APPLICATION OF DESTINATION DISCONTINUITY MODEL THROUGH COMPETENCY MAPPING IN UTTARAKASHI AND CHAMOLI DISTRICT OF UTTARAKHAND

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Abstract

The Great Himalayan Range in the region of India and Nepal is a prime tourist region as it keeps on wooing lakhs of tourist in the Himalayan states situated between India and Nepal. The most important reason behind this is, its world-class attribute, therefore, most of the tourist as well as excursionist come here for many types of tourism whether it is Medical, Yoga, Spa, Adventure, Religion, Buddhist or Hindu pilgrimage purpose. Therefore, tourism here is a major source of employment opportunity not only because it has both backward and forward linkage but also for its easiness to operate in rural as well as in far remote domain which also make it more interesting topic to research among researchers and scholars. Here we have opted for Uttarakhand as it provides above mentioned various types of tourism which made it as one the most attractive region for tourism not only in complete Himalayan Region but also throughout World.

Uttarakhand is a hill state with beautiful flora and fauna as well as with important pilgrimage spot which attracts tourist round the year. There are many incidences of man-made as well as natural calamities which took many lives and now all these activities are leading to a decrease in the magnetism of Uttrakhand among other States in Himalayan region. Therefore in this paper we will try to solve the problems related to tourism in Uttarakhand State of the Himalayan region by grasping the basic Notion of destination development with destination life cycle along with the help of competency mapping and it applies for the development of Destination Discontinuity model in this state.

Keywords: Himalayan Tourism, Competency Mapping, Destination Development.

Introduction

We can define tourism destination as an application of environment, orchestrate, environment, know-how of science and management for development and identification, while using the technique of accretion, collection, build out, wringing and preservation of terrain for globetrotter destination by utilizing and formulating new strategy for desired requirement from destination and then implementation of such strategy for having desired outcome as a evolution of destination and having expected extent of growth rate from that destination.

This paper emphasis on the Notion of development of destination for tourism and attempts to create destination life cycle to understand different impacts of tourism on destination and provide the solution to the problem of saturating tourism in Uttarakhand State

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of Himalayan Region. Destinations are regarded as well-defined place where people will make a special trip to visit and explore the geographical areas, such as a grass land, mountains, rivers, country, religious circuit, an island or a town.

It is also a non-cognitive Notion, which can be elucidate personalized by consumers, depending on their planned route, civilization, background, impetus of visit, scholastic level and past encounter. For this research destinations are examined to be elucidate physical geographical region which is unravel by its visitant as a distinctive entity, with a bureaucratic and legislative framework for promotion of tourism and its forethought.

There are six A's which together create a destination these is known as Six As Framework these are:

- Attraction (Organic, fabricated, artificial, purpose built, patrimont, special events)
- Accessibility (Complete haulage system comprising of avenue, inoperable and vehicles)
- Amenities (Habitation and regale facilities, tourist services)
- Available Packages (Pre-planned packages by arbitrator)
- Activities (All affairs & task available at the destination and what consumer will do during their visit)
- Ancillary Services (Facility used by tourist such as bank, telecommunication, post)

Destination Life Cycle

The Notion of the life cycle was adapted from Arthur 1981s Notion of the life cycle to measure changes in destination. For the purpose of our paper we have found fifteen factors in the destination life cycle which is further categorized in 5 different domain which are, Destination Characteristics, Marketing Response, Economic Impacts, Social Impacts, and Organic/Natural Impacts. The Four phases in life cycle of destination are depicted in fig. 1.0 and five categories are included in table no.1.0
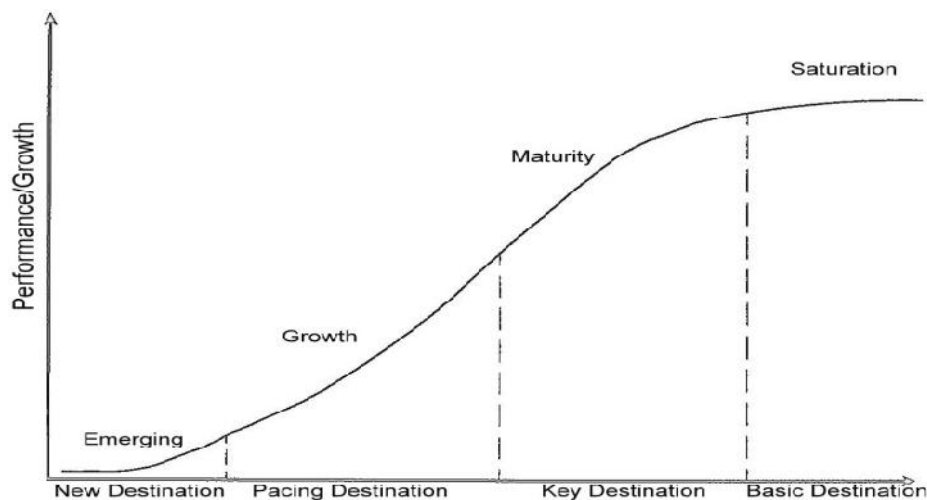
Fig 1

Table 1

Situation	New Destination	Pacing Destination	Key Destination	Basic Destination
Impact Analysis	**Emerging**	**Growth**	**Maturity**	**Saturation**
Destination Characteristics				
Prices of services	High	Very HIgh	High	Low
Tourist are perceived as	Guests	Guests	Customers	Customers
Accommodation Capacity	Very Low	Low	High	Very High
No. of Tourist (Visitors)	Few	Many	Too Many	Many
Marketing Response				
Product	Basic	Improved	Good	Deteriorates
Tactical Focus	Expansion	Penetration	Defence	Defence
Economic Impact				
Employment	Low	High	Very High	High
Economic Structure	Balanced	Tourism Oriented	Tourism Dominated	Tourism Depended
Inflation	Low	Very High	Very High	High
Social Impact				
Relationship between locals and tourist	Euphoria	Apathy	Irritating	Antagonism
Migration to Destination	Low	High	Very High	High
Environmental Impact				
Water Pollution	Negligible	Low	High	Very High
Habitateand Landscape	Unspoilt	Improved	No Respect	Polluted
Erosion	Low	High	Very High	Very High
Traffic	Low	Low	Very High	Very High

Destination Discontinuity

The Notion of Destination Discontinuity is adapted from Arthur D. Little. When specific destination outreach to almost of its top most limits then the Notion works on constructive prophesy of the tourism and habitat requirements. On X axis it is time frame which shows the period of growth for destination, with the passage of time destination begin wooing the tourist, as and when it reaches to top the growths begin declining or become persistent either by way of habitat degradation, or less management and computation of tourism carrying capacity in specific destination. On Y axis it is the performance of the destination. The performance behaves almost in the same manner as we have studied in Destination life cycle model. This model begins working when the destination outreach its saturation level when the destination begins losing more growth options and tourist inflow remains the same.

Fig 2
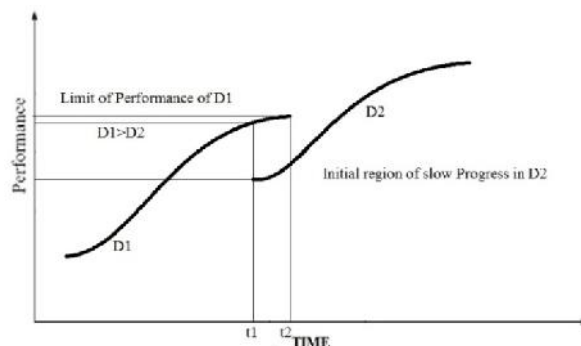
At this time there is a requirement to search for other destination which can help to discontinue the prior destination or divert the tourist inflow form destination (D1) to a new destination (D2). The development of destination D2 can take place with the help of widespread tactical framework of Management of tourism, in which with the help of environmental orchestrate, science and know-how we can look for destination D2 and with the help of constructive forethought we can develop the destination D2 before the discontinuity of destination D1. When discontinuity at destination D1 begin taking place at that time destination D2 shows a slow growth rate as noticed in figure 3. And figure 2 of destination life cycle. Slowly it can begin wooing tourist via effecting forethought, management, infrastructure and its natural beauty.

Competency

It is nothing but an underlying characteristic which is prerequisite to perform a given task, activity, or role successfully. Competency may take the subsequent forms:

- Know-how
- Attitude
- Expertise

For the purpose of our paper we have taken considered the characteristics of a destination to execute the competency mapping in destination discontinuity:

- Adventure
- Pilgrims
- Township
- Tour Operator
- Connectivity

Competencies may be grouped into various areas. In archetypal article published a few decades ago in Harvard Business Review, Daniel Katz grouped them under few areas which were later expanded into the subsequent:

- Technical or Functional Competencies which is quadrate with thetechnology or utilitarian expertise prerequisite to perform the role;
- Managerial competencies which is prerequisite to plan, organise, deploy and utilise various resources;
- Human is prerequisite to motivate, utilise and create resources; and
- Notional competency is prerequisite to envisage the invisible, think at conceptual levels and use the contemplative to plan hereafter business.

This is a comfort taxonomy and a given competency may fall into one or more domain and may include various from. It is this amalgamation that is docket and promoted by some firms as competency lexicon.

Competency Mapping in Discontinuity

Competency mapping is a process through which one assesses and determines destination one's strengths as a tourist hot spot and in some cases, as part of the tourism industry.

Competency Mapping Techniques

- **Behavioural Event Interview**

A behavioural interview is a structured interview that is used to gather knowledge about previous experience. Because of previous achievement is a predictor of hereafter behaviour, a behavioural interview tries to unfold the regions previous achievement by asking not-restrained questions from resource-persons as well as local people who are engaged in tourism related activity in that destination. Each question helps the examiner in learning new things about destination and its past achievement in a key expertise area that is censorious to triumph in wooing both the tourist to regions. The interview will be conducted personally whenever possible.

- **Using the STAR Technique**

In a behavioural interview, the interviewer will ask questions from resource-persons and local people about their past experiences. A useful way to compose for this manner of questioning is to use the STAR technique. The STAR technique is a way to frame the answers to each question in an organized manner that will give the interviewer the most information about your past experience. As you compose to answer each question, consider organizing your response by answering each of the subsequent components of the STAR technique:

- The **S**ituation in which destination was engaged?
- The **T**ask the government or private sector needed to accomplish to make it an attractive destination?
- What **A**ction(s) did already taken by the government?

For the purpose of the research we have taken a case study of two districts of Garhwal Region in Uttarakhand, one is Uttarkashi and another is Chamoli. Both of them are prominent for their distinctive world class attribute, for example,Gangotri Glacier in Uttarkashi and Nanda Devi National Park in Uttarakashi. Gangotri Moraine is one of the main sources of the Ganges and one of the largest moraine in the Himalayan region with an estimated volume of over 27 cubic KM, the moraine is about 30 KM long and 2 to 4 Km wide. Around the moraine are the zenith of the Gangotri Group including several significant zenith for extremely exigent climbing routes, such as Shivling, Thalay Sagar, Meru and Bhagirathi III, source wiki. It drizzles abruptly northwest, originating in a ringlet below Chaukhamba, the highest peak of the group. On the other hand, Nanda Devi national park, it is a glacial basin neighbouring by a ring of zenith between 6,000 meters and 7500 meters high and drained by the Rishi Ganga through the Rishi Ganga Gorge, a steep, nearly impenetrable debase. The entire park lies at an elevation of more than 3500 meter above sea level, source wiki.

Other Similarities which we found our present in a table form in table 2.

Table 2

Similarities	CHAMOLI (Destination 1)	UTTARKASHI (Destination 2)
Char Dham	Badrinath	Gangotri
	Kedarnath	Yamunotri
National Park	Valley of Flower National Park	Govind National Park

Domestic Airport	Gauchar Airport	Chinyalisour Airport (Upcoming)
World's Highest Peaks and Glacier	Nanda Devi Park	Gangotri Glacier
Township	Joshimath	Uttarkshi and Harshil
Sports adventure (Ski and Trekking)	AULI	DayaraBugyal (open for trekking, yet to come up with ski)
Altitude	More than 50% of region have an altitude of 1000mtr to 3000mtr and rest is more than 3000mtr	More than 50% of region have an altitude of 1000mtr to 3000mtr and rest is more than 3000mtr

Both the districts are prominent for their world class attribute which attract both domestic as well as a foreign tourist a lot. Still, Chamoli district attracts most of the tourist coming in this region because of well-maintained good weather roads and well-developed transport facilities in comparison of Uttarkashi. Being situated on Great Himalayan Range both the districts show almost the same attribute. No doubt the Chamoli District is a leader among both of them by wooing most of the tourist arriving in these districts either for pilgrimage or for adventures purpose but the very well-known Himalayan Tsunami created a massive disaster and affected the tourism most in this region and Uttarakhand Government is now contemplative to shift the tourist inflow from Chamoli district to Uttarkashi district so as to shift the load of tourism activity from Chamoli district to Uttaskashi district.

According to Destination Discontinuity model Destination 1, Chamoli is on growth path when in 2013 a major tsunami took place and lead to decrease in annual tourist arrival in Chamoli but at the same time Destination 2 begin taking small steps of growth by wooing tourist for pilgrimage, adventure and leisure purpose. Even government also begin some activities to bridge both districts via road as a medium term strategy which will be accomplished before 2017 and establish an airport in Destination 2 at Chinyalisaur which will provide the gateway to Tehri for water sports as well as to Destination 2 (Uttarkashi) for trekking and skiing activities. But such activities should begin before the occurrence of natural disasters in Chamoli as it restricts the tourist arrival by very good margin only in 2013 the growth rate of tourist arrival showed a negative growth of 28% which can be shaved if constructive forethought done by the government as well as private players taking active role in tourism building in Chamoli district. But, nevertheless we can still develop the Uttarkashi district so that massive load of tourism activity can be transferred to other districts such as Uttarkashi as in this case so as to gain time to further improve the ecological balance in hilly terrain of Himalaya region and to boost up the tourism activity to provide livelihood activities to the rural and local people quadrate to Himalayan region.

Conclusion

No doubt that tourism is an important source of development for the destination but at the same time the massive supportive infrastructure construction is negatively impacting the tourism and the area quadrate with tourism. The Himalayan States in India are the prime source of tourist magnetism as they have vast snow-capped mountains, lakes, rivers, forest, wildlife sanctuaries, etc. But unplanned construction and lack of management by government and private players, these states are losing their glitter, a proper interpretation and destination

management is prerequisite to up bring back the same glitter in this tourist destination. Here we focused on two districts of Uttarakhand State of Himalayan Region in India. This paper was divided into four sections, first is to understand the destination for tourism through destination life cycle then solution of problems quadrate with tourism in Uttarakhand such as Aesthetic pollution, Physical impacts, Loss of Biodiversity, Depletion of Ozone layer, Solid waste and Littering, Climate change a by the technique of Destination Discontinuity in Uttarakhand and then competency mapping of both the district Uttarakashi and Chamoli district of Uttarakhand for the application of destination Discontinuity. The constraint of our research is it didn't cover the whole Himalayan Region and didn't talk about the technique of forecasting as prophesy is prerequisite for destination discontinuity. (Rana & Nagar, Destination Branding: for Competing in International Tourism Market, 2015).

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