

Problems Faced By the Tour Operators of Khulna Region of Bangladesh

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Abstract This study was intended towards detecting the problem faced by the local tour operators of the Khulna region. A semi-structured questionnaire was used to collect necessary data from 30 tour operators, working in Khulna city in a view to investigating the major problems faced by them. Two research questions have been installed that was directed towards achieving the major objectives of this study. The findings of the study portrays the fact that eight factors in the forms of lack of variety, human resource development, business seasonality, lack of operators association, absence of support from the forest department, lack of promotional activities, below level of awareness of the customers and pricing are the major problem that are hindering the business and profitability of the tour operators of Khulna. In order to get ride of this situation and for accelerating the tourism sectors of the country those problems of the tour operators need to be eradicated quickly.

Keywords: Tour Operators, Problem Areas, Tourism, Factors

INTRODUCTION

Tourism is one of the fastest growing and single largest industries in the world. It has remarkable contribution toward developing local as well as global economy. It supports many developing as well as developed countries in earning a subsequent amount of foreign currency (Wagner, 2005). Tourism is developing in both developed and developing countries (Tasci and Knutson, 2004), where tourism can act as a catalyst of change in household economies, leading to new opportunities for employment, new sources of cash income, and new information about technologies (Barkin, 1996).

Bangladesh is a developing country in Asia, holding high potentiality for tourism (Islam, 2007). It has the longest sea beach of the world at Coxes Bazar, the largest mangrove forest called the Sunderbans in the southern part, attractive hilly areas in Hill Tracts, and many more attractive places all over the country. Even in consideration of the positions of the neighbouring countries, it is far behind in attracting foreign tourists (Ahmed et. Al, 2010; Hossain, 2007, Boyd & Butler, 1996). Though since the industrial policy of 1999,

Bangladesh integrated tourism as a thrust industry (Islam, 2006), could not develop its various tourist destinations sufficiently attractive to the foreign tourists (Ahmed et. al, 2010). Multifaceted problems are causing the frustrating scenario of the country's tourism sector. Inadequate infrastructural development at various tourist spots, lack of proper amenities for the tourists, paucity of skilled and professional tour service providers and poor promotional programs etc. are responsible for the lower response from the inbound and outbound tourists in Bangladesh. Consequently the target customers are not being properly addressed and thus the tourism sector in Bangladesh is not thriving in that speed as projected (Islam, 2006).

The role of tour operators for flourishing the tourism sector has widely discussed and accepted. Tour operator, an important stakeholder of tourism business, has a great impact on tourism development. Tour operators today play a very important role in creating the images of destinations (source: Wikipedia). They act like intermediaries in the tourism distribution system linking producers and consumers. Despite the services provided by the tour operators are difficult as they need to make arrangements in remote places,

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with problems of language and communication etc. still they can significantly influence international tourism flows towards a country hit by safety and security risks (Cook et al., 2007). They give different types of tourism related services. Even decisions of individual tourists on where to spend a holiday very often depend on the attitude and practice of tour operators towards a particular destination (World Tourism Organization, 1999). If the tour operators can run their business smoothly, their contribution in tourism development in a destination and the country enhances. The role of the tour operator is always very significant and it is of more importance in modern times when every tourist always inclined to ensure everything at the place while they will be on tour (WTO, 2005). Therefore for flourishing tourism business the problems of the tour operators should be identified and eliminated and the major significance of this study existed in that area. There are some research works where some problems are investigated regarding why tourism business is not flourishing in Bangladesh that much compared to other developing countries. The study was aimed to identify the barriers faced by tour operators of Khulna region that in turns create obstacle in tourism development in this region and the probable way out to eradicate the situation.

LITERATURE REVIEW

Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year of leisure, business and other purpose (Middleton, 1994). Basically, tourism is a whole interrelated and interdependent industry. The tangible elements include transport systems air, rail, road, water and now space; hospitality services- accommodation, foods and beverage, tours, souvenirs; and related services such as banking, insurance and safety and security and the intangible elements in include rest and relaxation, culture, escape, adventure, new and different experiences (Ahmed et. al, 2010; Schianetz and Kavanagh 2008; Boyd and Butler 1996 and Dalakas, 2001). Tourism development, at destination level, is led primarily by the tour operator. The tour operators' control over the whole tourism experience due to their volume planning, image creation, destination contracting, the type of excursions offered, nationality of overseas staff and pricing policy puts them firmly in control of the demand (Cook et al., 2007).

Tour operators have important contribution for development of various tour destinations. Chris (1991) likens tour operators as dream packers, since they inspire and satisfy holidaymakers' aspirations. Tour operators organize a large number of trips from generating markets to foreign countries, so they are the middlemen that undertake the initiative to persuade clients which destinations to visit (Davidson, 1994).

Joyce (2007) refers to tour operators as image creators, since they represent a primary source of information contributing to the image formation that the travelers base their decision upon (Goeldner et al., 2000). Hence, destination images and preferences held by tour operators are more likely to influence the desires and expectations of their customers (Goodwin et al., 2004).

Tour operators are considered liable not only for the non-performance or improper performance of the services involved, but also for the physical injury of their clients if this could be in any way linked to negligence due to them, or even to their service providers. This means that tour operators are liable for all aspects of the contract with the client (MacDonald, 1997 and Morgan et al., 2007).

Though Bangladesh has many beautiful attractions in various destinations, it fails to attract the significant number of tourists and insufficient promotional activities assumed to be one of the main reason for that. Since the country lacks sufficient funds for this purpose, it cannot take the necessary promotional activities for this industry (Islam, 2007). The country also suffers from image problem and the international media most often highlight the country in a negative way which causes potential visitors not to select Bangladesh as a tourist destination. Bangladesh also lacks the infrastructural facilities to the standard of international levels to its destination places (Islam, 2009).

The country also lacks the coordinated efforts among different ministries related to tourism like Ministries of Home, Civil Aviation, Communication, Health, Planning etc. which need to overcome for the overall development of the industry. The coordinated efforts can make the visit more safe, comfortable and enjoyable and can fulfil the needs of the tourists (Islam, 2003). In Bangladesh, still there is a lack of understanding on basic cognizance of the economic importance of tourism as an industry and its positive impact as a potential source of foreign currency exchange and employment (Bhattacharya, 1997). This philosophical limitation is one of the biggest challenges for the tour operators. In many cases there are generally a scarcity of tourism knowledge and professionals. Besides, publicity, promotion and mass media exposure are also troublesome matters due to limited technological services available. The national tourism sector is negatively affected by the lack of social and political commitment and thus the tour operators (Binge and Andreu, 1999). Primary amongst these are hotels and lodging services, transportation and communication, safety and security and tourism information services. This makes it difficult for tour operators to ensure the standards of facilities and services which tourists require (Gee, 1988). In Bangladesh, there are still difficulties in getting integrated tourism policy-making due to policy conflicts between the government departments and the tourism private agencies. This is coupled in many cases

with the lack of effective administration, regulation and institutional frameworks of touristic activity (Bhattacharya, 1997). Diversification and change also make it difficult for many Bangladeshi tour operators to keep pace with the rapidly changing and complex requirements of tourists (Dabour, 2003).

With the rapidly changing and complex requirements of tourists, it becomes tricky for many tour operators in Khulna to adapt with the customer's expectation level. Furthermore, tourists are constantly seeking new sights, sounds and experiences as well as the opportunity to participate in a variety of leisure activities (Cook et. al., 2007). Whether tourists are well informed about the tour operating service in Khulna or not is also a burning matter for the small scale tour operators in that region. Moreover, promotion is important to reach and peruse the products among the customers (Gammack, 2005). As every traveller is a potential tourist, it now depends upon the campaign of professionals of the industry to tap this potential and convert the potential into the actual clients (Gee, 1988). Tourism business in Khulna region basically focused on a natural attraction based on the Sunderbans. So, regular business operation is a challenging issue in this area (Hossain, 2007). Pricing of tourism product and its justification to the tourists is also a great challenge for the operators as they are private organizations and depends on the profit coming from tourism business while significant efforts are needed by local and regional governments to conserving areas of natural beauty and maintaining resorts areas.

MATERIALS AND METHODS

To address the objectives, this study addressed the two following questions. Firstly, what are the problems faced by the tour operators; and secondly, what are the roles and responsibilities of concerned parties to eradicate those problems? In order to address the above mentioned research questions, this study utilized survey method by using a semi-structured questionnaire, developed based on discussions with selected university faculty, concerned personnel and literature. The questionnaire contained 8 concerning variables in the form of variety of tourism product offerings,

pricing, human resource development, business Seasonality, promotional activities, operators association, forest department's co-operation and customers' awareness level. It will be prepared by using a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). Some more open ended questions were also included to address the various experience achieved by the tour operators. A total of 30 tour operators from Khulna city were being interviewed as the number of tour operators working in Khulna area is very limited. The data was collected through face to face interview during mid of September to mid November 2011. The data analysis has been done by utilizing both quantitative and qualitative analysis techniques.

ANALYSIS

Variety of Tourism Product offerings Dimension:

Availability of variety of products in various destinations always attracts more tourists. Lack of variety always discourages tourists to go for travelling and thus affected the business of the tour operators in a great way. This proposition is well supported by the outcome of this study as it reveals a quite high mean score of 4.134 which reveals that lack of variety of products in various places are creating serious problems for the tour operators. Kendall's Tau_B correlation analysis has been chosen for this study as the sample size was relatively smaller (Appendix: Table 4.1.2). It portrays significant and noticeable correlation among variables of these dimensions. From the correlation table- it is clearly observable that there is significant correlation between customer preferences of diversified products, innovative products, and more profitability if variety products or services can be offered. The factor analysis (Appendix: Table 4.1.3) reveals that first two factors are the key of this dimension as their initial Eigen values are more than one and also have explained more than 60% of the total variances. Thus, it reveals that customer preferences of diversified products and tour operator's business profitability increment along with variety of products are the two important variables for this dimension.

Table 4.1.1: Descriptive Statistics of Tourism Product offerings Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
More profitable if I can provide variety of services	30	2	5	3.90	.923
Customers mostly preferred diversified services	30	2	5	4.00	.695
Hard to bring innovative items	30	2	5	4.23	.817
Tourist destination in the region lacks variety	30	3	5	4.27	.785
Destinations and the entertainment available mostly the same	30	3	5	4.27	.785
Valid N (list wise)	30			4.134	0.801

Pricing Dimension

Pricing dimension is also a key one for evaluating the problem areas of the tour operators as it significantly affects their business and profitability. Thus proper evaluation of the price dimension is certainly essential for the entire process of problem detection for the tour operators in the concerned region. Here, the mean score is also on the higher side (4.264). This reveals that pricing problem is also badly hitting the business of the tour operators in Khulna region. The correlation analysis (Appendix: Table 4.2.2) also detected significant correlation among different variables of the pricing dimension. There is correlation among the variables like high price ensures better service, old fashioned consumers who preferred lower price and also government's influence on price settings. The factor analysis (Appendix: Table 4.2.3) along with principle component analysis reveals the relative importance of first two factors of the pricing dimensions which have explained more than 785 of the total variances and also possess initial Eigen values of more than 1. Thus it conveys the message that high price for better products and traditional mind set of the customers are two major problems in the price dimension.

Human Resources Development Dimension:

Human resource development dimension has obtained a mean score of 4.12. It shows that this problem is also hampering the business of the tour operators up to the great extent. Highest mean score in this dimension has derived for the question of lack of professional degrees in the local University and colleges in the field of tourism or travel management. This is certainly creating a large vacuum as far as the availability of skilled labour force in this area of business. Therefore, tour operators are badly affected by this and they are failing to accelerate their business due to lack of professional and expert human resources in the area. The correlation analysis (Appendix: Table 4.3.2) also reveals significant correlation among different variable of this dimension like lack of skilled labour force, lack of professional degrees and also lack of available training course in the region. The factor analysis (Appendix: Table 4.3.3) reveals relative importance of the first factor as it has explained more than 705 of the total variances.

Table 4.2.1: Descriptive Statistics of Pricing Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
High price is always essential for better services	30	2	5	4.23	.817
Traditional customers are old fashioned and preferred lower prices	30	2	5	4.13	.860
Price elasticity of demand is very high in the region	30	3	5	4.63	.669
Services require higher prices	30	2	5	4.23	.817
Govt. Always discourages to execute premium pricing methods	30	2	5	4.10	.995
Valid N (list wise)	30			4.264	0.8316

Table 4.3.1: Descriptive Statistics of Human Resource Development Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
Intense shortage of skilled labor force for tourism services	30	2	5	4.23	.817
Local university and colleges do not offer any degrees on tourism	30	3	5	4.37	.765
No formal employee agency in the city	30	2	5	4.10	.995
no availability for getting professional training courses	30	2	5	4.10	.995
Workforce lacks professionalism, frequently practices shouldering	30	2	5	3.80	1.126
Valid N (list wise)	30			4.12	0.9396

Table 4.4.1: Descriptive Statistics of Business Seasonality Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
Mainly a seasonal business	30	2	5	4.10	.995
Demand is very high in winter but fall rapidly in summer	30	2	5	4.10	.995
Hard to keep the business in track during the off-season	30	2	5	4.10	.995
During summer the transportation get affected	30	2	5	3.80	1.126
Scenarios available in the destinations only in particular time	30	2	5	3.80	1.126
Valid N (list wise)	30			3.98	1.0474

Business Seasonality Dimension

Business seasonality problems are also affecting the business of the tour operators significantly. The survey and statistical outcome of this study reveals this picture. Here, the mean score is 3.98 which are certainly on the higher side although it is bit lower than earlier dimension. The correlation matrix (Appendix: Table 4.4.2) also reveals that there is very high in fact full correlation among different variables in this dimension. From the table it can be seen that full correlations exist in between seasonal business. Rise in demand in winter and fall in summer and also between transportation problems in summer and difficulty to maintain business during the off-season. This picture reveals that tour operators do suffer a lot due to the extreme problems of business seasonality in this area of business. The factor matrix (Appendix: Table 4.4.3) along with principal component analysis signifies relevant importance of the first two factors.

Promotional Activities Dimension

The dimension of promotional activities also obtained a high mean score of 4.054. It exposes promotional problem areas for the tour operators. High standard deviation scores also detected that the problem is not of same extremity for all. There is strong correlation (Appendix: Table 4.5.2) exists among different variables of this dimension. It shows that

there is strong correlation between difficulties in attracting tourists through conventional methods and lack of modern promotional channels. There is also strong and positive correlation has been found out among other variables as well. The factor analysis (Appendix: Table 4.5.3) in this dimension put strong emphasis on first two factors as those possess initial Eigen values of more than 1, which represents their relative importance as far as the inside importance of different question variables of this dimension is concerned.

Operators Association Dimension:

There is no association for the tour operators in the Khulna region and it is certainly affecting their business very badly. This notion is certainly observable from the survey outcome. As it reveals that due to lack of the association, the tour operators are suffering and they are failing to come in a platform. The mean score supports this conclusion as it is highest (4.254) among the dimension. The correlation matrix (Appendix: Table 4.6.2) also reveals significant correlation among the question variables thus proves strong internal consistencies. The principal component analysis (Appendix: Table 4.6.3) of the factor analysis also exposes the relative importance of the first two factors which possess initial Eigen values of more than one and also have explained near about 82% of the total variances of this dimension.

Table 4.5.1: Descriptive Statistics of Promotional Activities Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
Hard to attract the tourist through conventional promotional methods	30	2	5	4.17	.874
Promotional channels in the country lack modernization	30	2	5	4.10	.923
Hard to influence the foreign tourist with conventional ways	30	2	5	4.10	.995
Promotional campaign requires huge budget	30	2	5	4.10	.995
No agency Assists and promotes local tourism	30	2	5	3.80	1.126
Valid N (list wise)	30			4.054	0.9826

Table 4.6.1: Descriptive Statistics of Operators Association Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
No associations for the tour operators	30	2	5	4.10	.995
No cooperation available within the operators	30	3	5	4.57	.568
No alliance and joint operational campaign	30	2	5	4.40	.770
Local operators seldom shared their problems and seek assistances	30	2	5	4.10	.995
No collective pricing and promotional programs	30	2	5	4.10	.995
Valid N (list wise)	30			4.254	0.8646

4.7. Forest Department's Co-Operation Dimension:

The tourist's spots in Bangladesh mainly comprised of sea-beach, forests and historical places. Thus, forests cover a significant portion of the total tourists. Therefore, the cooperation of the forest department is always the key for attracting the tourists and also plays a significant role for providing the best possible services to the travelers. This study exposed that due to lack of support from the tourists department the tour operators are suffering significantly. The mean score is bit lower in this case. This is due to the fact that all the travel agencies and tour operators do not require the support of the forest department. The correlation matrix (Appendix: Table 4.7.2) showed strong correlation among the variables and the factor analysis (Appendix: Table 4.7.3) shows that the first two factors possessed Eigen values of more than one which normally represents their relative vitality.

4.8. Customers Awareness Level Dimension:

The mean score for the customer awareness level dimension is 3.868 which is significantly higher and thus portrays the message that lack of customer awareness about the services of the tour operators are also affecting the business of the tour operators and the travel agencies. The tourists of

developed and western countries are well aware about the services and advantages of those services of tour operators but the scenario is totally different in our country and thus it always make the market smaller for the local tour operators. Outcome of the study also shows identical outcomes. The correlation matrix (Appendix: Table 4.8.2) discovered correlation between almost every variable of this dimensions and factor analysis (Appendix: Table 4.8.3) found out two factors which possesses initial Eigen values of more than 1.

DISCUSSION

The outcome of this study reveals symmetrical outcome as far as the scenario of different posed problems for the local tour operators in the Khulna region. The correlation and principal component analysis also stands in support of such evidences. However, the concerned problems are acute and severe in nature and quite identical and almost evenly distributed among the eight main constraints dimensions. Closer sight at the variety of tourism dimensions portrays that the mean score is above four and thus represents that the extremity of this constraints is quite severe and reasons behind this problem is also explicit. This concerned region of Khulna city certainly lacks variety and diversity in offering tourism products. Alongside that there is also the case of proper development and nurturing of the available spots. Those issues are profoundly hampering the development of tourism business and eventually the fates of the tour

Table 4.7.1: Descriptive Statistics of Forest Department's Co-Operation Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
Forest department is ineffective and inefficient	30	2	5	3.80	1.126
Lack adequate manpower	30	2	5	3.80	1.126
No information system available for them	30	2	5	3.47	1.074
Always fail to provide assistance in various cases.	30	2	5	3.70	.988
Security and safeguard tools for the forest department is outdated	30	2	5	3.57	1.006
Valid N (list wise)	30			3.668	1.064

Table 4.8.1: Descriptive Statistics of Customer's Awareness Level Dimension:

	N	Minimum	Maximum	Mean	Std. Deviation
Customers arrange tour programs by their own management	30	2	5	3.67	1.028
Not aware about the availability of tour operators	30	3	5	4.13	.730
Not aware about the benefits of the assistances of the tour operators	30	2	5	4.00	.947
Feel that paying to the tour operators is absolute wastage of money	30	2	5	3.97	.890
Mentality towards the tour and travel agency is antagonistic	30	2	5	3.57	1.040
Valid N (list wise)	30			3.868	0.927

operators are also get affected. The case of the pricing dimensions are also identical to that of the first one and the mean score suggest such similarity. The pricing problem is common in the service sector of the country. This is due to lack of professionalism and also absence of government policies and execution. The scenario is like that everyone is just doing business and setting price as their will and it is hampering the growth of normal business and the situation for the tour operators are no exceptions. The mean score in the HR development dimension is also above four and also of quite proximate to that of the earlier two dimensions. This represents lack of skilled professionals in this field. It is also quite acute in nature and root cause behind it does not require intense focus as it is quite evident and clear-cut. There is no educational institution in this reason that offers degrees and courses and also training program highlighted and focused on the tourism business and even focusing on carrying out service operations. The tourist spots in the Khulna region are mainly wilderness tourist spots and thus based on natural consequences. As a result it is certainly becomes fruitful for tourist to visit in particular time of the year. The ultimate result is the business seasonality problems for the tour operators and the result of this study supports this notion. There is no operator's association in the city and also in the entire region. Business like tourism and hotel management are always gets boosted by cooperative operations and associations of different operators always help the cause. But, the lack of it is certainly affecting the business of the local tour operators. There is also lack of promotional activities and it is also resulting lack of awareness of the local customers about the availability and benefits of taking the service of the tour operators for travelling. These problems are also quite evident from the study outcomes. Finally, the forest department in the Sunderban which is certainly the most attractive tourist destinations of this part is also not quite professional and seldom helps the tour operators. These problems are mainly observed in the study and the outcome is well-supported by the correlation and principal component analysis.

CONCLUSION

To get hold of a great opportunity in the tourism industry opening up before in the near future, Bangladesh's tourism sector look upon the increasing prospect of the domestic and foreign market of this sector. As mentioned earlier, it is not enough that the country possesses a potential for becoming a covetable tourist destination.

To turn that possibility into reality, minimizing drawbacks of tour operators in tourism business operation is a pre-condition. Professional training and education, reasonable pricing, connectivity and communication, promotional activities, customer awareness, operators association, government co-

operation etc. are the significant problems for the operators at Khulna region in Bangladesh which need to reduce for their efficiency in business activities and that timely adaptation can contribute positively to satisfy diversified needs of different tourists. Though varieties of tourism product offerings are not that significant problems for tour operators still it needs consideration as tourists are always demanding new features with the main product offerings. Infrastructures like, human resources, technological, legal, financial are needed to strengthen the capabilities of tour operators. Even Though Bangladesh government has been set up a National Tourism Council to develop tourism, it needs to focus on the above mentioned problems faced by tour operators of Khulna region, and should take proper steps to minimize them like, establishing government's grants and subsidies for the operators. It could enhance tourism business not only in Khulna but in Bangladesh. The study is believed to be supported by its academic proponents and professionals.

After analysing the findings, it can be said that though tour operator are trying to go ahead with lots of problem around them, it is very difficult to them to be survived or developed with these problems. Keeping this point in view some recommendations are as follows: Since outbound tourist is interested about the destination and they visit it frequently, operators need to design their product according to their choice like bar, casino etc. Professional training and education, diploma courses, seminars, workshops etc. need to offer to tour operators. Government needs to vibrate the tourism related institutions, thus redesign the professionalism of tour operators. Business seasonality problem can be minimized by altering the spot with other nearby spots like Shatgombuj mosque, Ajodhha pagoda etc. which needs appropriate modification. On that case operators needs logistic support and other recourses. Small scale operators can join together during the off season and operate the business in alternative destinations. Strong regional operator's association needs to overcome the guest hunting problems. It may provide guidelines; proper rules and regulations for the service clarification thus create a reasonable picture of their service to the customers. For the forest depart co-operation, government should take internal initiatives to strengthen its structure to lessen lead time on different permissions regarding guest number, vessel etc. Adequate forest guards are needed for tourism service effectiveness. To increase customer awareness level Government responsible ministry can arrange tourism fair where different tour operators can attend and clarify their service to customers. Different road show can be arranged. Government can give different advertisement in Bangladesh television, radio, and print media for the customer awareness. And at last but not the least along with tour operators, Government and all populace of that region needs to develop a strong tourism philosophy within themselves to vibrate that business with regional spirit.

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APPENDIX:**Table 4.1.2: Correlations of Tourism Product Offerings Dimension:**

			More profit- able if I can provide variety of services	Customers mostly preferred diversified services	Hard to bring in- novative items	Tourist destination in the re- gion lacks variety	Destinations and the enter- tainment avail- able mostly the same
Kendall's tau_b	More profitable if I can provide vari- ety of services	Correlation Coefficient	1.000	-.007	.031	.003	.003
		Sig. (2-tailed)	.	.964	.852	.983	.983
	Customers mostly preferred diversif- ied services	Correlation Coef- ficient	-.007	1.000	.122	-.114	-.114
		Sig. (2-tailed)	.964	.	.468	.497	.497
	Hard to bring in- novative items	Correlation Coef- ficient	.031	.122	1.000	.134	.134
		Sig. (2-tailed)	.852	.468	.	.424	.424
	Tourist destination in the region lacks variety	Correlation Coef- ficient	.003	-.114	.134	1.000	1.000
		Sig. (2-tailed)	.983	.497	.424	.	.
	Destinations and the entertainment available mostly the same	Correlation Coef- ficient	.003	-.114	.134	1.000	1.000
		Sig. (2-tailed)	.983	.497	.424	.	.

Table 4.1.3: Principal Component Analysis of Tourism Product Offerings Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.053	41.054	41.054	2.053	41.054	41.054
2	1.218	24.362	65.415	1.218	24.362	65.415
3	.975	19.498	84.914			
4	.754	15.086	100.000			
5	4.95E-017	9.91E-016	100.000			

Table 4.2.2: Correlations of Pricing Dimension:

			High price is always essential for better services	Traditional customers are old fashioned and preferred lower prices	Price elasticity of demand is very high in the region	Services require higher prices	Govt. Always discourages to execute premium pricing methods
Kendall's tau_b	High price is always essential for better services	Correlation Coefficient	1.000	-.089	.000	1.000	.861
		Sig. (2-tailed)	.	.590	1.000	.	.000
	Traditional customers are old fashioned and preferred lower prices	Correlation Coefficient	-.089	1.000	.142	-.089	.003
		Sig. (2-tailed)	.590	.	.401	.590	.984
	Price elasticity of demand is very high in the region	Correlation Coefficient	.000	.142	1.000	.000	-.050
		Sig. (2-tailed)	1.000	.401	.	1.000	.767
	Services require higher prices	Correlation Coefficient	1.000	-.089	.000	1.000	.861
		Sig. (2-tailed)	.	.590	1.000	.	.000
	Govt. Always discourages to execute premium pricing methods	Correlation Coefficient	.861	.003	-.050	.861	1.000
		Sig. (2-tailed)	.000	.984	.767	.000	.

Table 4.2.3: Principal Component Analysis of Pricing Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.779	55.582	55.582	2.779	55.582	55.582
2	1.140	22.809	78.391	1.140	22.809	78.391
3	.864	17.276	95.667			
4	.217	4.333	100.000			
5	-1.60E-016	-3.19E-015	100.000			

Table 4.3.2: Correlations of Human Resource Development Dimension:

			Intense shortage of skilled labor force for tourism services	Local university and colleges do not offer any degrees on tourism	No formal employee agency in the city	no availability for getting professional training courses	Workforce lacks professionalism, frequently practices shouldering
Kendall's tau_b	Intense shortage of skilled labor force for tourism services	Correlation Coefficient	1.000	.809	.861	.861	-.144
		Sig. (2-tailed)	.	.000	.000	.000	.373
	Local university and colleges do not offer any degrees on tourism	Correlation Coefficient	.809	1.000	.767	.767	-.118
		Sig. (2-tailed)	.000	.	.000	.000	.469
	No formal employee agency in the city	Correlation Coefficient	.861	.767	1.000	1.000	-.044
		Sig. (2-tailed)	.000	.000	.	.	.780
	no availability for getting professional training courses	Correlation Coefficient	.861	.767	1.000	1.000	-.044
		Sig. (2-tailed)	.000	.000	.	.	.780
	Workforce lacks professionalism, frequently practices shouldering	Correlation Coefficient	-.144	-.118	-.044	-.044	1.000
		Sig. (2-tailed)	.373	.469	.780	.780	.

Table 4.3.3: Principal Component Analysis of Human Resource Development Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.512	70.232	70.232	3.512	70.232	70.232
2	.995	19.905	90.137			
3	.308	6.153	96.290			
4	.186	3.710	100.000			
5	2.03E-017	4.06E-016	100.000			

Table 4.4.2: Correlations of Business Seasonality Dimension:

			Mainly a seasonal business	Demand is very high in winter but fall rapidly in summer	Hard to keep the business in track during the off-season	During summer the transportation get affected	Scenarios available in the destinations only in particular time
Kendall's tau_b	Mainly a seasonal business	Correlation Coefficient	1.000	1.000	1.000	-.044	-.044
		Sig. (2-tailed)	.	.	.	.780	.780

	Demand is very high in winter but fall rapidly in summer	Correlation Coefficient	1.000	1.000	1.000	-.044	-.044
		Sig. (2-tailed)	.	.	.	.780	.780
	Hard to keep the business sin track during the off-season	Correlation Coefficient	1.000	1.000	1.000	-.044	-.044
		Sig. (2-tailed)	.	.	.	.780	.780
	During summer the transportation get affected	Correlation Coefficient	-.044	-.044	-.044	1.000	1.000
		Sig. (2-tailed)	.780	.780	.780	.	.
	Scenarios available in the destinations only in particular time	Correlation Coefficient	-.044	-.044	-.044	1.000	1.000
		Sig. (2-tailed)	.780	.780	.780	.	.

Table 4.4.3: Principal Component Analysis Business Seasonality Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.032	60.634	60.634	3.032	60.634	60.634
2	1.968	39.366	100.000	1.968	39.366	100.000
3	5.25E-017	1.05E-015	100.000			
4	-2.50E-033	-5.01E-032	100.000			
5	-1.66E-016	-3.31E-015	100.000			

Table 4.5.2: Correlations of Promotional Activities Dimension:

			Hard to attract the tourist through conventional promotional methods	Promotional channels in the country lack modernization	Hard to influence the foreign tourist with conventional ways	Promotional campaign requires huge budget	No agency Assists and promotes local tourism
Kendall's tau_b	Hard to attract the tourist through conventional promotional methods	Correlation Coefficient	1.000	.953	.103	.103	.650
		Sig. (2-tailed)	.	.000	.526	.526	.000
	Promotional channels in the country lack modernization	Correlation Coefficient	.953	1.000	.096	.096	.707
		Sig. (2-tailed)	.000	.	.554	.554	.000

	Hard to influence the foreign tourist with conventional ways	Correlation Coefficient	.103	.096	1.000	1.000	-.044
		Sig. (2-tailed)	.526	.554	.	.	.780
	Promotional campaign requires huge budget	Correlation Coefficient	.103	.096	1.000	1.000	-.044
		Sig. (2-tailed)	.526	.554	.	.	.780
	No agency Assists and promotes local tourism	Correlation Coefficient	.650	.707	-.044	-.044	1.000
		Sig. (2-tailed)	.000	.000	.780	.780	.

Table 4.5.3: Principal Component Analysis of Promotional Activities Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.552	51.048	51.048	2.552	51.048	51.048
2	1.998	39.961	91.009	1.998	39.961	91.009
3	.414	8.280	99.289			
4	.036	.711	100.000			
5	-8.36E-017	-1.67E-015	100.000			

Table 4.6.2: Correlations of Operators Association Dimension:

			No as- socia- tions for the tour operators	No coop- eration available within the operators	No alliance and joint operational campaign	Local operators seldom shared their problems and seek assis- tances	No collective pricing and promotional programs
Ken- dall's tau_b	No associations for the tour operators	Correlation Coefficient	1.000	-.103	-.039	1.000	1.000
		Sig. (2-tailed)	.	.546	.814	.	.
	No cooperation available within the operators	Correlation Coefficient	-.103	1.000	.157	-.103	-.103
		Sig. (2-tailed)	.546	.	.373	.546	.546
	No alliance and joint operational campaign	Correlation Coefficient	-.039	.157	1.000	-.039	-.039
		Sig. (2-tailed)	.814	.373	.	.814	.814
	Local operators seldom shared their problems and seek assistances	Correlation Coefficient	1.000	-.103	-.039	1.000	1.000

		Sig. (2-tailed)	.	.546	.814	.	.
	No collective pricing and promotional programs	Correlation Coefficient	1.000	-.103	-.039	1.000	1.000
		Sig. (2-tailed)	.	.546	.814	.	.

Table 4.6.3: Principal Component Analysis of Operator's Association Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.048	60.965	60.965	3.048	60.965	60.965
2	1.048	20.956	81.921	1.048	20.956	81.921
3	.904	18.079	100.000			
4	2.07E-016	4.15E-015	100.000			
5	-1.18E-016	-2.36E-015	100.000			

Table 4.7.2: Correlations of Forest Department's Co-Operation Dimension:

			Forest department is ineffective and inefficient	Lack adequate manpower	No information system available for them	Always fail to provide assistance in various cases.	Security and safeguard tools for the forest department is outdated
Kendall's tau_b	Forest department is ineffective and inefficient	Correlation Coefficient	1.000	1.000	.127	.107	.298
		Sig. (2-tailed)	.	.	.417	.498	.058
	Lack adequate manpower	Correlation Coefficient	1.000	1.000	.127	.107	.298
		Sig. (2-tailed)	.	.	.417	.498	.058
	No information system available for them	Correlation Coefficient	.127	.127	1.000	.718	.537
		Sig. (2-tailed)	.417	.417	.	.000	.001
	Always fail to provide assistance in various cases.	Correlation Coefficient	.107	.107	.718	1.000	.537
		Sig. (2-tailed)	.498	.498	.000	.	.001
	Security and safeguard tools for the forest department is outdated	Correlation Coefficient	.298	.298	.537	.537	1.000
		Sig. (2-tailed)	.058	.058	.001	.001	.

Table 4.7.3: Principal Component Analysis of Forest Department's Co-Operation Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.629	52.589	52.589	2.629	52.589	52.589
2	1.724	34.473	87.061	1.724	34.473	87.061
3	.435	8.706	95.767			
4	.212	4.233	100.000			
5	-4.66E-018	-9.32E-017	100.000			

Table 4.8.2: Correlations of customer's Awareness Level Dimension:

			Customers arrange tour programs by their own management	Not aware about the availabil- ity of tour operators	Not aware about the benefits of the assurances of the tour opera- tors	Feel that paying to the tour opera- tors is abso- lute wastage of money	Mentality towards the tour and travel agency is antagonis- tic
Kendall's tau_b	Customers arrange tour programs by their own management	Correlation Coefficient	1.000	-.095	-.203	-.044	.469
		Sig. (2-tailed)	.	.557	.201	.783	.003
	Not aware about the availability of tour operators	Correlation Coefficient	-.095	1.000	.225	.074	-.075
		Sig. (2-tailed)	.557	.	.170	.652	.642
	Not aware about the benefits of the assurances of the tour operators	Correlation Coefficient	-.203	.225	1.000	.511	-.087
		Sig. (2-tailed)	.201	.170	.	.002	.582
	Feel that pay- ing to the tour operators is absolute wastage of money	Correlation Coefficient	-.044	.074	.511	1.000	-.151
		Sig. (2-tailed)	.783	.652	.002	.	.344
	Mentality towards the tour and travel agency is antagonistic	Correlation Coefficient	.469	-.075	-.087	-.151	1.000
		Sig. (2-tailed)	.003	.642	.582	.344	.

Table 4.8.3: Principal Component Analysis of Customer's Awareness Level Dimension:

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.843	36.854	36.854	1.843	36.854	36.854
2	1.291	25.819	62.673	1.291	25.819	62.673
3	.955	19.107	81.780			
4	.550	11.004	92.783			
5	.361	7.217	100.000			