy, and lifeguards) to the triggers in the external environment. Also, entrepreneurs have taken the initiative to develop a few strategies (luxury hotels, gaming, and casino, the development of tourism products, and transport infrastructure).

- The research shows that the central government formed economic strategies. 5-year planning was proactive, while the other economic strategies (loan disbursement, industrialization, liberalization, globalization, privatization, and government investment policies) were adaptive. They are formed due to the triggers in the external environment. The state government followed the central government and formed strategies accordingly.
- The research shows that the central government initially formed the technology strategies by making regulations and building infrastructure. However, the strategies have become successful due to entrepreneurs' initiatives (through associations like CII and GCCI). In addition, technological innovations worldwide have provided the impetus to develop technology strategies.
- Thus, the research highlights the technological changes, market demand, travel and tourism industry growth, the internet, economic recession, and economic stagnation as the external environmental factors (triggers) that led to strategy formation at the destination.
- The research shows the following central government's decisions led to overall strategy formation: identifying tourism as an industry to generate revenue and foreign exchange, developing entry points to travel to the state, increasing tourism investments, forming tourism corporations to develop accommodation units across India, diversifying tourism products, hosting international political, economic, and sports events, economic reforms, providing loans and subsidies, establishing industrial units, providing information to the locals and tourists, providing faster communication and sharing of data and easing travel regulations.
- The research shows the following state government decisions that led to overall strategy formation: promotion of Goa as a tourism destination, developing of entry points to travel to the state, diversifying tourism products, land reforms, economic reforms (providing loans and subsidies), tourism policies, providing faster communication and sharing of data.

- A few entrepreneurial decisions have also contributed to strategy formation. They include: providing intra-destination travel services, developing museums and other tourism products, establishing beach shacks, luxury hotels, and casinos, developing water sports, establishing industries, providing access to information, digitalization, using the internet services, and aggregating travel services using search engines.
- The strategic intent and the triggers that led to strategy formation indicate that few strategies were formed proactively (without any triggers). They were industry status to tourism, formation of the tourism development corporation, government schemes for tourism, and 5-year plans. The other strategies are either adaptive or reactive. They have formed due to changes in the external environment. The strategy formation process indicates that the government recognized the changes and developed policies accordingly.

Hence, the proposition “*The strategies at the destination are formed due to changes in the external environment and political decisions*” stands true for the instant case. The research shows that tourism, economic, and technology strategies have contributed to tourism development at the destination. However, most strategies formed at the destination are adaptive or reactive. They are formed because of changes in the external environment, which prompted the government to make the necessary decisions, leading to strategy formation. In addition, the research also highlighted a few proactive strategies (Industry status to tourism, formation of the tourism development corporation, and 5-year plans). However, entrepreneurs have also contributed to forming a few strategies, which the government later regularised (beach shack policy, water sports policy, gaming, casinos, aggregators services, and internet).

**Objective 2** To identify the strategies responsible for developing tourism at the destination.

**Research Question 2c:** What are the types of strategies formed at the destination?

**Proposition 2b** *The strategies formed at the destination are deliberate as well as emergent.*

- Mintzberg (1978) and Ansoff (1987) identified the strategies formed in the organization as deliberate and emergent. Ansoff (1987) also classified the strategies as one-time and incremental.
- The type of strategies formed at the destination was determined based on the emergent properties of the strategies (radically novel, global, ostensive, and coherent) and the information on each strategy’s formation process. First, the

properties of emergence for each strategy were identified based on the data analyzed from the personal interviews. The radically novel emergent property is identified as a new, an original, unexpected idea never used or thought of before. A global emergent property refers to an idea that originates from the lower levels of the organization. The ostensive emergent property refers to the higher-level managers or the government recognizing the idea. Finally, the coherent property of emergence refers to the change in strategy over time. The strategy formation process for each strategy was interpreted by linking the sequence of events occurring at the destination based on data gathered through interviews and published data sources. The strategy formation process provided clues to understand if the strategy was planned or formed due to any triggers. The information was tabulated for ease of analysis (refer to tables 5.14, 5.16, 5.17).

- Based on the analysis, the strategies formed at the destination are identified as deliberate, partially deliberate, and partially emergent (section 5.2.2, page 130, Table 5.14, 5.16, and 5.17). The types of strategies are described below
  - The deliberate strategies are planned strategies with one or no emergent properties (as discussed in section 3.10, page 87). The deliberate strategies formed at the destination are industry status to tourism, formation of the tourism development corporation, hosting of state delegates (CHOGM), e-visa, government schemes for tourism, 5-year plan, loan disbursement, and net neutrality.
  - The partially deliberate strategies are planned strategies with ostensive (recognized by the government) and coherent (changes with time) emergent properties. The partially deliberate strategies formed at the destination include the development of transport infrastructure, beach shack policy, water sports policy, industrialization, government investment policies, economic reforms, access to information (TV, radio), use of satellite, wireless networks (2G, 3G, 4G) & mobile phones and telecommunication.
  - The partially emergent strategies are unplanned strategies with global (formed at the lower level), ostensive (recognized by the government), and coherent (changes with time) emergent properties. The partially emergent strategies formed at the destination are the development of tourism products, luxury hotels, charter flights operations, gaming and casinos, lifeguards, access to information (print), computerization/digitalization, use of the

internet, and aggregator & metasearch engine technology (hotel, taxi, information).

- Strategies at the destination are also identified as one-time or incremental. One-time strategies are planned strategies that do not change over time (as discussed in section 3.10, page 87). The study found industry status to tourism, formation of the tourism development corporation, hosting of state delegates, and net neutrality as one-time strategies. The strategies that changed over time are identified as incremental strategies (as discussed in section 3.10). Transport infrastructure development, development of tourism products, charter flights operations, gaming and casinos, lifeguards, beach shack policy, water sports policy, E-visa, government schemes for tourism, 5-year plan, loan disbursement, industrialization, liberalization, globalization, privatization, government investment policies, access to information, telecommunication, use of satellite, wireless network and mobile phones, computerization/digitalization, use of the internet, wireless networks (2G, 3G, 4G) & mobile phones, and aggregator & metasearch engine technology (hotel, taxi, information) are the incremental strategies identified at the destination.
- Mintzberg (2007) & Maitland (2006) suggested that strategies change forms and appear to follow crucial patterns like life cycles and distinct change continuity cycles during development. The strategy formation patterns identified the convergence (state of coming together) and divergence of strategy (state of branching out). If the strategy shows evidence of planning over time, it is implied that the strategy has converged, and if multiple stakeholders were involved in developing the strategy, the strategy diverged.
  - Beach shack policy, water sports, e-visa, industrialization, loan disbursement, the use of the internet, meta-search engines and aggregators were initially identified as emergent strategies. The government recognized them and formed policies resulting in the convergence of strategy. E-visa and loan disbursement strategies converged to deliberate strategies (they show no emergent properties). Beach shack policy, Water sports, industrialization, the use of the internet, Metasearch engines, and aggregators converged to a partially deliberate strategy (they show ostensive and coherent emergent properties).

- The development of tourism products strategy diverged. The strategy was deliberate, and over time due to the involvement of multiple stakeholders, the strategy diverged to partially emergent (they show global, ostensive, and coherent emergent properties). Likewise, computerization and digitalization strategy was partially deliberate and later diverged to become partially emergent. At first, telecommunication and Wireless networks & mobile phones strategies were deliberate and later privatized.

*Hence, the proposition “The strategies formed at the destination are deliberate as well as emergent” stands true for the instant case. The types of strategies were identified based on the properties of emergence and the strategy formation process. The findings show that the strategies formed at the destination are deliberate and emergent. In addition, one-time and incremental strategies were also identified. The research also shows strategies having a mix of both deliberate and emergent properties. These strategies were classified as partially emergent and partially deliberate. The partially emergent strategies are unplanned with three emergent properties (global, ostensive, and coherent), whereas the partially deliberate strategies are planned with two emergent properties (ostensive and coherent). The study also found evidence of convergence and divergence of strategies.*

**Findings for Objective 2:** To identify the strategies responsible for developing tourism at the destination.

The strategies responsible for tourism development were identified and classified as tourism, economic, and technology. The tourism strategies were formed to develop tourism infrastructure and products and regulate tourism activities. Specific tourism strategies are formed for foreign (charter flights & e-visa) and domestic tourists (gaming & casino, lifeguards). At the same time, some strategies are directed at the stakeholders (industry status to tourism, formation of tourism corporation, tourism planning, beach shack policy & water sports policy). The economic strategies have helped the growth of the tourism industry through 5-year plans and economic reforms. A few strategies, like providing loans, subsidies, and concessions, have aided the stakeholders. However, no specific economic strategies are formed for domestic or foreign tourists. The technology strategies for tourism development aimed to provide access to information, faster communication, and data transfers. The strategies have helped the tourists and the stakeholders get faster access to information.

The research shows that the strategies formed by the central government were planned

and adaptive. The strategies were adapted due to triggers provided by the external environment. On the other hand, the strategies developed by the state government are adaptive to the triggers in the external environment. The state government has also followed the central government's directive in forming strategies. The entrepreneurs have also taken the initiative to develop a few strategies. They have played a crucial role in adopting strategies helpful for their businesses to make profits. Thus, the strategies at the destination are formed due to external environmental factors and political decisions (decisions taken by state and central governments).

The types of strategies identified at the destination were deliberate, emergent, one-time, and incremental. The research also found strategies having a mix of deliberate and emergent properties. These strategies were identified as partially emergent or partially deliberate. The research also found evidence of convergence and divergence of strategies.

**Objective 3** To identify the pattern of strategy formation on TALC

**Research Question 3:** How have the strategies contributed to the transition of TALC stages?

**Proposition 3a** *There exists a correlation between the TALC stages and the strategies formed at the destination.*

- The strategies were mapped on the TALC as per the stages and the time they occurred. Pattern matching technique and operational definitions of strategic changes (period of the periods of limbo, period of piecemeal change, period of continuity, and period of global change) were used to identify the strategic periods (also discussed in section 3.9.3, page 86). For example, the period of piecemeal change is identified when few strategies develop during the stage of TALC, and the period of continuity is when no new strategies are formed, but old strategies continue during the stage of TALC. Finally, the period of global change is when many new strategies are formed during the stage of the TALC.
- The pattern of strategic periods shows a period of global change (1947-1961) and 1962-1980) during the pre-tourism, exploration, and involvement stages, a period of piecemeal change (1981-1993) during the development and consolidation stage, a period of global change (1994-2008) during the rejuvenation stage, and a period of continuity (2009-2019) during consolidation and development stage (refer to tables 5.19 to 5.24).

- The stages of the TALC and the strategies formed at the destination show a correlation between the rejuvenation stage (1994-2008) and consolidation (2009-2014) stages. The rejuvenation stage, characterized by changes in the market segment or tourism product, coincides with the period of global strategic change (when strategies are formed in all areas). Similarly, the consolidation stage, characterized by no new changes at the destination, coincides with the period of continuity (when no new strategies are formed).

The following strategic patterns were also identified by correlating the stages of TALC and strategy development

- *Strategic Focus*: 1947 to 1980, the focus was on developing infrastructure and industry; 1981 to 1988, the focus shifted to tourism; 1989 to 1994, economic development was the main priority. From 1994 to 2014, tourism and technology gained attention. 2015 onwards, attention was given to tourism & economic development.
- *Types of strategies*: A mix of strategies (Deliberate, Emergent, Partially Deliberate, Partially Emergent) formed from 1961 to 2013. Strategies post-2014 are predominantly deliberate.
- *Strategic Direction*: Strategies formed from 1981 to 1988; 2009 to 2014 have aided foreign tourist arrivals. The development pattern shows accelerated growth in tourism during the last two decades, as Butler (2008) reported.
  - *Convergence & Divergence*: 1989-2008, few strategies have diverged. However, from 2009 onwards, there is evidence of convergence of a few strategies.

*Hence, the proposition “There exists a correlation between the TALC stages and the strategies formed at the destination” stands true for the rejuvenation and consolidation stage of the TALC. The rejuvenation stage (1994-2008) coincides with the period of global change when the strategies formed in different areas at the destination. On the other hand, the consolidation stage (2009-2014) coincides with the period of continuity when no new strategies were formed at the destination, but old strategies continued.*

*The strategic patterns formed on the TALC also show the focus areas during the different stages of TALC. During the pre-tourism, exploration, and involvement stages (1947-1961 and 1962-1980), the strategic focus was on developing infrastructure and*

industry. During the development stage (1981 to 1988), the focus was on tourism, and during the consolidation stage (1989 to 1994), economic development was the main priority. Tourism and technology gained attention during the rejuvenation (1994-2008) and consolidation (2009- 2014) stages, and from 2015-2019 during the development stage, attention was given to tourism and economic development.

The strategic pattern shows a mix of strategies (Deliberate, Emergent, Partially Deliberate, Partially Emergent) formed from 1947 to 2013. 2014 onwards, the strategies are deliberate.

### **Findings for Objective 3** To identify the pattern of strategy formation on TALC

The pattern of strategic development shows a period of global change (1947-1962 and 1962-1980) during the pre-tourism, exploration, involvement, and rejuvenation stage (1994-2008), a period of piecemeal change (1981-1993) during the development and consolidation stage, and a period of continuity (2009-2019) during consolidation and development stage. The rejuvenation and consolidation stages correlate with the strategies formed at the destination. The rejuvenation stage shows the period of global strategic changes, and the consolidation stage shows the period of continuity. Patterns for strategic focus areas, types of strategies, and strategic direction were also evaluated. The strategic focus shifted from developing infrastructure and industry from 1947 to 1980 to tourism between 1981 and 1988. From 1989 to 1994, the strategic focus was on economic development. Tourism and technology gained attention between 1994 to 2014, and from 2015 to 2019, attention was given to tourism and economic development. The strategic pattern shows the formation of planned strategies post-2014.

Table 6.1 Summary of the Findings

	<b>Propositions</b>	<b>Findings</b>
1 a	The pattern of tourism development follows the life cycle stages suggested by Butler	<p>The proposition <b>does not entirely stand true.</b></p> <p>The pattern of tourism development shows that the TALC follows the traditional life cycle stages, beginning with exploration, involvement, development, till consolidation.</p> <p>After the consolidation stage, two rejuvenation stages with an intermittent consolidation stage are identified.</p> <p>Thus, the TALC shows a cycle-recycle pattern of tourism development at the destination.</p>



	<b>Propositions</b>	<b>Findings</b>
1b	The tourism development complies with the indicators of the stages of TALC	<p>The proposition <b>does not entirely stand true.</b></p> <p>Most exploration, involvement, development, and consolidation stage indicators comply with tourism development at the destination.</p> <p>However, the stagnation and decline stage indicators were also observed, despite the stages not being identified on the TALC.</p> <p>The research confirms the presence of leading and lagging indicators.</p>
2a	The strategies at the destination are formed due to changes in the external environment and political decisions	<p>The proposition stands <b>true.</b></p> <p>The strategies responsible for tourism development are classified as tourism, economic, and technology strategies.</p> <p>The central government strategies are planned and adaptive. The adaptive strategies were formed as the government recognized the changes in the external environment.</p> <p>The state government strategies are reactive. The government has formed strategies as a reaction to external environmental changes.</p> <p>Entrepreneurs have also formed a few strategies, which the government later regularized.</p>
2b	The strategies formed at the destination are deliberate as well as emergent.	<p>The proposition <b>stands true.</b></p> <p>The research found deliberate, emergent, one-time, and incremental strategies at the destination.</p> <p>Partially emergent and partially deliberate strategies, having a mix of deliberate and emergent properties, were also identified.</p> <p>The study also found evidence of convergence and divergence of strategies.</p>
3a	There exists a correlation between the TALC stages and the strategies formed at the destination	<p>The proposition <b>stands true</b> for the rejuvenation and consolidation stage of the TALC.</p> <p>Strategic Patterns concerning focus areas, types of strategies, and directions (convergence and divergence) were also mapped.</p>

## 6.2 Research Findings Concerning Strategies

### Tourism Strategies

- Tourism comes under the concurrent list of the constitution. Hence, the central and the state governments are responsible for strategy-making at the destination. The research shows that the central and state governments and entrepreneurs form tourism strategies. The strategies formed by the central government are planned. The state government has played the role of a regulator rather than a planner. The strategies formed by the state government are post-facto/ reactive, as Breda and Costa (2013) reported. They have formed due to issues that cropped up from time to time (F. Braganza, personal communication, January 9, 2021). Goa's literature on tourism development also points out the chaotic and unplanned way tourism has developed (Wilson, 1997; Lea, 1993). Hence, inclusive growth of the destination did not happen (N. Kunkolienkar, personal communication, October 6, 2020). The government has focused on promotion and investment rather than planning (Breda & Costa, 2013).
- The research shows that entrepreneurs have formed a few strategies post-1980. The government recognized these strategies and formed regulations (beach shack policy, water sports policy, gaming, and casinos). However, there is also a substantial disengagement between tourism stakeholders and the government concerning tourism planning. The strategies formed in the instant case show that the private sector and the voluntary sectors are not involved in the planning process.
- Tourism strategies formed at the destination are deliberate (industry status to tourism, formation of the tourism development corporation, tourism plans, e-visa, and government schemes for tourism), partially deliberate (development of transport infrastructure, beach shack policy, and water sports), and partially emergent (development of tourism product, luxury hotels, charter flights, gaming and casinos, and lifeguards). After implementation, the strategies have converged (beach shack policy, water sports, and e-visa) and diverged (development of tourism products).
- Specific strategies were formed for foreign (charter flights & e-visa) and domestic tourists (gaming & casino, lifeguards). At the same time, some strategies are directed at the stakeholders (industry status to tourism, formation of tourism corporation, tourism planning, beach shack policy & water sports policy).

Thus, the tourism strategies formed at the destination have helped diversify tourism

products (development of tourism products, gaming, and casino) and build infrastructure (development of transport infrastructure, luxury hotels, industry status to tourism, formation of the tourism development corporation, charter flight operations and government schemes for tourism). They have also aided the stakeholders in establishing tourism-related businesses. Furthermore, the strategies developed to regulate tourism activities (beach shack policy, water sports policy) have streamlined the operations for the stakeholder. The tourism planning strategy is outsourced to an external agency. However, the strategy was unsuccessful as stakeholders, locals, environmentalists, and conservationists did not agree to the plans developed by the agency.

### **Economic Strategies**

- The economic strategies helped the growth of the tourism industry through 5-year plans and economic reforms. In addition, a few strategies, like providing loans, subsidies, and concessions, have also aided the stakeholders.
- The research suggests that most economic strategies are formed due to changes in the external environment. However, once the government recognized the changes, it took the initiative to implement strategies. The state government also took initiatives to bring many industries to Goa. However, no specific economic strategies are formed for domestic and foreign tourists.
- The economic strategies formed at the destination are deliberate (5-year plans, loan disbursement) and partially deliberate (industrialization, economic reforms, and government investment policies). In addition, the research shows evidence of convergence of strategies (loan disbursement and industrialization). (refer to table 5.16, page 160)

The research shows a bidirectional relationship between tourism development and economic development. During the 60s, tourism provided livelihood to the locals and contributed to economic development. Tourism provided a stable income to many locals. It helped to eliminate inequality and poverty in the Goan society. Later, due to the economic reforms in 1992, tourism got a boost. The findings support the feedback hypothesis between tourism and economic growth (Katircioglu, 2009; Seetanah, 2011; Yazdi, Salehi & Soheilzad, 2017).

## **Technology Strategy**

- The technology strategies for tourism development aim to provide access to information, faster communication, and data transfers. The strategies have helped tourists quickly access information about the destination and the stakeholders by aiding in the day-to-day work.
- The findings show that most technological progressions have boosted tourist arrivals. The internet (e-tickets, e- Visa & information) and aggregator strategies have aided foreign tourists coming to Goa/ India.
- The technology strategies formed at the destination are deliberate (net neutrality), partially deliberate (access to information- TV and radio, telecommunication, wireless networks and mobile phones and use of satellite), and partially emergent (access to information – print, computerization/ digitalization, use of the internet and aggregators and meta-search engines). There is also evidence of convergence (use of the internet and aggregators and meta-search engines) and divergence (computerization and digitalization) of strategies. Telecommunication and wireless network, and mobile phone operations were privatized.
- The research indicates that the central government initially took the initiative to develop technological infrastructure all over India. Associations like GCCI and CII have influenced the government in developing technology infrastructure (Telecommunication, computerization & digitalization, use of the internet) in Goa. However, many technological advances have happened due to changes in the external environment (refer to table 5.17).

The research shows that technology strategies have helped in data transfers and sharing and aided communication. Technological advancements helped tourists get more information about the place and connect directly with the service providers. Technology strategies tend to be disruptive. The research shows that the internet, aggregators (travel, hotel, taxi), and GPS technology have changed how tourists consume tourism services.

## **6.3 Conclusions**

The pattern of tourism development at the destination shows that the TALC follows the traditional life cycle stages beginning with exploration, involvement, development, and consolidation during the initial period. The later stages show two rejuvenation cycles with an intermittent consolidation stage. The rejuvenation in the life cycle is due to the change

in the market segment (from hippies and European tourists to domestic and Russian tourists) and the introduction of new tourism products (including casinos, adventure sports, and events to beaches).

The compliance assessment of indicators highlights tourism's positive and negative effects at the destination. The assessment provides relevance to the exploration, involvement, development, and consolidation stage indicators. The stagnation and decline stages were not identified based on tourist arrivals. However, the stagnation and decline indicators were present at the destination. These indicators confirm the negative impacts of tourism at the destination. However, the research also identified a few leading indicators that provided livelihood to the locals. It helped improve economic conditions at the destination through the multiplier effect (locals provided facilities to the tourists, availability of auxiliary services, and development of business district). Thus, these leading indicators cannot be determined as a threat to the destination. The lagging indicators show the government's delay in developing the required tourism infrastructure.

The research identified tourism, economic and technological strategies responsible for developing tourism at the destination. The tourism strategies helped develop the necessary infrastructure like tourism products, hotels, and policies. The economic strategies helped establish industries, regulate investment, provide loans, and allow tourism businesses to flourish. The development of technology made tourism accessible for domestic and international tourists. The use of the internet facilitated the growth of tourism.

The strategies formed at the destination are mainly adaptive and reactive. Moreover, a few strategies are planned by the central government. Adaptive strategies have formed due to changes in the external environment. However, once the government recognized the changes, they could implement the strategies. The state government's strategies were primarily reactive. The research identified deliberate, emergent, partially emergent, partially deliberate, one-time, and incremental strategies. In addition, the research identified a new semi-deliberate/semi-emergent type of strategy having a mix of deliberate and emergent properties. The research also found convergence and divergence of strategies during the strategy formation process.

The mapping of the strategies on the TALC helped identify the pattern of changes at the destination. The pattern shows a correlation between the rejuvenation stage and the period of global change. The correlation is also observed for the consolidation stage and the period of continuity. In addition, patterns on strategic focus areas (tourism, economic,

technological), direction (convergence or divergence), and the types of strategies (deliberate, emergent, partially emergent, partially deliberate, one-time, and incremental strategies) formed for each stage of the TALC are also identified.

Thus, the TALC model helped map the destination's growth at the macro level, and the Mintzberg strategy analysis helped evaluate strategies at the micro level.

## **6.4 Analytical Generalizations**

The analytic generalization involves a conceptual claim by which the researcher shows how the case study findings support a particular theory, theoretical construct, or theoretical (not just actual) sequence of events (Yin, 2009). The analytical generalizations based on the findings of the research are discussed below.

### **6.4.1 TALC**

The research on the TALC model over the years has shown that all tourism destinations may not represent an 'S'-shaped pattern of tourism development (Pavlovich, 2003; Zahra & Ryan, 2007; Albaladejo et al., 2016). Instead, they show multiple cycles, waves, or patterns. Researchers have also questioned the framework that describes the sequence of stages of the TALC (Adamiak, 2020; Lundberg, 2015; Papatheodorou, 2004). The authors of these studies posit that tourism destinations may not have the same developmental stages as Butler(1980) suggested. For example, a destination may show a consolidation or a stagnation stage before the development stage or may not show a particular stage at all. The instant case study also shows a cycle recycle pattern of tourism development, having the initial sequence of stages followed by two rejuvenation cycles. Therefore it can be stated that the TALC model is more of a representative model for tourism development. It shows the destination's overall development pattern from a macro level. Thus, the model could be best used to research tourism destinations with integration with other theories or models that help evaluate the micro-level dynamics of the tourism area.

The indicators of TALC that describe the extent of tourism development at the destination at each stage of the life cycle may be valid and in line with some destinations. However, the indicators of one stage could also be present at different stages during the destination development process. Thus, they cannot always be accurate. Furthermore, the leading indicators may not always threaten the destination, even though they occur

prematurely. On the contrary, they could help in the growth of the destination. Similarly, the lagging indicators showing delayed developments or sluggish tourism planning may not always be appropriate for assessing destination development.

### **6.4.2 Strategy Formation Process**

Mintzberg (1973) suggested that strategy planning is followed through entrepreneurial, adaptive, and planned modes. In the entrepreneurial mode, strategies are formed by an individual actively searching for new opportunities. The adaptive mode of decision-making involves complex coalitions. The strategies are adaptive due to changes in the external environment. In the planned mode, the strategies are formed by managers by identifying organizational resources. The research suggests that strategies could also be formed in reactive mode. In the reactive mode of strategy planning, policymakers are forced to react to the changes in the external environment. They develop a strategy to counteract a messy situation. Hence, the overall strategies become fragmented and difficult to recognize.

Scholars have classified different organizations' strategies as deliberate, emergent, one-time, or incremental. More classification categories can be added to strategies. For example, the strategies formed due to changes in the external environment can be classified as political, legal, economic, environmental, technological, and social (PESTLE) strategies. The deliberate and emergent strategy continuum can add more categories by including partially emergent and partially deliberate classifications. The added classifications can help recognize the type of strategy based on its emergent properties. It can identify the type of strategy rather than using the ends and means theory. Based on the properties of emergence, the strategies can be defined as

- a. Deliberate Strategy: Planned strategy with no or one emergent property (coherent or ostensive).
- b. Partially Deliberate Strategy: Planned strategy with two emergent properties (coherent and ostensive)
- c. Partially Emergent Strategy: Unplanned strategy with three emergent properties (global, coherent, and ostensive)
- d. Emergent Strategy: Unplanned strategy with all four emergent properties (radically novel, global, coherent, and ostensive)

### **6.4.3 Mapping strategies on the TALC**

Strategies are the cause and effect of the destination's life cycle and are developed for each stage of the life cycle to prolong the life of the destination (Kotler et al., 2018). The study found that mapping strategies on TALC stages can add value to destination development research. For example, evaluating the periods of strategic change and identifying the correlations between the strategies formed can help assess the developments at the destination. The strategic focus in a period can show fruitful consequences in later periods. Evaluation of deliberate and emergent strategies for each stage of the TALC can give insight into the strategic planning process. Such analysis can be done to develop future tourism roadmaps.



# Chapter 7

## Research Contributions & Implications

The research integrates multiple theoretical concepts, i.e., the TALC, Mintzberg strategy analysis process, and emergence, while looking at a complex web of developments and strategies formed at a tourism destination. The TALC maps the destination's development pattern at a macro level and suggests the destination's growth stages during development. Mintzberg's strategy analysis process takes an evolutionary look at the strategy formation process at the micro-level. The investigation into the emergent construct enhances the technique of strategy evaluation in complex systems (Jarzabowski, 2005). The chapter discusses the contribution of research to literature and its implications for managers. Limitations of the study and future research avenues are also discussed.

### 7.1 Contribution to the literature

#### 7.1.1 Contribution to TALC Literature

- The TALC model is one of the most researched models in tourism literature. Authors have based their studies on different units and data variables. Previous researchers have applied the TALC model to research the destination development patterns based on tourism products, market segments, residents' perceptions, land use patterns, and accommodation patterns (Albaladejo & González- Martínez, 2019; Dodds & McElroy, 2008; Lee & Weaver, 2014). In recent years, integrative methodologies have developed to address specific development issues. However, authors have rarely applied the TALC model for tourism planning and strategy mapping (Bao & Zhang, 2006; Getz, 1992). The instant research applies the TALC to map the pattern of tourism development and identify the development stages for a state as a unit of analysis. Assessing the development of the state adds complexity to the analysis as a state includes multiple stakeholders, decision-making bodies, and legal frameworks that influence the development. Also, since tourism has multidisciplinary roots, the government plans to integrate different aspects at the destination; hence, studying the evolution of the state as a tourism destination becomes a challenge. Thus, the study helps to understand the underlying dynamics of the destination development process. The study furthers the TALC literature by

evaluating the strategic patterns formed for each stage of the TALC, including the pre-tourism stage, as suggested by Kubickova and Martin (2020).

- Previous researchers have discussed the TALC following different development patterns (Butler, 2009a; Kubickova & Martin, 2020; Weaver, 2012). The instant research found the initial stages of the cycle in line with the traditional TALC model, as Butler (1980) suggested. However, the later stages in the instant case found multiple rejuvenation cycles (Butler, 2009a). Thus, the research supports the authors' views that destinations may not always show an 'S-shaped development curve.
- The research provides an assessment of tourism development based on the indicators of the TALC at the destination. Previous studies on TALC indicators have established the relevance of indicators and have also suggested indicators (other than those suggested by Butler, 1980) for analyzing tourism development at the destination (Agarwal, 1997; Berry, 2000; Getz, 1992; Haywood, 2005; Kruczek, 2015; Lee & Weaver, 2014; Zmyslony, 2011). However, The TALC indicators are not tested for a developing country like India. The research reinstates the observations made by Cooper (1990) and Berry (2000) that the leading indicators can threaten the growth of the destination while the lagging indicators show sluggish tourism planning. The leading indicators highlight the negative impact of tourism on the destination. However, the research also found a few leading indicators that contributed to the economic development of the destination by providing livelihood to the locals and contributing to the multiplier effect. On the other hand, the research also highlights the importance of managing the lagging indicators as they threaten tourism growth.

### **7.1.2 Contribution to Strategy Process Literature**

- The research contributes to the strategy process literature by empirically evaluating the development of a tourism area through the strategy formation process. The unit of analysis for previous strategy pattern studies was manufacturing organizations like textile, oil, and technology companies (Austin, 2006; Fumasoli & Lepori, 2008; Grant, 2014). Later the research transitioned to service organizations (Arnold & Gordon, 1986; Brunet et al., 1986, Schrader, 2019) like universities, telecom, and hospitals. Although Harrington (2005) suggested strategy studies on the hospitality

and tourism sector, the research in this area is minimal. This research analyses patterns in strategy formation at a tourism destination. The research uses a unique methodology involving TALC and the Mintzberg strategy analysis process to identify strategies and map the growth pattern of a tourism destination. The framework helps identify the stages of growth, periods of strategic change, and the strategies formed at the destination. Thus, this study furthers the research on “strategy process” literature by stepping into and linking the tourism domain to strategy process studies. The framework and the methodology used in the research can also be used to research other tourism destinations.

- The strategy process research evaluates emergence based on the ends and means theory (Brews & Hunts, 1999; Mintzberg, 2007; Mirabeau et al., 2017), where the researchers have analyzed how the organizational goals were formed, implemented, and achieved. Previous researchers have suggested collaborations, synergies, and dynamism to develop emergent ideas. Slevin and Covin (1997) suggested providing entrepreneurial opportunities to employees to develop emergent strategies. Authors have also stressed that the emergence research has received less attention in the strategy process research (Fulmer & Ostroff, 2015; Tsoukas, 2010; Vaara & Whittington, 2012; Waller et al., 2016). The instant research contributes to the literature by integrating the concept of emergence into the strategic analysis process. The research uses emergent properties (Radically Novel, Global, Ostensive, and Coherent) to evaluate emergent /deliberate strategies at a tourism destination. In doing so, the research also assesses whether the strategies were planned or formed organically.
- Mintzberg (1978) & Ansoff (1987) identified strategies as deliberate/emergent and one-time/ incremental. Scholars have used the Mintzberg strategy analysis process (Arnold & Gordon, 1986; Kipping & Cailluet, 2010) to evaluate strategies and their types in different organizations. They agree that both deliberate and emergent strategies are pursued in organizations. This research furthers the literature on Mintzberg’s strategy analysis process by identifying a new semi-emergent/semi-deliberate strategy having both deliberate and emergent properties. These strategies are classified as partially emergent or partially deliberate. Partially emergent strategies are unplanned strategies with three emergent properties (global, ostensive, and coherent), while partially deliberate strategies are planned strategies

having two emergent properties (ostensive and coherent).

- Mintzberg (2007) and Maitland (2006) suggested that strategies constantly change forms, forming patterns and cycles of convergence or divergence during development. Once recognized by the managers, emergent strategies can be adopted and planned. Similarly, deliberate strategies diversify over time and show emergent properties. Goldstein (2000) and Fulmer and Ostroff (2015) also discuss how new ideas from the lower levels emerge and then converge to form deliberate plans. The instant research confirms the proposition made by the authors. The study's findings demonstrated that the strategies changed in the development process. The findings show a divergence of deliberate strategies (development of tourism products, computerization, and digitalization). The strategies diverged and incorporated emergent properties. Similarly, emergent strategies converged over time and became deliberate (beach shack policy, water sports policy).
- The research supports the view discussed by Mackay et al. (2021). The author argues that the strategy process research emphasizes how coping strategies become modus operandi and provides the basis for strategic planning. The research shows strategies such as the beach shack policy, water sports policy, availability of lifeguards, and economic reforms as adaptive and reactive strategies during destination development. These strategies can also be classified as coping strategies, as the government has formed these strategies due to external environmental changes. The research findings also show autonomous strategic behaviour by the government and entrepreneurs, as discussed by Mirabeau and Maguire (2014), and layered and episodic strategy formation by the state and central governments, as discussed by Sminia (2005).
- Hutzschenreuter and Kleindienst (2006) discussed the need for more research on 'how decision-makers decide what to plan' or 'how decision-makers attention is directed at plans' to bridge the gap between strategy process and content research. This research bridges the gap by examining how the different issues (strategies) come to decision-makers foray. The research identifies the triggers that led to the formation of strategies. It also looks at certain events that gained more attention than others through individual/entrepreneurial interventions (strategies like luxury hotels, gaming, casinos, and use of the internet). Finally, the research investigates how the government, as the primary decision-making authority responded to the

events and developed its strategic agenda (beach shack policy, water sports policy, economic strategies, and e-visa). Thus, the research looked at the initiation process of strategies and attempts to bridge the gap between strategy process and strategy content research.

- The research brings to light the mode of strategy formation at the destination. Mintzberg (1973) suggested three modes of strategy formation entrepreneurial, adaptive, and planned. In the instant case, the strategies formed by the government were planned and adaptive, and some were entrepreneurial. The research also brings to light the role of state and central government in making strategies. The research found that the state government strategies were reactive, whereas central government strategies were formed through adaptive planning. In some cases, the strategies seem to form logical incrementalism (Quinn, 1989), whereas, in others, policymaking is a never-ending process (Lindblom, 1963).

### **7.1.3 Contribution to Destination Development Studies**

- The destination development studies are predominantly done in three broad areas. First, destination structural development studies examine land-use patterns and identify core and peripheral tourism development issues (Halkier & Terkelsen, 2013; Prideaux, 2000). Second, destination development and tourist behaviour/consumption pattern studies examine how tourists behave at the different stages of development of the destination (Cohen, 1972; Doxey, 1975; Plog, 1974; Urry, 1990). Third, destination development through cycles of evolution (Butler, 1980; Weaver, 2012). The instant case study evaluates the significant events concerning tourism occurring in Goa from 1961 to 2019. It tracks the changes in the development of the destination concerning the tourism products, types of tourists (Cohen, 1972; Plog, 1974), mode of travel, tourists consumption (Urry, 1990), change in control, and irridex index (Doxey, 1975) within the case. The study also evaluates the life cycle of a destination using TALC and maps the strategies formed at the destination for each stage of the TALC. Thus, the research contributes to the literature on destination development by mapping the tourist behaviour/ consumption pattern and integrating cycles of evolution studies with strategic pattern studies.

### **7.1.4 Contributions to the Methodology**

- The methodology used in the study can be replicated to assess the development of any tourism destination. Vaara and Whittington (2012) discuss retrospective constructions and meta-conversations that can help develop a shared understanding and strategy insights. In-depth longitudinal case studies provide a dynamic and extensive view of strategy processes and uncover chaos at the destination (Hutzschenreuter & Kleindienst, 2006). The research considered retrospective accounts of strategy practitioners to get a more profound knowledge of the subject. Most governments, destination management organizations, and public and private sector organizations can implement the methodology to research past developments. Learning the critical turning points, life cycle stages, periods of strategic change, and types of strategies formed will add value to the research.
- Van de Ven and Poole (2005) conceptualized the research approaches to study change. The process research approach looks at the organization as an ‘entity’ or ‘process.’ As an entity, the change is researched through a succession of events or cycles, while the ‘process’ research looks at the emergent phenomenon of how decisions unfold. The instant research contributes to the literature by combining the two research approaches. The events and stages at the destination are evaluated through the TALC model, and the strategy formation process looks at the emergent decision-making phenomenon at the destination.

## **7.2 Managerial Implications**

- The research brings to light the use of TALC as a strategic road-mapping tool. It provides the foundation for the strategic planning process. Butler (2011) pointed out that the actual length of the life cycle for a destination cannot be determined. The destination managers can introduce changes to the tourism product or introduce a new market segment based on the stages of the TALC. The government can develop strategies as per the resources available to them. They may develop strategies to prolong the development or consolidation stage or prevent the decline stage. The planners can decide on strategies that will prolong the tourism life cycle. The destination management organization needs to identify and manage the leading and lagging indicators of the destination to avoid a decline.

- The research provides a way of developing a policy framework based on past experiences. The strategy evaluation process helps planners validate their strategic choices for the future. The analysis will be a blueprint for the strategy formulation process. Learning the critical turning points, life cycle stages, periods of strategic change, and types of strategies formed research implement better strategic decisions in the future.
- Research brings to light increased emphasis on public sector planning. In recent years, public sector planning has been discredited. A tourism destination that supports many brands requires an integrative planning and evaluation approach. Sustainable tourism plans with local participation have to be made to protect resources. Hall (2008) suggests self-regulation by stakeholders for developing tourism. The Constitution of India also stresses bottom-up planning. Stakeholder collaboration with the private sector can help in better planning and implementation.
- The research highlights the fact that most strategies formed are adaptive. Therefore, the government or tourism planners must also develop a proactive decision-making approach. The strategy formulation process is an art and requires managers to ascertain patterns from strategies and mediate when desired (Mintzberg, 2007). The author also states that every organization should have deliberate, emergent, entrepreneurial, and ad-hoc strategies to be a market leader.
- The research brings to light a few strategies (e-visa, charter flight operation) that successfully attracted foreign tourists. The government has to develop specific strategies for getting foreign tourists to Goa. The government is currently involved in extensive promotional activities at foreign locales. However, improving the quality of the infrastructure and tourism products will help get foreign tourists to visit Goa.

### **7.3 Limitations of the study**

- Time series data on tourism revenues, investments, and tourist mobility for TALC analysis was unavailable.
- Tourism leads to substantial use of resources and degradation of the environment. Unfortunately, the research methodology employed for the study did not help in

identifying the environmental strategies that led to the changes in tourist arrivals.

- The role of social strategies in tourism development was not determined due to time constraints. However, it could be taken up as a topic for future research.

## **7.4 Directions for Future Research**

- The methodology can be replicated to research other tourism destinations in India. Every state of India has a different history, contributing to its development. A comparative study between two states may reveal commonalities and differences in the strategic planning process. The central government can use such research findings for future strategic tourism planning. Destination management organizations and private sector organizations can implement the methodology to research past developments.
- The research also presents the indicators for each tourism development stage in Goa. These indicators can be the benchmark to evaluate other tourism destinations/ states in India.
- The present research highlighted a bidirectional relationship between tourism and economic development wherein tourism activities helped develop the state's economy during the initial stage. Later, in the 1990s, economic strategies boosted tourism. Future research using time series analysis could establish the relationship quantitatively. For example, Econometric and Correlation analysis between tourism and economic data (GSDP, NSDP) along TALC could be undertaken.
- Tourism is said to be the passport for destination development. Therefore, research on tourism development and social change involving multiple case studies could be undertaken. In addition, research into the consequence of social and cultural factors on tourism destination development could also help sustainably develop tourism. The research on how social practices affect the strategy formation process is another line of promising research (Hutzschenreuter & Kleindienst, 2006; Mackay et al., 2021; Vaara & Whittington, 2012).
- The instant research shows the role of technology in the development of tourism. Therefore, future technology roadmaps for the state of Goa could be developed. Changes in the landscape using GIS and Landsat satellites could be done to assess the development of the destination. The research can help distinguish the different disruptive strategies and analyze how they have impacted the development of the



destination.

- TALC-based research can be undertaken in the following areas.
  - Research based on the different tourist segments and how they have influenced tourism growth at the destination.
  - An analysis of stakeholder collaboration or stakeholder power dynamics on the destinations' growth can be mapped using TALC. The TALC can also highlight the conditions and timings of collaborations and identify the prominent stakeholders (Butler & Weidenfeld, 2012; O'Toole & McGrath, 2017).
- The research suggests that the strategy formation process for tourism in Goa is fragmented as the state government has formed strategies in a reactive/ adaptive mode. Hence, the strategies get disguised as individual policies and programs. More research on tourism strategy formation in other states of India is required to verify whether the state government plans similarly or has different strategy formulation frameworks.
- Goa's future strategy research can include strategic analysis of private sector firms like hotels, travel agencies, tour operators, and restaurants. In addition, the strategies of local transport organizations like KTC could also be examined.

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# **Annexure**

A. List of Respondents

B. Research Publications and Presentations



### Annexure A: List of Respondents

S.NO	Name of the Respondents	Designation	Mode of Interview	Date of the Interview	Duration
<b>Tourism and Technology Strategies</b>					
1	Vitthal Sukhtankar	Professor, Information Technology & Operations Management, Goa Institute of Management, Goa	Online	28/9/2020	1.5 Hr
2	Rishikesh Patankar	Chief Operating Officer, Customer Services Centre, e-Governance Services India Limited, a Special Purpose Vehicle under Ministry of Electronics & Information Technology, Government of India	Online	29/9/2020	1.5 Hr
3	Piyush Goyal	Principal Consultant, Customer Services Centre Academy, e-Governance Services India Limited, a Special Purpose Vehicle under Ministry of Electronics & Information Technology, Government of India	Online	30/9/2020	1 Hr
4	Varsha Kothawale	Country Head for Customer Service for Vodaphone, Airtel, and Tata; 25 years in the Telecom Sector	Online	6/10/2020	1 Hr
5	Deepak Chodankar	Technology Head, Goa Chamber of Commerce & Industries; Vice President, Product Development at Smart Link Network Systems Limited, Verna, Goa,	Online	12/10/2020	1.5 Hr
<b>Tourism and Economic Strategies</b>					
6	Nitin Kunkolienkar	Ex-President Goa Chamber of Commerce and Industries, Proprietor Dlink Technologies, Goa	Online	6/10/2020	1 Hr
7	Arun Naik	Entrepreneur, Established business in the '70s	Online	2/10/2020	1 Hr
8	Manguerish Raikar	Ex-President Goa Chamber of Commerce and Industries, Multiple Businesses, Agropreneur	Online/ Telephonic	7/10/2020	1.15 Hr
9	Avdhoot Timble	Chairman, Formento Group, Goa	Online	18/10/2020	1.5 Hr
10	BS Angle	Chief General Manager, Economic Development Corporation of Goa	Online	24/12/2020	1 Hr 15 Min
11	Laxmikant Nagarsekar	Retired Director, Accounts Department, Government of Goa	Online	25/12/2020	1 Hr

	<b>Name of the Respondents</b>	<b>Designation</b>	<b>Mode of Interview</b>	<b>Date of the Interview</b>	<b>Duration</b>
<b>Tourism, Technology and Economic Strategies</b>					
12	Francisco Braganza	Director, Riviera De Goa; Ex-President Travel and Tourism Association of Goa	Online	9/1/2021	1 Hr 15 Min
13	Ralph De Souza	President, Goa Chamber of Commerce and Industries; Founder of De Souza Group	Offline	11/2/2021	1 Hr
14	SV Balaram	Entrepreneur, Founder Bagmalo Beach Resort, Zuri and Oyster	Telephonic	29/12/2020	30 Min
15	Menino De Souza	Director of Tourism, Government of Goa	Offline	13/1/2021	1 Hr
16	Rajesh Kale	Deputy Director, Ministry of Tourism, Government of Goa	Offline	4/1/2021	1 Hr
17	Mahendra Alvares	Entrepreneur, Owner, Big Foot, Goa	Online/ Telephonic	30/12/2020	1 Hr
18	Aloo Gomes Pereira	Owner, Trail Blazers Tours India Pvt Ltd, Started Travel Corporation of India in Goa	Offline	31/12/2020	1.5 Hr
19	Earnest Dias	Chief Operating Officer, Travel Corporation of India, Goa	Online	30/12/2020	1 Hr
20	Gavin Dias	Goa Tourism Development Corporation: Marketing Department	Offline	13/1/2021	1 Hr
21	Deepak Narvekar	Goa Tourism Development Corporation: Public Relations Department	Offline	4/1/2021	1 Hr
22	Durga Prasad	Director, Department of Planning, Statistics and Evaluation, Goa	Offline	10/1/2021	1 Hr

## **Annexure B: Research Publications and Presentations**

### **Research Articles**

- Assessment of technology strategy for sustainable tourism planning, (2021), *Foresight: The Journal of Future Studies, Strategic Thinking, and Policy*, Vol 23 No 2, pp- 172-187. Emerald Publication, (SCOPUS Indexed)
- Empirically Mapping the Evolutionary Phases of Tourism Area Life Cycle (TALC): The Case of Goa, India, (2021), *Tourism: An International Interdisciplinary Journal*, 69(3), 346-366. (University of Croatia, SCOPUS Indexed)
- Structured Literature Review of Tourism Area Life Cycle, 2022, *Journal of Tourism, Sustainability and Well Being*, 10(1), 1-20. (ESCI-Web of Sciences)
- Adaptive Mode of Planning and Development: A Case of Goa, India *Journal of Tourism and Development*, University of Aveiro, Portugal. (Accepted on 26/01/2023) (SCOPUS Indexed)
- Mapping Tourism Strategy Patterns on Tourism Area Life Cycle, *Journal of Hospitality and Tourism Insights*, Emerald Publications, (Accepted on 12/2/2023) (SCOPUS Indexed)

### **Conference Presentations**

- Presented paper at the 1<sup>st</sup> National Conference on Development of Sustainable Tourism Policies, organized by SS Dempo College of Commerce and Economics, Cujira, Bambolim, Goa, on the topic “Mapping the pattern of tourism strategies in Goa.” 17<sup>th</sup> December 2019
- Presented paper at the SICBM 2021 International Conference on Rigor, relevance, and resilience in Business and Management Research (Virtual Mode), organized by SIBM, Hyderabad, on the topic “Assessment of economic strategies and development of tourism in Goa.” 4<sup>th</sup> and 5<sup>th</sup> February 2021.

## **Book Chapters**

- “Assessment of Economic Strategies and Development of Tourism in Goa.” (2021). In An Anthology of Multi-functional perspectives in Business and Management Research Eds RK Jain, R Dikkatwar, V.K Satya Prasad, T De and SK Gonela, Volume 2, Eureka Publications. ISBN: 978-93-91260-12-5.
- “Mapping Tourism Area Life Cycle Research: A bibliometric Analysis” chapter submitted for Professor Richard Butler’s upcoming book on the Tourism area life cycle (by invitation).