Strategic Management of Tourism Sector in Bangladesh to Raise Gross Domestic Product: An Analysis

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Citation
Strategic Management of tourism sector in Bangladesh to raise Gross Domestic Product: An analysis

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Abstract: Tourism sector is one of the vital sectors of many countries. This sector brings tremendous opportunities as a fastest-growing economic sector in terms of foreign exchange earnings and creation of employment. As such tourism sector has positive contribution towards enhancing Gross Domestic Product (GDP) of a country. The tourism sector in Bangladesh has embarked on growing in the mid-late Nineties assisted by the country’s increased exposure in trade. The study has been undertaken to observe overall situation of strategic management of tourism sector and its contribution towards economy. Authors’ suggested that through improving the efficiency and effectiveness of services of tourism sector and arranging better facilities, both local and foreign tourists will be encouraged to tour with different alternative reasons. As such tourism sector may be grown up under holistic approach which in turn will raise Gross Domestic Products. They also argued that through developing public and private sector partnership, Bangladesh Government, related other autonomous organizations/bodies to arrange strategic leadership, formulating appropriate strategies and implementing of these strategies will create new opportunities and strengthening capacity building and minimizing the weakness as well as removing threats can be feasible.

Key words: Tourism, Bangladesh, GDP, Strategic Management

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1.0 Introduction:

Tourism refers to travel for recreation, leisure, pilgrim, spiritual, medical or business purposes from own staying place to another at least for one night but less than one year. This travel may be domestic or transnational. Tourism is one of the vital service industries and is generating huge revenue for the tourist country. International tourism is the source of world's largest export earnings and an important factor for contributing in the balance of payment positions of most of the countries. As such tourism has positive contribution towards rate of change of gross domestic product.

Bangladesh is a land of scenic beauty. The country needs proper strategic management to attract both domestic as well as foreign tourists. For local tourists change of habit to tour different areas of the country is one of the main important components. And for the foreign tourist environment as well as other related facilities and worthy places are being required. Government as well as private sector may come forward to create the base of the tourism. In turn this will create employment generation for the country and add value in the gross domestic product. Though Govt. and private initiatives have been taking places but still long way to go for developing tourism sector. Efficiency and effectiveness in the tourism sector is required to develop for which strategic leadership, strategic formulation and strategic implementations are being mandatory.

Tourism has become one of the world's most important sources of employment. It stimulates enormous investment in infrastructure, most of which also helps to improve the living conditions of local people. It provides governments with substantial tax revenues. This also helps for transfer of technologies form one place to another. Tourism related jobs and businesses are specially created in developing countries, helping to equalize economic opportunities and keeping rural residents from moving to overcrowded cities. Intercultural awareness and personal friendships fostered through tourisms are also influential strength for improving worldwide perceptive and contributing towards peace among all the countries of the globe.


However, tourism has some negative sides. But from the point of view of a developing country theses dangers should be minimized. ECPAT(End Child Prostitution and Trafficking in Children for Sexual Purposes) works with the tourism and travel industry to raise awareness, support action and take practical measures against the sexual exploitation of children in tourism. Partnerships have been established with the hotel industry, tour operators and other members of the tourism sector for prevention of child sex tourism and technical support is provided to assist the industry, governmental and international agencies in this
Tourism attractions include archeological sites, historic mosques and monuments, resorts, beaches, picnic spots, forest, religious spots, world class health facilities, and wildlife. The tourism sector of Bangladesh is pleading for attention. Bangladesh is a reverie country having attractive panoramic beauty. This is the country which has the largest mangrove forest in the world in Sundarbans, the beautiful hills in Rangamati, the exotic tea gardens in Sylhet, the wonderful sights and sounds surrounding the livelihood of the indigenous people in the Chittagong Hill Tracts and Bandarban, the centuries old mansions and villas belonging to the Maharajas of past civilizations, the brilliant natural scenery in Foy's Lake, and the longest natural beach in the whole planet in Cox's Bazaar. And this is just to name a few attractions. Bangladesh has tremendous potential for becoming a superb international tourist spot but, in reality, that is not exactly the case. The industrial policy of 1999 has included tourism as an industry and identified it as a ‘Thrust Sector’ considering its steady growth and sustainable development (source: http://openlibrary.org/b/OL169263M/Industrial_policy_1999).

In the National Tourism Policy 1992 of Bangladesh, tourism’s contribution to poverty alleviation has been recognized. Due to the under-developed sector of tourism, Bangladesh is missing out on immense amounts of revenue every year (source: www.bangladeshtourism.gov.bd/corporate_info_policy.php). Over the years, the tourism sector, comparatively, in Bangladesh has not made enough progress. The reason is that lack of relevant infrastructure can not support the development and nourishment of tourism in Bangladesh. But, compared to the past fifteen years, the funds are being invested for the development of tourism by the government and as also private sectors have been much high in the recent years.

Quader (2008) depicted that Bangladesh Parjatan Corporation (BPC) statistics indicated that a little over 11 thousand people came to Bangladesh for various reasons, tourism being one of them, in the year 1992. But by the year 2000, approximately 210 thousand people were coming to Bangladesh, accounting for about Tk 2.65 billion ($ 46 million) in foreign exchange. In the year 2007, the government of Bangladesh promised to spend around Tk. 5.7 billion ($ 81.1 million) for the tourism sector, which is 2.1% of the total government expenditure. On the other hand the private sector stakeholders have invested millions of Taka for the development of amusement/theme parks such as Foy’s Lake, Heritage Park, Fantasy Kingdom, Nandan Park, Shishu Park and Tourist centers / Resorts for both local and foreign visitors in the country. Foreign Exchange earnings from Tourism and other travels in 2008 is Tk. 6122.48 million, which is 16.28% increased than 2007. In order to encourage private and foreign investment, some special incentives are also allowed by the government such as, tax exemption on royalties; tax exemption on the interest of foreign loans; tax exemption on capital gains from the transfer of shares by investing company; avoidance of double taxation in case of foreign investors on the basis of bilateral agreements; remittance of up to 50% of the salary of the foreigners employed in Bangladesh and the facilities for
repatriation of their savings and retirement benefits and personal assets at the time of their return; facilities for repatriation of invested capital, profits and dividends; and guarantee against expropriation and nationalization of foreign private investment (as per Foreign Private Investment Promotion & protection Act 1980).

Though Bangladesh is lagging behind in the health sector, but some private initiatives have created some world class hospitals and diagnostic centers. In the Popular Diagnostic centre Ltd., Bhutanese King came to check up his health. May be this is a normal phenomenon for a developed and also developing countries but for a country like Bangladesh it indicates that if we can spread a good health management system then we can get more foreign patients. And also our local patients who normally tours different countries in the world for which huge amount of foreign exchanges have been repatriated, may prefer to take their treatment in Bangladesh.

Moreover, the Bisha Ijtema which is organized by the World Tabligh Council held each year in Bangladesh is the second biggest annual gatherings of the Islamic minded people after the pilgrimage to Mecca. This is also one of the sources of foreign exchange earnings. According to a news published in The Daily Star(Source: 22 January 2010) this year, an estimated 2 million Muslims are expected to attend, with more than 10,000 foreign Muslims had already arrived by Friday morning -- nearly the same number of pilgrims who go to Saudi Arabia to perform the annual haj pilgrimage.

Tourism sector of Bangladesh needs to be boosted up through strategic management. As such linkage among vision, mission, goal and result are required. This will enhance tourism opportunity of the country. Ultimately will have positive impact on raising gross domestic product.

2.0 Literature Review:

Dana (1999) observed that the experience of the Greek island of Ios presents a cautionary tale for those who would establish a sustainable tourism industry that does not overwhelm or unduly alter the local culture. A before-and-after field study of Ios found that tourism caused the local culture and economy to change from its traditional agricultural orientation to one of catering to visitors. The result was that most traditional occupations, such as growing olives for oil and raising cattle, were abandoned, with a concomitant deterioration of cultural institutions.

Ansari, Akter, Huq (2006) said that Tourism activities in the Island(St. Martin’s Island) have both positive and negative impacts on the natural as well as social environment of the island.

Deegan and Moloney (2007) observed for Ireland west that strong correlation of the tourist succor to economic growth and employment. In the context of overall macroeconomic activity there is good reason to believe that tourism can be a significant contributor to economic development in the years ahead if an appropriate emphasis and strategy is developed.

Lee (2007) mentioned that medical tourism is used to refer to travel activity that involves a medical procedure or activities that promote the wellbeing of the tourist. For example, the term 'healthcare' tourism has been used to cover travel and tourism that are related to medical procedures, health and wellbeing purposes.
Rotherham (2007) argued that religious tourism and the visiting of sacred sites offer experiences to meet both demands. They can cater for those demanding spiritual retreats or provide—a priest to accompany a group of pilgrim. They commented that religious tourism—including pilgrimage—is embedded within a complex of heritage tourism and mass tourism activities.

Amin (2008) depicted that travel and tourism is now one of the largest industries in the world contributing over 10% to global GDP. He also argued that environmentally, it is essential for travel and tourism to maintain an optimal balance of its natural resources to ensure the ongoing arrival of tourists to destinations.

Ali and Mohsin (2008) observed that for Bangladesh- spots and cost of services have positive impact on the tourism sector. Authors suggested that tourism should be acted as an important ingredient of economic development of the country for which synergy may be applied between tourism marketing plan and its implementation process. Integrated marketing communications channel should be used to develop tourism sector of the country.

Nath (2008) commented that supply capacity building as well as aggressive marketing for attracting the tourists from all over the world. There is a need for development and effective advertisement of tour spots highlighting their uniqueness. There should be diffusion of information through Internet about the tour facilities in different parts of the country and linking routes between the tour spots of the country and South Asian region.

Yilmaz (2008) commented that one of the largest and fastest growing sectors of the global economy, tourism consists of many small and medium size enterprises which try to be successful in an extremely competitive and rapidly changing business environment. To create competitive advantage in this environment, a small tourism enterprise has to choose a powerful strategy.

Baisakalova (2009) argued that the tourism development is a win-win strategy as it leads to creating jobs, developing infrastructure, and improving sustainability of the country. Improving the business environment, eliminating barriers such as visa obtaining procedures, providing incentives for innovations and knowledge development can result in growth of the inbound and domestic tourism.

The New Nation (2009) reported that tourists’ pressure may be created problem of biodiversity on St Martin.

3.0 Objectives of the Study:
Objectives have been given below:

- To assess the current situation of the tourism sector of Bangladesh;
- To observe strategies and policies of government and private sectors for developing tourist sector of Bangladesh;
- To find out whether tourism sector can contribute increase of GDP growth rate;
- To provide some policy implications for strategic management of tourism sector of Bangladesh.

4.0 Methodology of the study:
The study is based on secondary data sources. Secondary data has been collected from research reports, journals, newspapers, websites, and statistical report of Bangladesh Parjatan Corporation etc. that are indicated in the references. Time period of the study is in between December 2009 to February 2010.

5.0 Limitations of the study:
Overall study is prepared mainly on the basis of secondary data sources. Some internal information those are not publicly disclosed can not be collected.

6.0 Present Situation:
Bangladesh is going ahead in an effort to diversify its economic from traditional way to manufacturing and service sector. Tourism and other service sector in Bangladesh have been contributing a significant amount to the national GDP. The sector is dominated by transportation, housing and trade services. The hotel and restaurant sector accounted for only 0.78 percent of service sector output in 2003-2004. Direct employment in the tourism sector in Bangladesh is more than 100,000 and indirect employment may be more than 200,000.

The contribution of Travel & Tourism to Gross Domestic Product in Bangladesh is expected to rise from 3.9% (BDT265.9bn or US$3,786.4mn) in 2010 to 4.1% (BDT788.4bn or US$8,781.7mn) by 2020(Source: http://www.viewsontourism.info/2010/wttc-on-bangladeshi-tourism-development-2010-2020/). Community involvement in the tourism activity is very satisfactory. The people of the tourism products area directly and indirectly are getting benefit out of the tourism activity. Many poor people- from rickshaw puller, day laborer, photographer to small and medium entrepreneurs find tourism as a stable source of income. Except these, implementation of the development projects has been planned phase wise by different prospective areas. Above all, emphasis has been given on the security of the tourists, accommodation facility, improvement of safe communication infrastructure in the country (by Road, Air & Sea) arrangement of clean and hygienic food & beverage, sight seeing tour, publication of brochures, handicrafts marketing. When implementations of the development projects are completed as per target, employment opportunity for men and women will be created. At the same time as a result of all commercial activities of these projects, positive impact would be in the socio-economic areas in particular.

Now we shall see some data below which are self explanatory:

**Table:1** Worlds Top 10 Destinations and Tourism Earners -2007

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Arrivals Millions</th>
<th>Rank</th>
<th>Country</th>
<th>Receipt Billion US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>France</td>
<td>81.90</td>
<td>1</td>
<td>USA</td>
<td>96.70</td>
</tr>
<tr>
<td>2</td>
<td>Spain</td>
<td>59.20</td>
<td>2</td>
<td>Spain</td>
<td>57.80</td>
</tr>
<tr>
<td>3</td>
<td>USA</td>
<td>56.00</td>
<td>3</td>
<td>France</td>
<td>54.20</td>
</tr>
<tr>
<td>4</td>
<td>China</td>
<td>54.70</td>
<td>4</td>
<td>Italy</td>
<td>42.70</td>
</tr>
<tr>
<td>5</td>
<td>Italy</td>
<td>43.70</td>
<td>5</td>
<td>China</td>
<td>41.90</td>
</tr>
<tr>
<td>6</td>
<td>UK</td>
<td>30.70</td>
<td>6</td>
<td>UK</td>
<td>37.60</td>
</tr>
<tr>
<td>7</td>
<td>Germany</td>
<td>24.40</td>
<td>7</td>
<td>Germany</td>
<td>36.00</td>
</tr>
<tr>
<td>8</td>
<td>Ukrain</td>
<td>23.10</td>
<td>8</td>
<td>Australia</td>
<td>22.20</td>
</tr>
<tr>
<td>9</td>
<td>Turkey</td>
<td>20.27</td>
<td>9</td>
<td>Austria</td>
<td>18.90</td>
</tr>
</tbody>
</table>
Lancaster (2004) depicted that in 2003 an estimated 150,000 people traveled to India for treatment purposes and these numbers are growing about 15 percent per year. This report further cites McKinsey Consulting’s report that by 2012 the Indian Treasury will earn US$2.2 billion in revenue from medical tourism. The medical tourists are predominant from Africa, South Asia and Middle East. Bangladesh has gradually developing its health sector but to encourage medical tourism they have long way to go.

7.0 Problems of Tourism Sector:

Porter’s five force model for competitive analysis is done below:

- **New entrance**: Large amount of capital, Major involvement of Government, High influence of public rules and regulation. All these prove, new entrance in World Tourism industry is not so easy. But government of most of the countries tries to make major participation of private sector and for these reason, government provides many types of incentives to promote private sector. In tourism industry of Bangladesh the private sector investors are reluctant to involve in the tourism sector for the following reasons:
  
i. The bureaucratic system, involving the approval from several ministries or their agencies.
  
  ii. Difficult in possessing appropriate land at reasonable prices. Land acquisition procedures are lengthy, complicated and confusing causing delays in project processing.
  
  iii. Law rates of return on tourism investments particularly outside Dhaka.
  
  iv. For the lack of advanced technology man made tourist spots cannot attract foreign tourists. To develop advanced technology in our country in this sector huge amount of investment is needed, but for instability in political environment foreigner most of the cases does not feel interest to invest.

- **Customer**: Customer of this industry should be well conversant about the facilities. They should get the product at low price but high quality.

- **Substitute products**: Arrangement for entertainment, transportation facilities, and travel places must have substitute products. Depending on the product facilities customer may choose best alternatives.
Competitor: The Bangladesh Parjatan Corporation statistics indicate that tourists from India account for around 30 per cent of the in-bound traffic, followed by the UK, the USA, China and Pakistan. Interestingly in 2005, amongst the SAARC countries, the in-bound tourists share for Bangladesh was the lowest at about 208,000 against 4.0 million for India and over 669,000 for Sri Lanka. Around 800,000 visitors went to Pakistan and over 400,000 to Nepal and the Maldives each. Bangladesh earned US$ 78 million, against US$287 million of the Maldives, US$ 827 million of Pakistan followed by US$ 729 million of Sri Lanka. Nepal earned US$160 million, or more twice that of Bangladesh. India received the largest number of tourists from Bangladesh. Over 1.5 million tourists from Bangladesh visited India which constitutes over 82 per cent of the total out-bound tourists. The UK, the UAE, Saudi Arabia, the USA and Thailand are the other top tourist destinations for Bangladeshis. A little less than 2.0 million Bangladeshis visited abroad, 23 percent of them for tourism and 14 per cent for business. Tourism for religious purposes accounted for over 3.0 per cent followed by education at 2.0 per cent and official visits at 0.5 per cent. For jobs, over 1.0 million persons went abroad. Of the total out-bound traffic, 21 per cent used surface transportation against 79 per cent who used air travel. There are 16 border check points between Bangladesh and India. Roads provide a convenient and inexpensive way to travel to India, Nepal, and Bhutan. The SAARC countries should relax visa restrictions, hampering the growth of tourism. Visas could be issued, on arrival, at the port of entry.

From one billion in 2010, the number of tourists across the world is expected to jump to 1.6 billion by 2020 as estimated by the UNWTO. Obviously this service industry, going to boom, will overtake other industries worldwide. Tourism will generate employment and help tackle the problems of unemployment and poverty to a large extent. Preservation of cultural heritage and natural resources will also have a direct impact through promotion of tourism. Across the world 688 million tourist arrivals in 2001, increased to 709 million in 2002, decreased to 697 million in 2003, again rose to 761 million in 2004, 803 million in 2005, 847 million in 2006 and 903 million in 2007. The global earnings from tourism estimated at US$ 463 billion in 2001, consistently increased each year and in 2005 it was US$ 680 billion. As reported by the UNWTO, the Asia region in general and South East Asia and South Asia in particular have shown the maximum growth in the tourism sector.

The geographical location of Bangladesh is most suitable for tourism. In the neighbouring countries like Nepal, Sri Lanka, Malaysia, Thailand, India, the Maldives, Pakistan and China, have vibrant tourism. Outgoing tourists from China are expected to exceed 100 million in the next three years. Indians will also be moving around as tourists. Bangladesh needs to attract them.

Supplier: Both Govt. and private initiatives for developing entrepreneurial activities in the tourism sector should be utilized to provide better services to the tourists. Starting from natural beauty, historical places, good hospitals and health management system, visit of pilgrims, security, safety, accommodation, easy transportation etc. should be arranged.
8.0 The use of promotional activities in the Tourism Sector:

Many countries are now dependent on this sector for foreign currency earnings. Every destination country is trying to achieve more gain by developing this industry. The expansion of the tourism throughout the world has increased competition among the tourist destinations, trying to attract more tourists by adopting appropriate marketing techniques and strategies. Failure of doing so by a particular marketer will lead to a less competitive in the world tourism market. As an important element of marketing mix, promotion plays the vital role in marketing any product and service. Tourism product/service is of no exception. Because of the tourists want to know in advance about the attractions and the facilities of a particular destination. The tourist also wants to know other related information of his/her visit to make the same safe, secured and enjoyable. As a result, dissemination of information on travel and tourism-related products and services are highly important. By using the different tools of promotion, marketers attempt to serve this purpose and try to influence the potential tourists’ attitudes in favour of the sponsor’s destination and grow interest to visit the same. Though promotion plays an important role in tourism marketing, the tourism marketing in Bangladesh is far behind from reaching this goal, which leads to incapacity to attract a significant number of tourists. This is mainly due to inadequate and ineffective promotional measures of the tourism sector of Bangladesh. Both the private and public tour operators of Bangladesh have the resource constraints and can not afford the sufficient budget for the promotional purpose. As a result, they can not conduct the promotional measures for the said industry by using international media which is essential for attracting the foreign tourists. They only depend on the local media which is not sufficiently fruitful for an industry where the location of the target market is diversified and they are located at the different parts of the world. In addition to that the low quality of promotional materials, improper distribution of the materials, the perceived negative image by the potential tourists due to a wrongful and negative reporting from international media adversely affect the tourism of Bangladesh. The research also revealed that the country has a positive trend in arrivals and earnings and it can be increased to a significant level if the country can undertake appropriate promotion measures by increasing the allocation for this purpose. The country also needs to employ creative people for this purpose and the quality of the promotional materials also needs to be developed. The promotional activities should also be directed in correcting the present image towards Bangladesh as tourists’ destination. By ensuring these measures Bangladesh tourism industry can emerge as one of the major contributors to the national economy of Bangladesh.

When tourism sector can be developed it will have an impact on Gross domestic Product, which in turn develop the economy as a whole. A model to develop the Tourism sector and its consequences are shown in the Chart:1
9.0 Integrated strategy for developing tourism sector of Bangladesh

Following strategies may be pursued in Bangladesh.
Without strategic leadership, organization can not be built. Both Govt. and private organizations need to be readdressed the issue and seriously consider to develop strategic leadership. Quality leadership will develop the organization and driven out the inefficiency and ineffectiveness. Below the study will discuss different strategy formulation and implementation.

9.1 Strategy for raising Gross Domestic Product

<table>
<thead>
<tr>
<th>Strategy formulation</th>
<th>Strategy implementation</th>
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<tbody>
<tr>
<td>Tourism development will increase the employment generation and redistribution affect of income will occur which lead to increase purchasing power. Ultimately gross domestic product will rise.</td>
<td>The local people adjacent to the tourism products are reaping benefit of the tourism business. In Cox’s Bazar, the world’s longest sea beach, various number of tourism activities are taking place. The rate of unemployment is almost negative. The poor people may find tourism as their livelihood. Similarly people of the Kuakata is also have a positive benefits for tourism.</td>
</tr>
<tr>
<td>Bangladeshi artistic handicrafts can easily be popularized through expansion of tourism.</td>
<td></td>
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<tr>
<td>Long term policy should be taken to develop health sector and also utilize pilgrims to earn valuable foreign exchange.</td>
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</table>
9.2 Strategy for increasing foreign exchange earnings

<table>
<thead>
<tr>
<th>Strategy formulation</th>
<th>Strategy implementation</th>
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| ❖ Increasing interest in tourism activities among the people and creating low-cost tourist facilities for them.  
❖ Development, preservation and maintenance of tourism resources of the country.  
❖ Creating a favorable image of Bangladesh abroad.  
❖ Opening up a recognized field of investment for private capital.  
❖ Creating recreational facilities for foreign tourists and local people. | ❖ Many Tourist Information Center are going to establish in different important points of the country especially at Airports and land ports.  
❖ Different standard accommodations and various facilities are being established like:  
➢ Construction of Parjatan Motels at Cox’s Bazar, Kuakata, Bogra, Dinajpur, Rajshahi, Chittagong, Rangpur, Cittagong Hill Districts (Rangamati, Khagrachhari, Bandarban) and Teknaf.  
➢ Construction of world class hospitals and establishment of medical colleges under joint venture or outer campus of high ranking Medical colleges of the developed countries and recruiting doctors, nurses and technologies by the initiatives of private sector is essential.  
❖ As a part of publicity & marketing activities, two video films named 'Visit Bangladesh' and 'Discover Bangladesh' have been produced.  
❖ Colorful Brochures and folders have been printed describing the tourism products/places of attractions in Bangladesh.  
❖ Aggressive marketing is needed not only within the country but also outside the country. |

9.3 Strategy for environmental management

<table>
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<th>Strategy formulation</th>
<th>Strategy implementation</th>
</tr>
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| Conservation of eco-system in costal zone and islands of Bangladesh and simultaneously build up eco-tourism in the area based on the natural biodiversity is crucial agenda for the tourism | ❖ The world’s largest mangrove forest has been designated only for the eco-tourism activities.  
❖ In FFYP( Fifth Five Year Plan) from 1997 |
development of Bangladesh.

to 2002 for the development of integrated tourism facilities to attract both domestic and foreign tourists. Government has allocated a total of 74.80 million US $, of which 71.92 million US $ for private sector and 2.88 million US$ for Government agency, Bangladesh Parjatan Corporation. (which attempts to develop Physical facilities in hill tracts, coastal areas and peripheral areas of Mymensingh, Bogra, Dinajpur and Sylhet districts

- Bangladesh has formed a taskforce, which determined five objectives for the development of tourism in Bangladesh.

These procedures are:

i. Development of regional tourism, which will help to maximize use of the social, cultural, and traditional bondag of the people of neighboring countries. For achieving this objective Bangladesh has partnership with PATA (Pacific Asia Association), ESCAP (The Economic and Social Commission for Asia and the Pacific), APO (The Asian Productivity organization), SAARC.

ii. Development of International Tourism, which will target tourist visiting neighboring countries to have transit in Bangladesh and Golf players of Japan and Korea for participating in tournaments in Bangladesh.

iii. Conservation of eco-system in coastal Zone and Islands of Bangladesh and simultaneously build up eco-tourism in the area based on the natural bio-diversity.

iv. Development of amusement and entry facilities in order to lengthen period of stay of tourists.

v. Strategy formulation for improving health management system in Bangladesh.

vi. Involvement of the private sector activity in the overall tourism activity of the country.

9.4 Strategy for product diversification

<table>
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<tr>
<th>Strategy formulation</th>
<th>Strategy implementation</th>
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</thead>
<tbody>
<tr>
<td>Steps have been taken to attract local and foreign tourist through development and maintenance of historical, archaeological and religious sites situated in different parts of Bangladesh.</td>
<td>Total tourism products are diversified with:-</td>
</tr>
<tr>
<td>- Archaeological sites</td>
<td></td>
</tr>
<tr>
<td>- Eco-tourism products</td>
<td></td>
</tr>
<tr>
<td>- Natural Products/Tourist Attractions</td>
<td></td>
</tr>
<tr>
<td>- Religious products</td>
<td></td>
</tr>
<tr>
<td>- Modern or Man made tourism products</td>
<td></td>
</tr>
<tr>
<td>- Historical or other potential tourism attractions.</td>
<td></td>
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<tr>
<td>- Cultural Attractions</td>
<td></td>
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<tr>
<td>- Medical products</td>
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</tbody>
</table>

Source: Complied by Authors’
Among the various archaeological sites and monuments the Buddhist relics are very significant, which are-

- Paharpur-the largest Buddhist seat of learning.
- Mahasthangarh- the oldest archaeological site.
- Mainamati- the seat of lost dynasties
- Lalbagh fort

Among Eco-tourism products should related to the sites are given below:

The Sundarbans (the single largest mangrove forest and the abode of the Royal Bengal Tiger). The world Heritage site, declared by the UNSECO, the Sundarbans is an immaculate place for eco-tourism.

- Sylhet (the land of two leaves and a bud). Immaculately nestled in the picturesque surma valley amidst scenic tea plantations and lush green tropical forests, Sylhet is a prime attraction for all tourists.
- The Hill Districts (paradise for natural lovers). The three hill districts of Rangamati, Bandarban and Khagrachhari offer dazzling beautiful spots where nature has been least distributed.

However, ecological balances are very important while the world is finishing first decade of the twenty first century. Global warming is taking places.

Among natural products,

- Cox’s bazar (the world’s longest unbroken sandy beach). It is the tourist capital of Bangladesh. Visits to the fascinating spots like Himchhari, Teknaf, inani Beach, Buddhist Temple at Ramu and islands like Sonadia, St. Martin and Moheskhali cab be a memorable experience of one’s life time.
- Chittagong( an ideal place for Holiday makers). It is a commercial capital and an international seaport of Bangladesh, the healthy city declared by the UNESCO.

Religious places of tourism specially Bishwa Ijtema held each year near at the Turag River. Moreover, Baitul Mukarram Mosque, Star Mosque, Husainai Dalan, Kantaji Temple, Sitakunda, Langalbandh, Ramu etc. places should be needed special attention.

Hospital: Good hospitals along with Medical colleges may be established in different parts of the country with the facility to provide world class treatment. As such Doctors/nurses and technologies may be procured from outside the country. Easy transportation system and enriching good health management system must be ensured. Moreover, to improve the quality of education, if medical college is established under joint venture program or outer campus of high ranking medical colleges of the developed nations then it will have immense impact.

Historical or other places: Ashan Manzil, Panam City or Sonargaon, Kudum Guha or Parir Garta, Lawachhara Rain Forest, The blue lily lake, Boga Lake.


9.5 Strategy for infrastructure development

<table>
<thead>
<tr>
<th>Strategy formulation</th>
<th>Strategy implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>To develop the infrastructure at tourist sites Bangladesh Government has established Bangladesh Parjatan Corporation (BPC), The National Tourism Organization (NTO).</td>
<td>BPC has been promoting and creating various tourist facilities across the country. It has created as many as 29 tourism units at different places of tourist attractions of Bangladesh in order to facilities to the tourists.</td>
</tr>
<tr>
<td></td>
<td>BPC’s vacant lands are being leased out to private sector investors to create tourist facilities.</td>
</tr>
<tr>
<td></td>
<td>Private sector should come forward to establish world class hospitals, preparing good environment, management of hospitals hiring doctors and nurses and others from not only Bangladesh but also from abroad. They can consider establishing outer campus of the high ranking and well reputed medical colleges of the developed nations.</td>
</tr>
<tr>
<td></td>
<td>Bishwa Ijtema and other religious festivals can be more systematically arranged to attract both domestic and foreign tourists. As such religious places infrastructure should be developed with greater vision and mission.</td>
</tr>
</tbody>
</table>

Source: Complied by Authors’.

9.6 Strategy for easy & best transportation system

<table>
<thead>
<tr>
<th>Strategy formulation</th>
<th>Strategy implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>In tourism potential areas it is very necessary to improve and develop easy and best traveling way.</td>
<td>Improvement in road communication has connected north to south and east to west cities without much trouble and hindrance.</td>
</tr>
<tr>
<td></td>
<td>Rail-way intercity train service has considerable network to cover the major cities with the capital city.</td>
</tr>
<tr>
<td></td>
<td>The inland waterway facilitates easy and cheaper sources of transportation and possesses a great potential for tourism development.</td>
</tr>
<tr>
<td></td>
<td>The government has created international airport in Chittagong and Cox’s bazaar for easy movement of tourists.</td>
</tr>
<tr>
<td></td>
<td>Railway line should be established up to Taknaf.</td>
</tr>
</tbody>
</table>

Source: Complied by Authors’

9.7 Strategy for Human resources development
9.8 Other major initiatives for tourism development:

Government of Bangladesh has recognized tourism as an industry and declared a National Tourism Policy (1992) for the development of domestic and international tourism in Bangladesh. The industrial policy of 1999 has included tourism as thrust sector. The government has also declared to develop Cox’s Bazar, Sundarbans and Kuakata as a special tourist Zone.

10. Conclusion

In case of tourism, Bangladesh is far from take-off stage. This stage should be pushed upward. Dana’s (1999) observations for Ios island of Greece should be worked as an inspiration for Bangladesh. Through developing tourism sector economy of Bangladesh can be developed. As such all the components of strategic management i.e. strategic leadership, strategic formulation and strategic implementation should work simultaneously.

Policy makers of the country should consider Deegan and Moloney (2007) findings for Ireland west that strong correlation of the tourist succor to economic growth and employment. This will help to enhance gross domestic product through improving tourism sector. At all level of the organizations leadership should be built so that each person willing to contribute the society and give proper guidance.

Image of Bangladesh in abroad should be improved. Bangladesh Embassies in abroad should work in this respect. To develop tourism culture in this region - combined cooperation among the SAARAC countries are required. Ali and Mohsin (2008) recommended for developing infrastructure as well as integrated
marketing communication which may be considered by the policy makers, public sector authority and private sector entrepreneurs.

There is practically no holiday tourist in Bangladesh, though there are opportunities for development of holiday, general and special interest tourism for the international and domestic markets. As such World Tourism day on September 27th may be declared as a holiday to create a culture of tourism in Bangladesh.

Most potential areas include developing river based tourism centering rounds the Sunderbans forest, Rangamati, beach resort in Cox’s Bazar, Patanga sea beach, cultural tourism based on Buddhist and Islamic archaeological and historical -monuments, general interest features in the Dhaka region and tea plantation in Sylhet area and bird watching tours in the Jahangirnagar area. Conservation of archaeological and historical monuments starting from ancient Bengal to till to date and the important natural environments are essential.

When proper investment can be done and organized then the travel and residential infrastructure of Cox’s Bazar; more leisure and entertain activities are developed – mainly for the foreign nationals and most for all the tourists, if foreign investors are invited to develop new businesses and facilities, and if Cox’s Bazar is advertised appropriately throughout the world, then it wouldn't be too long before we actually have hordes of tourists visiting the longest natural beach in the world. Recently the new seven wonders in the world, Cox’s Bazar and Sundarban are being promoted for being the natural wonders of the world. Special attention should be given to preserving the environment so that the natural beauty and ecological stability of Cox's Bazar and Sunderban are not impinged upon.

Historical places related to independence of the country should be well preserved and may be arranged for showing attractively to the tourists. Those who are pilgrims must be well entertained and to fulfill there level of satisfaction religious spots and arrangements should be properly done so that tourists are satisfied. But policy makers also take preventive measures so that no body can create any negative use of religion as all religion has the basic theme that religion is used for humanity, mankind, peace and discipline.

Health management must be improved so that medical tourists can be raised. Proper arrangement with visionary and missionary zeal and strategic leadership in the arena of the health management sector is required.

The biggest barriers standing in the way of Bangladesh developing into a vibrant international tourist place are political instability, politics within the organization, low level of managerial skill, unwillingness to provide good services, rent seeking and insecurity. In view of tourism's vast potential to become a lucrative business, opening the door for enormous employment opportunities and positive contribution towards increasing gross domestic product of the country, is it too much to expect that both public and private should be more serious about crossing over the existing barriers?
It doesn’t matter whatever rules and infrastructure planning govt. goes through, they are point less unless they are implemented. The problems like, political instability, social unrest, security for the tourists, facilities for the tourists, has to be solved.

If Bangladesh can follow the guideline for infrastructure provided by WTO, the country can surely make Bangladesh a major tourist attraction.

11. Policy Implications:

The visa restrictions for the tourists must be relaxed. Immigration officials need to be friendly. The tour operators need to be professional in providing those services. Good law and order and uninterrupted power supply are essential as it would be necessary to have all support infrastructures in place. Trained manpower can do miracles. The private and public universities and professional human resource development institutes have to pay attention to create the professionals for the tourism and hospitality industry for domestic and foreign employment. The institutions are yet to recognize the large demand for tourism professional. Health management system should be improved mainly by the initiatives of the private sector. International standard diagnostic center, Hospitals and medical colleges may be set up under joint venture. As such strategic leadership is required in the health sector. Moreover, tourism related to religion should be developed with utmost care so that in the name of tourism indiscipline can not be created and the country can earn valuable foreign exchanges which in turn have positive impact on selling of domestic goods, raising of investment, creation of employment and income level will rise and ultimately gross domestic product will increase.

The government should appoint a high-powered board to regulate this industry by taking the services of knowledgeable persons in the private and public sectors. This should help in policy formulations and assist in boosting this sector by removing all barriers that currently hamper a smooth growth. The negative image of Bangladesh, depicted abroad for some time, needs to be corrected. This will require a concerted effort and a massive marketing campaign to project "Wonderful Bangladesh" or "Amazing Bangladesh." The recent branding of "Beautiful Bangladesh" would not quite suit the goal. Tour Operators Association of Bangladesh (TOAB) in its recent publication has coined, "Smiling Bangladesh (Source: The Financial Express, 29 June,2009)."

The government needs to generate the confidence needed to attract investment by the private sector in hotels, motels, restaurants, theme parks, entertainment centers and the like. Tax holidays and other incentives could encourage investment by both local and foreign entrepreneurs. Trade fairs and other promotional activities and marketing campaigns, from time to time, will be good for obtaining its results. The commercial banks need to provide the credit at reasonable terms to make tourism industry a viable and thrust sector. There should be equity participation fund for the sector in the budget. Bangladesh needs to aim high. The standards have to be followed to meet the challenges in a highly competitive international market. Tourism can propel the overall economic growth much faster than any
other sector. The policy makers, politicians, business leaders, professionals and bureaucrats need to be sensitized to the potentials. Bangladesh can then be an attractive tourist destination.

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