

ISSN 2467-9550

VOL. 6 | 2016

HERITAGE
LODGE
—
BHAKTAPUR

JOURNAL OF TOURISM & HOSPITALITY EDUCATION

Editorial Team

EDITORS

Prof. Editor

OTS Academy, United Kingdom

Dr Associate Editor

Asian Institute of Technology and Management (AITM) School of Hotel Management, Nepal

Sys Admin Journal Manager

Asian Institute of Technology and Management (AITM), Nepal

EDITORIAL BOARD

Dr. Editorial Board Member

Asian Institute of Technology and Management (AITM), Nepal

DR Editorial Board Member

Tshwane University of Technology, South Africa

Assistant Prof. Editorial Board Member

University of Silesia in Katowice, Poland

Dr Editorial Board Member

British University Vietnam, Vietnam

Dr Editorial Board Member

Higher Colleges of Technology, United Arab Emirates

Francisco Joaquim Barbosa Gonçalves Editorial Board Member

Polytechnic University of Cávado and Ave (IPCA), Portugal

About the Journal

Journal of Tourism and Hospitality Education publishes applied and theoretical work on tourism inquiry, methods and practice. It welcomes interdisciplinary contributions and promotes critical approaches, new concepts, frameworks, methods, models and practices in tourism studies.

ISSN	ISSN 2467-9550 (print)
-------------	------------------------

Publisher	Asian Institute of Technology & Management (AITM) School of Hotel Management
------------------	--

Website	https://journal.aitm.edu.np
----------------	---

Contents

Natural Disaster and Heritage Tourism: A Study on the Impacts of Earthquake in Bhaktapur, Nepal

Ramesh Raj Kunwar, Usha Chand 1

Prospects of Creating Memorable Experience in Nepalese Tourism and Hospitality Industry

Chanakya P Rijal, Sudip Ghimire 40

Tourism in Gorkha: A proposition to Revive Tourism After Devastating Earthquakes

Him Lal Ghimire 67

A Study of Hospitality Internship in Gokarna Forest Resort, Nepal

Ramesh Raj Kunwar, Sarswati Khatri-Thapa 95

My Internship in Malaysia

Binita Gwachha 127

Natural Disaster and Heritage Tourism: A Study on the Impacts of Earthquake in Bhaktapur, Nepal

Ramesh Raj Kunwar *

Usha Chand**

“Our future is where our past is” (Katriel, 1993)

Abstract

The article reviews on the complex and intricate linkages between heritage and tourism, highlighting the importance of the heritage industry and the vulnerability the industry can face when confronted with a natural disaster such as earthquake. The article aims not just to introduce the Kathmandu Valley in the light of the seven World Heritage Sites but also aims to prioritize the devastation that the recent earthquake brought upon the ‘Living Heritage’, Bhaktapur. The article assesses the earthquake’s impact on tourism in Bhaktapur and finally sheds light upon the tourism recovery process that is undergoing along with the issues of heritage reconstruction with a comparison on what has been done and what has to be done for the overall purpose of tourism recovery.

Keywords: Natural disaster, safety, security, heritage, heritage tourism, recovery.

Introduction

Tourism is travel for recreation, leisure, religious, family or business purposes, usually for a limited duration. Tourism has become a popular global leisure activity and a major source of income for many countries, affecting the economy of both the source and host countries. Tourism cannot provide employment and income to all the people in a destination and hence it cannot be a panacea for economic development but Kunwar (2012) states that ‘as a labor intensive service industry, tourism has the

* **Prof. Dr. Ramesh Raj Kunwar** is the author of seven books on tourism and anthropology. He is tourism educationist and anthropologist by profession. He is the former Dean of Faculty of Humanities and Social Sciences, Tribhuvan University, Kathmandu, Nepal. He is also the former Dean of (then) Royal Nepalese Military Academy. Currently, he is teaching at the Department of Conflict, Peace and Development Studies (DCPDS), T.U.
Email: kunwardr@gmail.com

** **Usha Chand** is doing research on natural disaster and heritage tourism in Bhaktapur.

capacity to create jobs for large numbers of people of varying levels of skills, from top level executives to the semi-skilled and unskilled'. Tourism can help the poor improve their livelihoods, but this will require concerted efforts – strategies that help establish strong linkages with the tourism sector (Baskota & Sharma, 1996).

Enjoyment, pleasure, relaxation and safety are embodied in the concept of tourism whereas crisis/disasters bring distress, fear, anxiety, shock, trauma and panic (Santana, 2009: 300; in Kunwar, 2012). A disaster occurs when a significant number of vulnerable people experience a hazard and suffer severe damage and/or disruption of their livelihood system in such a way that recovery is unlikely without external aid. Disaster, as such, is a result of the interaction of hazard and vulnerability. 'Hazard' refers to the natural events that may affect different places singly or in combination at different times and 'vulnerability' refers to the potential for casualty, destruction, damage, disruption or other form of loss in a particular element: risk combines this with the probable level of loss to be expected from a predictable magnitude of hazard (Wisner et al., 2003: 49-50).

When we talk about disaster, a disaster is a natural or man-made event that negatively affects life, property, livelihood or industry often resulting in permanent changes to human societies, ecosystems and environment. Natural Disaster is a sudden, catastrophic event that causes serious commotion of the functioning of a community or a society causing widespread human, material, economic and environmental losses which exceed the ability of the affected community or society to cope seeing its own level of resources. For instance it destroys the natural surroundings and resources which the industry depends on. Natural disasters come in so many ways and forms. Examples are earthquake, flood, volcanic eruption, tornado, tsunami, wildfire, drought, hailstorm, heatwave, hurricane, epidemic, famine, mud flow, solar flare and other disasters (Hamzah et al., 2012).

Our focus here, is upon earthquake among various other natural disasters because even after years of an event of earthquake, the impact can still be felt upon the tourists' trip decision such as Taiwan's earthquake of September 21, 1999 (dubbed as 921) (Huan, Beaman & Shelby, 2004). An earthquake is a sudden and unpredictable movement of the Earth's crust caused by release of strain that has accumulated over a long time. An earthquake belongs to the most devastating natural disasters. Earthquakes may cause many deaths, injuries and extensive property damage often triggering avalanches, rock falls and tsunamis (Park & Reisinger, 2010:6; in Kunwar, 2015:20). Earthquakes by themselves rarely kill people or wildlife. It is usually the secondary events that they trigger, such as building collapse, fires, tsunamis (seismic sea waves) and volcanoes that are actually the human disaster. Many of these could possibly be avoided by better construction, safety systems, early warning and planning (Davis, 2009).

While disaster is a situation in which a tourism destination is confronted with sudden, unpredictable, catastrophic changes over which it has little control (Faulkner & Russell, 2001), a crisis is a situation requiring radical management action in response to events beyond the internal control of the organization, necessitating urgent adaptation of marketing and operational practices to restore the confidence of employees, associated enterprises and consumers in the viability of the destination (Beirman, 2003:4). Though generally taken negatively, Faulkner (2001:137) argues that crises and disasters have transformational connotations with each such event having potential positive as well as negative outcomes. Berman and Roel (1993:82; in Faulkner, 2001:137) state that crises bring about marked regressions as well as opportunities for creativity and new options.

The major determinant in a traveler's decision to visit a destination is the perception of safety and security. Thus, when any natural disaster occurs, these very notions of safety and security in the destination are questioned. Global leisure tourism tends to be focused on the region described aptly by tourism academics as the "pleasure periphery". Many of the "pleasure periphery" destinations also happen to be located in regions subject to earthquake and volcanic activity. The global tourism industry is however becoming increasingly resilient to both natural and manmade threats. For this, the effective management of natural disasters has to be done. The effective management of natural disasters is enacted in four phases: readiness, reduction, response and recovery. The development of a close working relationship between tourism government authorities, businesses and emergency management agencies is integral to minimizing the impact of any natural disaster on a tourism business or destination (Beirman, 2012).

Gilbert (1990) analyses the various demands that a tourist may have from a destination area. These demands are attractions, heritage, sport activity, entertainment, relaxation, health, shopping, and business activities. Out of these, cultural heritage, as put forward by Timothy (2011), is one of the most fragile resources upon which tourism can be based and must be managed with utmost care so that it remains viable for generations to come.

The word 'heritage' in its broader meaning is frequently associated with the word 'inheritance', that is, something transferred from one generation to another. Barbara Kirshenblatt-Gimblett (1998: 7) describes heritage as "a mode of cultural production in the present that has recourse to the past," as a specific way of interpreting and utilizing bygone times that links individuals with a larger collective (Hoelscher, 2006: 200). Heritage, as Hoelscher (2006) states, "is not merely a way of looking at the past, but a force of the present that affects the future." As Lowenthal stresses, understanding heritage is crucial; 'we learn to control it lest it control us' (Lowenthal, 1998: 3; in Harvey, 2001:338). The role of heritage as a carrier of historical value from

the past means that it is seen as part of the cultural tradition of society. The concept of 'tourism', in contrast, is a form of modern consciousness: 'Tourism's fundamental nature is dynamic, and its interaction with heritage often results in a reinterpretation of heritage. In its essence, the relationship between heritage and tourism parallels the debate that takes place within a society's culture between tradition and modernity' (Nuryanti, 1996:250).

Heritage means 'anything you want' in this new era of insatiable obsession with the past (Hewison, 1987:32; in Park, 2014:7). Within the context of tourism development, Nuryanti (1996; in Park, 2014:25) groups heritage into three main categories: built heritage that can be described as historic and artistic heritage such as relics, forts and modern towns; scientific heritage encompasses elements such as plants, birds, animals, rocks and natural habitats; and cultural heritage comprises folk and fine arts, customs and languages. Park (2014) views heritage as a symbolic embodiment of the past, reconstructed and reinterpreted in the collective memories and traditions of contemporary societies rather than being perceived as a mere apotheosis of bygone times. Thus, heritage is culturally ascribed and socially constructed and is a flexible concept where heritage today, is related with the increasing contemporary use of the past, as manifested in the popularity of a 'heritage industry'.

Heritage encompasses a wider scope of meanings ranging from cultural and historical significances, political implications, spiritual and intellectual connotations to communications. Di Giovine (2009:91; in Park, 2014:7) highlights that depending on its usage, heritage can determine personal property, explicate unknown qualities, foster patriotism among disparate people, become a tourist destination, exacerbate geopolitical tensions, or call for help in the form of preservation, among other usages. For Park (2014), understanding heritage as a concept whose meanings vary depending on the context and over time is particularly applicable in relating heritage to tourism contexts. Thus, heritage ceases to be a static outcome of the past, particularly when it is presented and represented in the context of tourism. This is also because heritage is constantly reconstructed and reinterpreted in an attempt to meet the specific demands of tourists and reflect the socio-cultural changes of the contemporary world.

First, heritage might look old-after all, the language of heritage focuses on preservation, revitalization, and restoration-but closer inspection usually reveals contemporary concerns. Lurking just below the surface of the reclamation of a heritage are the needs, the interests, and affairs of a present generation (Glassberg, 2001; in Hoelscher, 2006: 206). Second, and just as revealing, is the processual nature of heritage, a social process that is continually unfolding, changing, and transforming. Commemorative activities, especially those involving the establishment of historic museums or monuments, attempt to stabilize and clarify the past that remains elusive. History, as it has been traditionally written, might follow chronology, but

time's passage is never so neatly define in heritage, where time is the target of strategic rearrangement (Hoelscher, 2006: 206).

Among current scholars, the work of French historian Pierre Nora (1989) has been especially influential in establishing the connection between heritage and place. His notion of "sites of memory" - or *lieux de memoire*-gives prominent attention to the various way in which heritage is spatially constituted. For Nora, heritage is attached to "sites" that are concrete and physical-the burial places, cathedrals, battlefields, prisons that embody tangible notions of the past-as well as to "sites" that are non-material-the celebrations, spectacles and rituals that provide and aura of the past (Hoelscher, 2006: 204).

According to Salazar (2010:130; in Park. 2014:3), on the domestic level, cultural heritage is commonly used to stimulate pride in the (imagined) national history or to highlight the virtues of particular ideologies. In the supranational sphere, heritage sites are marketed and sold as iconic markers of a local area, country, region or even continent, and the journey abroad as an opportunity to learn about the 'Other'-some go as far as promising a contribution to worldwide peace and understanding.

Tourism has been as an opportunity and also as a threat to heritage. Heritage tourism is becoming an increasingly significant component of the global tourism industry and the growth of the heritage industry has undoubtedly contributed to expanding the scope and appeal of heritage. Thus, the commodification in heritage has led to creating and fabricating a new environment in which different possibilities and potentials of heritage can coexist for different audience. Within the context of tourism development, heritage often becomes a commercially driven entity that is carefully selected, packaged and promoted (Park, 2014).

Heritage tourism is concerned with exploring both material and immaterial, i.e., tangible and intangible remnants of the past. Heritage tourism is at present largely characterized by an expanding range of concepts and definitions, by a mix of individual case studies and more general discourses (Balcar & Pearce, 1996:203). Heritage tourism is a phenomenon based on tourists' motivations and perceptions rather than on specific site attributes. It is a subgroup of tourism, in which the main motivation for visiting a site is based on the place's heritage characteristics according to the tourists' perception of their own heritage (Poria et al., 2001:1048). Heritage tourism is an idea compounded of many different emotions, including nostalgia, romanticism, aesthetic pleasure and a sense of belonging in time and space (Ashworth & Goodall, 1990:162).

Peterson (1994:121) stated that 'we think of heritage tourism as visiting of areas, which make the visitor think of an earlier time'. Zeppel and Hall (1992:78) also supported the concepts of 'nostalgia' and of 'special form of tourism', noting that

'heritage tourism is a broad field of specialty travel, based on nostalgia for the past and the desire to experience diverse cultural landscapes and forms'.

The term 'heritage and cultural tourism' refers to that segment of the tourism industry that places special emphasis on heritage and cultural attractions. These attractions are varied, and include performances, museums, displays, archaeological sites and the like. In developed areas, heritage and cultural attractions include art museums, plays, and orchestral and other musical performances. Tourists may travel to specific sites to see a famous museum or to hear a special musical performance. In less developed areas, heritage and cultural attractions may include traditional religious practices, handicrafts and cultural performances. In this regard, Smith (1999:32; in Fernandes, 2013:28) highlights, Culture has always been a major object of travel. Actually, nowadays, tourism is culture. Because of the increasing pace of life people have turned to the preservation of the past. It seems that the combination of nostalgia for the past, the need to reassert national and local identities and the perceived economic benefits of cultural development have had a dramatic effect on the supply of cultural attractions.

Apostolakis (2003:795-796) argues that heritage tourism is currently experiencing a transformation from Fordist to Post-Fordist operations. Fordism includes mass produced, standardized tourism packages aiming to the mainstream market focusing upon sun, sea and sand whereas, Post-Fordist operations meant the diversion from sun and sea holiday towards more sophisticated types of vacations where exclusivity, differentiation, and unique personal experiences are more focused. Therefore, heritage today, is a contemporary commodity created to satisfy contemporary consumption.

Due to the wide array of attractions and tourist products that heritage tourism offers Timothy (2011) states that heritage tourism is highly inclusive- probably the most encompassing type of tourism yet to be identified. It revolves directly around living cultures, the built environment, faith, traditions, folklore, arts and handicrafts, music and the everyday life of people. Ethnic tourism, cultural tourism, religious tourism and industrial tourism fit snugly under the heritage tourism umbrella. Even sports tourism, shopping tourism, agritourism, volunteer tourism, wine tourism, educational travel and health tourism overlap a great deal with heritage tourism.

Richards (1996b: 21; in Apostolakis, 2003: 801) puts forward his view that culture and heritage as a process will appeal to tourists seeking authenticity and meaning through their tourist experiences. Authenticity means truth, central of the ultimate "truths" that modern tourists search for outside of their rather superficial home lives (Kunwar, 2002: 117-121; in Kunwar, 2012: 135). Kunwar also stresses that authenticity

refers to another kind of truth, it means that things really are what they are said to be the opposite of authenticity is not “new” or “souvenir” but “fake” or “misrepresented”, though these two often go together under the influence of commercialism.

Prentice (1993) stated that heritage tourists and visitors could be divided into five predominant groups: (1) educated visitors; (2) professionals; (3) families or groups; (4) schoolchildren; and (5) nostalgia seekers. However, Chen’s (1996) research found that there was a highly insignificant relationship between educational attainment and reason for visiting a heritage site. Whatever the case may be, heritage tourism can be one of the most important sources of income to the local community and also a source for improving their livelihood. Part of this has been explained by Timothy (2011) where he states that heritage tourists are more likely to shop while travelling than many other types of tourists. He also states that cultural tourists have a keener interest in taking home a memento of what they have seen. Thus, museum and heritage sites now play into this truism by offering on-site shopping. This brings extra revenue to help meet the conservation goals of the site.

Out of the various types of natural disasters, earthquakes are one of those which cannot be prevented and whose impacts can be catastrophic. Beirman (2003) while analyzing the Izmit earthquake of 1999 in Turkey found out that while the human cost of the earthquake was massive, the financial cost all but crippled the Turkish economy, which had been burdened by 50% per annum inflation, massive external debt and a government hampered by ongoing deficit budgeting. The media coverage at the time of the quake painted a picture of Turkish devastation reducing the tourist numbers to -23.5% than the previous year.

But the recovery of Turkey’s tourism industry was one of the most rapid and complete marketing restoring campaigns involving a well co-ordinated marketing campaign combining the resources of the government and the private sector. Kunwar & Limbu (2015) state that the lesson that Nepal can learn from Turkey’s case is how to proactively deal with potential for future crisis related to tourism.

The negative consequences of these incidents can thus, be moderated if the stakeholders involved in tourism industry get prepared for confronting such incidents. But, as Drabek (1995) and Prideaux et al. (2003) note, crisis preparation is not yet an integral component of tourism business practice, and many tourism executives seem reluctant to anticipate the need. So, the need for crisis preparedness is obvious. Kovoov – Misra (1995) defines crisis preparation as an ongoing process of developing organizational capabilities to prevent, contain and recover from crises, and to learn from experience. Furthermore, Siomkos and Maditinos (2001) support that preparation is very important for organizations involved in high risk business activities like airlines, chemical industry, coastal shipping etc. Pearson (2002) identifies

the obvious: there is no way to ensure that an organization will escape crises. The only way for an organization to minimize crisis damage is either to avert crisis if possible or to manage it effectively. This can be achieved by being as best prepared as possible. Crisis preparation should be of high concern for every business involved in tourism industry.

The destination should exercise damage control at the time of the negative event. This includes activities such as: monitoring and managing media coverage; conducting background briefing for journalists, key tourism players, tour operators and travel agents; limiting harm to tourists already on location; restricting damage to tourism infrastructure and showing tourism service operating normally; seeking assurances from source governments that they will support a destination's attempts to control the problems and the image damage resulting (Kunwar, 2012).

Coping with a crisis situation thus, requires a crisis management plan. Crisis management can be defined as an ongoing integrated and comprehensive effort that- organizations effectively put into place in an attempt to first and foremost- understand and prevent crisis, and to effectively manage those that occur, taking into account each and every step of their planning and training activities, the interest of their stakeholders (Santana: 2009). Crisis management is clearly a task of destination management and an important tool to enhance destination competitiveness (Pechlaner et al., 2007:169; in Kunwar, 2015:21). Though a natural disaster, the severity of it can lead an earthquake to result into a crisis situation.

The effects of a natural disaster such as earthquake upon heritage tourism will be discussed in detail later in the article; however, such disasters can damage and destroy the very foundation upon which heritage tourism rests, i. e., heritage itself. This heritage can be tangible as well as intangible. The tangible heritages include buildings, sites, landscapes, neighborhoods or perhaps some large movable objects such as trains, ships, aircrafts, or smaller artifacts such as tools, weapons or memorabilia (Morse-Kahn, 2011:132). The intangible cultural heritage is defined by UNESCO as "the practices, representations, expressions, knowledge, skills- as well as the instruments, objects, artefacts and cultural spaces associated therewith- that communities, groups and in some cases, individuals recognize as part of their cultural heritage".

Nickell (2011: 395) believes that culture must be *conserved* as we *preserve* only what is already dead. These heritages as such need to be preserved if heritage tourism is to be made more sustainable and viable for generations to come. In this regard, the preservation or conservation of a cultural property has been defined as including "all actions aimed at safeguarding.... for the future in order to study, record, retain and restore the culturally significant qualities of the object with the least possible intervention" (Stubbs, 2009: 21; in Ames & Hamroun, 2011: 29).

Preservation is defined as the act or process of applying measures necessary to sustain the existing form, integrity and materials of a historic property. Work, including preliminary measures to protect and stabilize the property, generally focuses upon the ongoing maintenance and repair of historic materials and features rather than extensive replacement and new construction (Ames et al., 2011: 41). The other more invasive treatments are restoration, rehabilitation or renovation, reconstruction, relocation and replication. *Restoration* returns a building, site, or work of art to an appearance it had at an earlier time. *Rehabilitation* makes efficient contemporary use of a property possible once again; *reconstruction* is the reassembly of a partially or completely collapsed structure on its original site using most if not all of its original materials. These are followed by *relocation* when the only way to save an old building is to move it and *replication* which entails making a copy of a vanished building (Ames & Hamroun, 2011: 38).

Natural disaster such as earthquake emerge the need for reconstruction of the cultural heritage. But, reconstruction has always been one of the most controversial issues for those with an interest in the material evidence of the past. Stanley-Price (2009: 33) considers reconstruction of ruins as an extreme example of restoration. As the World heritage Operational Guidelines state, reconstruction is 'acceptable only on the basis of complete and detailed documentation and to no extent on conjecture'. Stanley-Price (2009) also argues that while reconstruction of cultural heritage can increase national symbolic value, can continue to serve the previous function of the heritage or make possible a new, different function, can be rewarding in the field of education and research, can assist in tourism promotion and site preservation; it can also cause the loss of the evocative value of ruined buildings, cause the difficulty of achieving authenticity, cause the destruction of original evidence and disruption of landscape values with the ethical issue of conveying erroneous information along with distorted site interpretation and that too at an expensive and high cost.

In most cases, the relationship between cultural heritage tourism lies near full co-operation (du Cros & McKercher, 2002, 2015). Cultural heritage can be potentially preserved through tourism (Garrod & Fyall, 2000). Creating a symbiotic relationship between tourism heritage preservation is the ideal relationship (Aas, Ladkin, & Fletcher, 2005). Aas et al.'s (2005; in Nyaupane, 2009: 159) study of stakeholder collaboration in managing heritage managing heritage in Luang Prabang, Laos, Suggested Five major ways to achieve full collaboration in managing heritage, including establishing channels of communication, generating income for conservation, involving the local community in decision making, involving the local community in tourism activities and the extent of stakeholder collaboration. The full collaboration model is based on the assumption that heritage belongs to the community (Nyaupane, 2009: 159).

Renfrew & Bahn (1996: 509; in Moratto, 2011: 64) have noted that the past is a big business which is politically highly charged, ideologically powerful and significant. Heritage sites provide the tangible links between past, present and future and are the focus for the struggle between the potentially conflicting aspirations of conservation and tourism. Millar (1989) explains that heritage sites are multi-purpose providing tourist attraction, community identity, formal and informal education and economic regeneration as well. However, Millar also argues that the conflicting demands of tourism and conservation can be seen in stark contrast in developing countries. Millar (1989) stresses that the concept of heritage management has arisen in response to the special needs of the heritage industry where heritage attractions represent irreplaceable resources for the tourism industry so conservation a vital component of their management. Heritage sites need to have their own unique attributes emphasized and the interpretation and presentation of the attraction must be such as to accommodate the needs of the visitor while at the same time, management has a responsibility to the community to preserve the site for posterity.

The review of 64 journal articles covering disaster, crises and post-disaster recovery in tourism conducted by Mair et al. (2014) show that these articles focused on issues such as 'tourism and disaster', 'destinations and disaster', 'tourism and crisis' and 'post-disaster and tourism'. These articles mainly focused upon recovery at a destination level. They addressed different types of disasters such as terrorist attacks, earthquakes, bushfires, Tsunami, epidemics, pollution, etc. but none of those articles have linked and shown the relationship between natural disaster such as earthquake and heritage tourism.

Similarly, even in the field of heritage tourism, many studies have been conducted by various scholars. Park (2014), Timothy (2011), Ames & Hamroun (2011), Apostolakis (2003), Stanley-Price (200), Moratto (2011) have all provided their findings focusing upon heritage tourism, its importance, the transformation in heritage tourism, the reconstruction of heritage, the preservation and conservation of heritage and the scope of the heritage industry. But, here as well, none have related heritage tourism with earthquake.

Thus, this study aims to be the first of its kind trying to find the linkages between natural disasters and heritage tourism.

Research Methods

This is a qualitative research. Denzin & Lincoln (1994:2) define qualitative research as multi-method in focus, involving an interpretative, naturalistic approach to its subject matter. This research has used triangulation research methodology. Richards (2005:21) defines triangulation as an interdisciplinary approach which covers multiple methods, multiple sources of data, multiple investigators or researchers on a project

or multiple theories or perspectives in order to analyze a single dataset. This research has used methodological triangulation which involves using more than one method to gather data and informant triangulation that gives the researcher the leverage to conduct research with various types of informants.

The use of a single coder for data collection and analysis increases trustworthiness of qualitative research. The criteria for trustworthiness according to Decrop (2004; in Mair et al., 2014) are credibility, transferability, dependability and confirmability. Credibility refers to the truthfulness of the findings of the research study. Transferability is similar to generalizability. Dependability can be considered as the correspondence between the data recorded by the recorder and what actually occurred in the data-collection-setting (Decrop, 2004; in Mair et al., 2014). Confirmability is another feature of qualitative research focused by Decrop. Confirmability (associated with objectivity) pertains to how neutral the findings are. This research has focused upon these very criteria of trustworthiness with the existing knowledge of the field possessed by the researcher, the details of the context and the logical links between those so that any other researcher repeating this research would reach similar conclusions.

The study was conducted with the tourism industry, Government stakeholders, tourists themselves as well as local residents in the affected destination. Semi-structured interviews and qualitative content analysis of secondary data and literature have been focused. Thus, this is a mixed method approach.

The Earthquake of April 25, 2015

The earthquake of April 25, measuring 7.8 in the Richter scale and its subsequent aftershocks has directly shown its impact upon the entire nation. Approximately 9,000 people lost their lives and more than 22,000 people were injured. As per the latest estimates, more than half a million houses collapsed or are damaged. The earthquake lowered GDP growth by over 1.5% from an estimate of 4.6% in a no-earthquake scenario in fiscal year 2015 (which ended 15 July 2015). Although the earthquake struck Nepal in the tenth month of FY2015, the impact on GDP growth is sizable especially on the services sector, which is now expected to grow by 3.9% compared to 6% in a no-earthquake scenario. Wholesale and retail trade; tourism (including air transport, and hotel and restaurant businesses); real estate, renting and business activities; and education sub-sectors are the most affected. Per capita income is estimated to decrease by USD 23 to USD 762 in FY2015 compared to the no-earthquake scenario of USD 785. Real per capita income, which takes inflation into account, is forecast to increase by just 0.6% against 3.6% had there been no earthquake (PDNA, 2015).

Thirty-one of the country's 75 districts had been affected, out of which 14 were declared 'crisis-hit' for the purpose of prioritizing rescue and relief operations; another

17 neighboring districts are partially affected. The destruction was widespread covering residential and government buildings, heritage sites, schools and health posts, rural roads, bridges, water supply systems, agricultural land, trekking routes, hydropower plants and sports facilities (MoHA, 2015).

According to Tourist Police Unit of Nepal Police, 79 tourists were killed and 69 were missing and to worsen the situation, the national and international media coverage has highly highlighted upon the negative devastations caused by the quake leading to more negative travel advisories from various foreign Governments to their citizens (*Kantipur*, 4 May, 2015).

The earthquake affected about 2,900 structures with a cultural and religious heritage value. The list of damaged or destroyed structures was compiled by Ministry of Culture, Tourism and Civil Aviation (MoCTC), the Pashupati Area Development Trust, and the Buddhist Philosophy Promotion and Monastery Development Committee. Major monuments in Kathmandu's seven World Heritage Monument Zones were severely damaged and many collapsed completely. In addition, in more than 20 districts, thousands of private residences built on traditional lines, historic public buildings as well as ancient and recently built temples and monasteries were affected by the earthquakes, 25% of which were destroyed completely. The total estimated damages to tangible heritage amounts to NPRs 16.9 billion (USD 169 million) (MoCTCA, 2015).

Naya Patrika (16 February, 2016) however, writes that according to the Department of Archaeology, the earthquake has destroyed heritages worth more than 12 billion Rupees all over the country. These include 721 structures like temples and palaces that have been severely damaged, 133 structures that have been destroyed completely, 95 structures that have been rendered useless and 93 structures that have suffered partial damage.

The overall impact of the earthquake on the tourism sector goes beyond the 14 affected districts, which have suffered significant physical damage to well-known tourism destinations like Chitwan and Pokhara in terms of a sharp fall in the number of tourists. The negative repercussions of the disaster are likely to translate into a reduced number of tourist arrivals over the next few years, reduction in tourist spending per day from USD 43 to USD 35, which will significantly affect revenues. Other nations that have experienced similar disasters have generally taken several years to recover fully with regard to tourist arrivals. It is estimated that the overall impact of the earthquakes on the Nepali tourism industry will be a reduction of about 40 percent on average over the next 12 months, and a 20 percent reduction in the next 12 to 24 months (PDNA, 2015).

It is estimated that the total value of disaster effect caused by the earthquake is NPRs 706 billion where 11% of the destruction and production decline is caused

in tourism sector. Damages equivalent to 18863 million NPRs was to be faced by tourism sector alone of Nepal (Kunwar, 2015). Thus, adopting the best practices in restoring tourism back is a must where policy level of addressing to the issue will be required.

Introduction to Kathmandu Valley

Within the relentlessly steep terrain of midland Nepal, the Kathmandu Valley is something of a geographical freak: a bowl of gently undulating, richly fertile land, lifted up towards the sky like some kind of sacrifice. It may only be some 25km across, but it is densely packed with sacred sites. So much so, in fact, that well into modern times it was referred to as “Nepal mandala”, implying that the entire valley acted as a gigantic spiritual diagram, or circle. “The valley consists of as many temples as there are houses”, enthused William Kirkpatrick, the first Englishman to reach Kathmandu, and as many idols as there are men.”

The valley is made up of the Kathmandu District, Lalitpur District and Bhaktapur District covering an area of 220 square miles(almost the area of Singapore). The valley is a cultural and political hub of Nepal. The Kathmandu valley was accorded the status of a World Heritage Site by UNESCO in the year 1979.

Despite rampant development, the valley’s underlying traditions have proved remarkably resilient. It was long the stage for the quarrels of three rival city-states, Kathmandu, Patan and Bhaktapur, and these divisions remain ingrained in valley society. Kathmandu and Patan have now grown together within the confines of the Ring Road, but Bhaktapur, on the east side of the Bagmati River, still remains proudly separate. Like the other, smaller Newari towns of the valley – Kirtipur, Thimi, Sankhu, Bungmati– it preserves a distinctly medieval air, its wood- and brick-built houses tightly clustered together around alleyways and temple plazas, and the lives of its residents still bound up with the paddy fields outside the city walls. On the southern and eastern sides of the valley, meanwhile, and in the lush side-valleys and on the steep slopes of the rim, the countryside continues to shimmer in an undulating patchwork of paddy fields – brown, golden or brilliant green, depending on the crop and the season.

Among urban centres, the Kathmandu Valley is the main hub of economic activities, accounting for a whopping 23.4 percent of the national economy. The Kathmandu Valley accounts for 40 percent of the jobs generated in urban areas. 24 percent of Nepal’s urban population lives in Kathmandu. Kathmandu is home to 9.72 percent of Nepal’s total population (*The Kathmandu Post*, 14 July, 2015).

According to the 1975 survey of IUCN and Nepal Heritage Society, Kathmandu Valley has 888 heritage sites of global significance and there are 1254 heritage sites in 72 districts outside the Kathmandu Valley.

World Heritage Sites of Nepal

A World Heritage Site is an area or place of cultural or natural significance that is deemed to have outstanding universal value and is therefore worthy of protection. That protection is made possible through the inscription by the World Heritage Committee of such a place in the World Heritage List in terms of the World Heritage Convention established in 1972 by United Nations Educational, Scientific and Cultural Organization (UNESCO). The mission of the World Heritage Convention is to encourage countries to nominate cultural and natural heritage sites for possible inclusion on the World Heritage List. It also offers assistance to countries with challenges of safeguarding their sites against threats of changing social and economic conditions and natural decay. Once a site is inscribed in the World Heritage List, it receives national and international recognition and the country is required to ensure that effective and active measures are taken for the protection, conservation and presentation of the site.

A well-targeted marketing strategy for a World Heritage Site is likely to lead to an influx of tourists to the site, contributing to economic growth and increased employment opportunities. The capacity of a country to manage this potential change and the increase in tourism in an area is one of the main criteria in the World Heritage Convention.

As far as World Heritage Sites of Nepal are concerned, there are seven sites known as Boudhanath, Changu Narayan, Hanuman Dhoka Palace (Kathmandu), Layaku Durbar Square (Bhaktapur), Mangal Bazar Durbar Square (Lalitpur), Pashupatinath and Swayambhunath in Kathmandu Valley. There are three sites out of Kathmandu Valley. They are known as Lumbini (the birth place of Lord Buddha), Royal Chitwan National Park and Sagarmatha National Park (Kunwar, 2012:127).

World Heritage Sites within the Kathmandu Valley

The Kathmandu Valley World Heritage Site is inscribed on the UNESCO list of World Heritage as a single site comprising of seven Monument Zones. The cultural heritage of the Kathmandu Valley is illustrated by seven groups of monuments and buildings which display the full range of historic and artistic achievement for which the Kathmandu Valley is world famous. The seven include the Durbar Squares of Hanuman Dhoka (Kathmandu), Patan and Bhaktapur, The Buddhist stupas of Swayambhu and Baudhanath and the Hindu temples of Pashupatinath and Changu Narayan (KVWHS- Integrated Management Framework, 2007:2).

The Kathmandu Valley World Heritage Site (KVWHS) was inscribed on the World Heritage List under criteria iii, iv and vi as per the UNESCO's Operational Guidelines for the Implementation of the World Heritage Convention. The KVWHS is comprised of exceptional Architectural typologies, ensembles and urban fabric

which illustrate the highly developed culture of the Kathmandu Valley which reached an apogee between 1500 and 1800 AD. The KVVHS is a testimony to the unique "Newari Culture". The cultural traditions of the multi-ethnic people who settled in the remote Himalayan valley over the past two millennia, referred to as the Newars, is manifested in the unique urban society which boasts one of the most highly developed craftsmanship of brick, timber and bronze in the world. The KVVHS is tangibly associated with the unique coexistence and amalgamation of Hinduism and Buddhism with animist rituals and Tantrism (KVVHS- Integrated Management Framework, 2007:3).

The KVVHS- Integrated Management Framework (2007:2) states that the state party to the KVVHS is represented by the Department of Archaeology, Ministry of Culture, Tourism and Civil Aviation as provided by the Ancient Monument Preservation Act 1956. The seven Monument Zones come under the jurisdiction of the local authorities as defined by the local Self Governance Act 1999. There are four Monument Zones within the Kathmandu Metropolitan City; Hanuman Dhoka Durbar Square, Swayambhu, Baudhanath and Pashupati. The Patan Durbar Square lies within Lalitpur Sub-metropolitan City, the Bhaktapur Durbar Square within Bhaktapur Municipality and Changu Narayan within the Changu Narayan Village Development Committee. The Pashupati Area Development trust has the authority to manage the Pashupati Area as per the Pashupati Area Development Trust Act 1996. The Federation of Swayambhu Management and Conservation represents the local NGO's of the Swayambhu area. The Baudhanath Area Development Committee was established to manage the Baudha area.

The principle Act relevant to the conservation of heritage is the Ancient Monument Preservation Act (1956). Apart from this, Ancient Monument Preservation Act 1956-Fifth Amendment 1996, Local Self-Governance Act 1999, Town Development Act 1988, Pashupati Area Development Trust Act 1987, Guthi Corporation Act 1964, Building Bylaws and guidelines-1991, National building Code, 1994 are the various legal provisions that directly or indirectly address heritage conservation issues (KVVHS- Integrated Management Framework, 2007:21-22).

In 2003, Kathmandu Valley was kept in the World Heritage Site in Danger list. The main reason shown by UNESCO was the loss of urban fabric. International Council on Monuments and Sites (ICOMOS) State of Conservation Report (1998) stated that the single overriding issue in protecting the integrity of the KVVHS is the control of damaging and illegal development. With few exceptions, the principal religious and public monuments are secure and require only normal maintenance. However, the traditional houses and commercial buildings, which form their essential setting are at great risk and are subject to extreme pressure. If redevelopment continues at the present rate and is not curbed by effective

development controls, the authenticity of the World Heritage site will be so severely damaged as to compromise its outstanding universal value (UNESCO, 1999: 3; in Maharjan, 2012:88-89).

Maharjan (2012:90-91) also adds that from 1993, in every convention, the World Heritage Committee repetitively recommended putting Kathmandu Valley World Heritage Sites (KVWHS) in the danger list, with some guidelines – 15 recommendations in 1993 and 55 time-bound action plans in 1998 – for their further improvement (UNESCO, 2004). Despite these, process for improvement in KVWHS was negligible. Later in 2003, it was kept in World Heritage Sites (WHS) in the danger list.

Tourism is the main important source of income for any heritage site. For Kathmandu, tourism has been the driving force behind heritage conservation, often dictating the local economy. Tourism does not just act as a source of income but also helps the heritage gain acknowledgement. The estimated income from tourist ticket sales and museum admissions for the Nepali fiscal year 2013/14 was USD 8,882,179 out of which the tourist ticket sales collected from Hanuman Dhoka was USD 1,980,468, from Swayambhu was USD 603,055, from Boudha was USD 661,010, from Pashupatinath was USD 1,100,000, from Patan was USD 1,282,356 and from Bhaktapur and Changu Narayan was USD 3,351,213 (PDNA, 2015).

Introduction to Bhaktapur

Although there are many important destinations in Nepal, as discussed earlier, the most important and unique destinations among them are three. These model tourist destinations are: Sagarmatha National Park, Chitwan National Park and finally, Bhaktapur. Sagarmatha National Park is unique because it is the only National Park in Nepal where people reside. On contrary to this, Chitwan National Park gains its uniqueness from the mass dislocation of people that was conducted and hence no people reside in this park.

When talking about Bhaktapur, there are numerous reasons that place Bhaktapur as a unique and model tourist destination. The first reason is that Bhaktapur is a 'Living Cultural Heritage'. It is a 'Walking Museum' and an 'Open Museum' where the culture and traditions are omnipresent in every nook and corner of the city. Secondly, there is homogeneity in culture. Bhaktapur comprises a single ethnic group. Unlike Kathmandu, which has turned into a cosmopolitan where culture and lifestyle is highly polluted and Westernized, Bhaktapur boasts its Newar culture where Newars occupy nearly two-third of the total population of Bhaktapur. Thus, Bhaktapur is an ethno park where the locals maintain their sociality outside their house at open courtyard. Finally, at one time in history, Bhaktapur was the most dirtiest city. However, after the introduction of tourism and with the help of German's project, Bhaktapur became the cleanest city with age old traditions and heritage alive till this day.

Perched on a hill at an altitude of 1,401m, Bhaktapur or Bhadgaon, literally the 'City of Devotees', is a major tourist attraction taking visitors back in time. This city retains the charming paved roads, red brick houses and a way of life that goes back to medieval times. The extraordinary 'Durbar Square' with its celebrated Golden Gate and extraordinary Palace of Fifty-Five windows reflects the glory days of the Malla Dynasty when art and architecture thrived in the three cities of the valley. This ancient city is also famous for pottery and woodcarving amply displayed on its three squares and windows respectively.

Located about 12 km east of Kathmandu in the Kathmandu Valley, Bhaktapur is known as the 'City of Devotees', the 'City of Culture', the 'Living Heritage', and 'Nepal's Cultural Gem'. Bhaktapur is filled with monuments, most terra-cotta with carved wood columns, palaces and temples with elaborate carvings, gilded roofs and open courtyards. The city is dotted with pagodas and religious shrines. Bhaktapur is one of the important medieval cities among the three cities of Kathmandu valley. The settlements in Bhaktapur have been developed in Lichchhavi period and developed as a capital city of early medieval period and as a separate state in late medieval period.

Bhaktapur, at 1,401 m above sea level, spreads over an area of 119 sq.km. The maximum temperature is 28 degrees in April and the minimum is 0.5 degrees in January. Bhaktapur grows from a collection of villages strung along the ancient trade route between India and Tibet. The capital city of the Greater Malla Kingdom till the 15th century AD, Bhaktapur was brought into present shape in the early 18th century. Bhaktapur has its gem in the Durbar Square - a World Heritage site listed by the UNESCO. Bhaktapur is world renowned for its elegant art, fabulous culture and indigenous life-style. For its majestic monuments, colourful festivals and the native Newars best known for their generations-old craftsmanship, the ancient city is also known as "Nepal's Cultural Capital".

Slusser (1998:104) while describing Bhaktapur writes that the three squares of Bhaktapur and their monuments, the parts of the city fleetingly viewed by tourists, compose only a small part of the ancient town. Beyond them Bhaktapur is a warren of ancient tols, traditional Newar communities organized by caste, each with its own local deities, and each with its particular "way of the dead", the prescribed route along which its defunct residents must be borne in their passage to the cremation ghats. In all these tols, as in much of Patan and parts of Kathmandu, life throbs to rhythms very different from those heard today on New Road in the capital city.

Many Nepalese traditional style temples, Sikhara style temples, Historic Palaces, Courtyards, Mathas, Buddhist shrines and monasteries, built in the medieval period and later on, are located at the centre of Bhaktapur city. Hence, the Durbar Square is the historic core of Bhaktapur city declared as protected monument zone and enlisted

as monument zone of Kathmandu Valley World Heritage Site. The Durbar Square suffered badly from the earthquake of 1934 A.D. before being hit again by the recent earthquake of April 2015.

Bhaktapur is also called Bhadgaon and Khwopa (in the native tongue). The population is approximately 304,651 with 87.85% Hindus and 9.18% Buddhists. The major populations are Newar (63%) with Chhetri, Brahmin and Tamang in the minority. The main agricultural productions are paddy, wheat, corn, pulse, millet, citrus, guava, pears, junar, haluwabed, cauliflower, peas, beans, cucumber, and pumpkin. (Source: Bhaktapur.com)

Bhaktapur is filled with Hindu and Buddhist religious sites and art. Although the population is primarily Hindu, there are nineteen Buddhist monasteries (Vihars). Bhaktapur is rich in architectural beauty with not just religious sites but also palaces and courtyards where tourists can easily spend days absorbing the traditions and culture of the Newars.

Tourists can watch potters create works of art in the Pottery Squares. Indigenous (Newar) handicrafts include paubha scroll paintings, papier-mâché masks, cotton cloth, woodcarvings, metalwork, jewelry and ceramic products, haku-patasi (black sari), black caps and Juju-dhau (yogurt). The Durbar Square, Taumadhi Square and Dattatreya Square are the main cultural heritage sites that attract numerous tourists annually. Bhaktapur's Durbar (Royal) Square was added to the list of World Heritage Sites by UNESCO in 1979 A.D. Many festivals are celebrated throughout the year to mark the seasons, pay tribute to gods, and remember historical and legendary events.

Various fares/ festivals are celebrated in Bhaktapur which include BisketJatra, BhotoJatra, IndraJatra, Nepal Sambat, Buddha Jayanti, Dashain, Tihar, YomahriPunhi, TamuLhosar, Saki-manaaPunhi, GaiJatra, Krishna Janmasthan, Teej, Janai Purnima, Naag Panchami, GhantaMangal, Ram Nawami, ChaiteDashain, Holi, Shivaratri, Shree Panchami, Pishach Chaturdashi, Byaja Chaturdashi, etc. Various cultural dances are also performed in Bhaktapur such as Aarati Dance, Jyapu-Jyapuni Dance, Dhimen Pyakhan, Bhairav Dance, Astamatrika Dance, Bhasmasur Dance, KhyaPyakhan, Kumari Dance, BhuranJya, etc. (Source: Bhaktapur Tourism Development Committee).

The economy of Bhaktapur is mainly agricultural. However, the non-agricultural economy consists of craftsmen, bakers, butchers, collectors, grinders of herbal medicines, spinners and weavers, blacksmiths, metal image casters, city craftsmen-masons, carpenters, wood carvers, stone carvers, specialized performers and providers of services- musicians, ritual dancers, barbers, medical specialists of various types, various kinds of priests and ritual specialists, mid wives, cutters of umbilical cords, astrologers, tailors, fishermen, sweepers, etc. (Levy, 1992).

Levy (1992) also gives an account of the shrines and temples of Bhaktapur which are distributed among various dieties. This includes 29 shrines and temples of Vishnu, 28 of Shiva, 24 of Ganesh, 3 of Saraswati, 3 of Bhimsens, 2 of Nataraja, 2 of Hanuman, 2 of Krishna, 3 of Ram with his consort Sita, 1 of Bhairava, 2 of Jagannatha, 1 of Dattatreya and 26 of a group of dangerous or Tantric goddesses that include some fourteen major named forms.

The entry points to Bhaktapur are Khauma, Thulo Byasi, Sano Byasi, Mahakali, Bekhal, Mool Dhoka, Kamal Binayak, Chyamasimha, Hanumanghat, Bhelukhel, Ram Mandir, Bharuvachow, Barahi, Bansha Gopal. The major areas of Bhaktapur that are of great cultural and touristic value are the Bhaktapur Durbar Square, the Taumadhi Square, the Dattatreya Square, the Pottery Square and the various Buddhist Monuments. The Newar culture itself draws in many tourists each year. Thus, tourists are drawn in by the tangible as well as the intangible heritage of Bhaktapur. The Newari drinks and foods also represent the Newar culture of Bhaktapur. These include: Ayla, Thwon, Dhau, Momocha, Choila, Samaybaji, Syabaji, Chunla, Paula, Senlamu, Baji, Chatanmari, Gwaramari, Yomahri, Wo, Kachila, Pukala, Sapumihcha, Kwati, Mari, etc.

Bhaktapur Durbar Square is a conglomeration of pagoda and shikhara-style temples grouped around a fifty-five window palace of brick and wood. The square is one of the most charming architectural showpieces of the Valley as it highlights the ancient arts of Nepal. The golden effigies of kings perched on the top of stone monoliths, the guardian deities looking out from their sanctuaries, the wood carvings in every place-struts, lintels, uprights, tympanums, gateways and windows-all seem to form a well-orchestrated symphony. The main items of interest in the Durbar Square are the 55 window palace, the National Art Museum, the Golden Gate at the entrance to the Taleju Temple, the Big Bell built by Ranjit Malla in the 18th century, the Yaksheswor Mahadev Temple built by Yaksha Malla in the 15th century, the Vatsala Temple, Phasi Dega, and many stone, wooden and metal masterpieces.

Taumadhi is the next important square of the city with multi-roofed and rectangular temples exhibiting best craftsmanship of stone sculptures, stone spouts, traditional water tank and wood carving. The Nyatapola Temple, Pottery Square,, Bhairavnath Temple, Tilmahadev Temple etc., are the major monuments of the square. Nyatapola is Nepal's tallest five-storey pagoda temple built in 1702 by King Bhupatindra Malla dedicated to Goddess Laxmi.

Bhaktapur is famous for its traditional pottery industry. The age old craft has survived the calls for modernization and today it enhances Bhaktapur' value as a city of Heritage. Located at the dark, damp alleys beckon on either side of the main road, the most promising destination in this area- Potter's square, a sloping open space south west of Taumadhi Tol. Walking towards Bolachhen/ Talakwa, better known as

the town's Potter's square, the streets are lined with small shops selling innumerable items produced in baked clay and the pavements are filled with black clay items drying in the strong sunlight. Within the Talakwa pottery square, two important temples of a solid- brick Vishnu temple and the double roofed Jeth Ganesh can be seen in a very traditional way. On the northern side of the square a small hillock is topped by a Ganesh shrine and a Shady papal tree. Guided by skilled hands, the cones of wet black mud are shaped and smoothed into yoghurt bowls, washbasins, giant grain storage jars and tiny oil lamps. With the exception of the planting and harvesting season, the potters of Bhaktapur are always busy shaping the natural clay into any imaginable shape. The craftsmen have passed this technique down from generation to generation and even today, the majority uses traditional techniques.

It is the oldest part of the city. The square take sits name from Dattatreya Temple and the ornate monasteries known as *Maths*. Dattatreya, the oldest temple of the city, Bhimsen Temple, water spouts, peacock window and *Maths* are the major attractions of the square. Other than the Dattatreya Temple itself the important attractions are the Bhisin Dega, Pujari Math, the Wood-carving Museum, the Bronze and Brass Museum, Salan Ganesh, Nava Durga Temple, Wakupati Narayan Temple, etc.

Tourism in Bhaktapur

Bhaktapur is not just the cleanest district in the valley, it is said to be the “living heritage” with a strong ‘sense of sacrality’, a strong ‘sense of community’, a strong ‘sense of historicity’ and a strong ‘sense of serenity’ where the residents understand the symbolic importance and also the importance of preservation of their heritage (Silva, 2015). This is also a reason that attracts many tourists towards Bhaktapur.

Bhaktapur depends on tourism for about 60% of its revenues. Since the downfall of the Rana-Regime, Nepal has opened up to the outside world and has observed gradual growth in incoming cultural tourists. Most of them have visited Bhaktapur as packaged tours organized by travel agencies in Kathmandu. Many tourism entrepreneurs established souvenir shops in Bhaktapur from 1964 onwards and by 1990 most of them had financially sound businesses. In 1995 the Bhaktapur Municipality started imposing an entrance fee of USD 5 for foreigners of non – SAARC countries to enter the core city area. Travel agents and tour operators opposed the decision, as this added more cost on their tours, whereas tourism entrepreneurs opposed this very decision, based on fear of a decrease of foreign visitors and business. This, however, was not the case and in order to have an organization representing and advocating the interests of tourism related businesses, associated with the overall tourism development, the Bhaktapur Tourism Development Committee (BTDC)) was established by a group of enthusiastic tourism entrepreneurs in 1997 (Source: Bhaktapur Tourism Development Committee).

According to the Tourist Information Centre of Bhaktapur Municipality, Bhaktapur received a total of 301,012 tourists in the year 2071 with maximum tourists from China and India followed by tourists from France, America, Germany, Spain and many other tourists arriving from different parts of the world. Bhaktapur municipality collects Rs 1500 from non-SAARC tourists and NPRs 500 from tourists from SAARC region. The museum entry fee is Rs 150 for foreign citizen, NPRs 50 for SAARC citizen and NPRs 25 for Nepali citizen. A total of 2,64,542 tourists visited Bhaktapur district in 2013. According to Bhaktapur Municipality, 1,18,081 tourists from SAARC countries and 1,46,461 tourists from other countries visited the district in the past year. The number of tourists visiting the district increased by five percent in 2013 in comparison to 2012. A total of 2,52,261 tourists had visited the district in 2012. The Bhaktapur Municipality had collected NPRs 172.915 million from tourists in revenue in 2013.

Heritage tourism is specifically important to Bhaktapur. This is proved by a survey conducted by Bhaktapur Tourism Development Committee (BTDC) in 2008. The survey conducted upon 209 tourists showed the major travel motivation that drives the tourists to visit Bhaktapur. Out of the total tourists 32% were found to be drawn in by the World Heritage Sites, 30% by the local culture and traditions, 29% by the local people and their lifestyle and the rest 7% travelled for other purposes. If this survey is to be focused, then heritage (tangible as well as intangible) is the major source that motivates tourists to visit Bhaktapur.

Tourism in Bhaktapur has not just generated revenues for the Government. It has also promoted entrepreneurship, generating opportunities for tourist guides, hoteliers, staffs working in hotels and restaurants, lodges, local artisans, local art and crafts sellers and majority of the people of Bhaktapur. Tourism in Bhaktapur has opened up various opportunities for the locals ranging from creation of market for local traditional crafts to part-time jobs for students. Tourism has generated a lot of direct and secondary employments, and stimulated the local economy through income and employment multiplier effect. In addition to this, the revenues collected from tourism in Bhaktapur have helped to open and sustain six colleges in Bhaktapur. Four of these colleges include, Khwopa Engineering College, Khwopa College of Engineering, Khwopa Polytechnic Institute and Khwopa College.

Tourism in Bhaktapur has brought upon various economic and socio-cultural impacts. As Bhaktapur is becoming more popular for tourists, people are more attracted towards the tourism industry by opening hotels, restaurants, handicraft shops, etc. many people are also getting employed as guides and street hawkers. Tourism in Bhaktapur has become a job oriented industry that has helped many people to be employed and earn their living. Even the farming industries such as vegetable

farming, fish farming, livestock farming and fruit farming are being highly benefitted by tourism. Tourism has furthermore, increased the price of land, increased the rental opportunities of land and buildings, increased the opportunity of selling local culture to the tourists and also increased the opportunities of opening businesses. Tourism has also helped the heritage of Bhaktapur get a greater acknowledgement and hence a better opportunity of heritage conservation.

In spite of these advantages, tourism has also brought upon some negative impacts. Shrestha (2014) analyses that while tourism does help to build up a community infrastructure and also provides the opportunities for cultural exchange developing international peace, friendship and understanding, it also causes the introduction of conflicting ideas and styles into the community where sharing the important community resources with outsiders becomes inevitable.

Kunwar (2012:44) argues one must accept that tourism is neither a blessing nor blight, neither poison nor panacea. Tourism can bring great benefits, but it can also bring social problems. There are a number of problems that can be created by tourism which includes creating excess demand for resources, causing inflation, creating social problems, degrading the natural physical environment and the cultural environment, resulting in unbalanced economic development, increasing the incidence of crime, prostitution and gambling, threatening the family structure and commercializing culture, religion and arts.

Despite the negative repercussions that tourism can bring, the positive advantages are many and as such development of tourism is a must. Heritage tourism for Bhaktapur is further a unique and most identifying form of tourism as E. Alexander Powell, an American tourist who had been to various Asian countries, mentions that it was worth making a journey half way round the globe to see the Bhaktapur Durbar Square only.

Impact of the Earthquake on Heritage Tourism in Bhaktapur

Bhaktapur has been categorized as a crisis hit district by the Ministry of Home Affairs. Tourism is the next major economic source after agriculture in Bhaktapur. Bhaktapur depends on tourism for almost 60% of its direct financial resources. The per capita disaster effects, per person in Bhaktapur is NPRs 78,770. According to PDNA, the estimated revenues from ticket sales and museum admissions in Bhaktapur in the fiscal year 2013/14 was NPRs 325,121,320. Now, due to the earthquake, the total damage to physical assets and infrastructures in Bhaktapur amounts to USD 5,330,000. The impact on livelihood estimated at 10% of damage amounts to USD 533,000. The losses from tourist ticket sales amounts to USD 2,808,849 and the cost of recovery and reconstruction amounts to USD 6,396,000. About NPRs 69,74,574 has been spent by Bhaktapur Municipality for cleaning the debris only (PDNA, 2015).

The impact of the recent earthquake is evident in the various facets of heritage tourism. These include the tangible and the intangible heritage, service delivery, tourism itself, local economy and the cultural industries. The earthquake has, however, opened up some new opportunities as well. These have been discussed below:

Effects on Tangible Cultural Heritage

According to the preliminary report of Department of Archaeology, seven hundred and forty five monuments of twenty districts have been affected by the earthquake. Out of them, one hundred and thirty three monuments have completely collapsed, ninety five monuments have partially collapsed and five hundred seventeen monuments are partly damaged. The report revealed that four hundred forty four monuments have been affected within the Kathmandu Valley only, out of which eighty three monuments have collapsed from the base.

The preliminary list also states that five historic monuments have been collapsed and fourteen monuments have been partially damaged out of one hundred thirty nine classified monuments in Bhaktapur Durbar Square Monument Zone. Out of the numerous monuments of Bhaktapur district, 43 monuments are partially damaged and 19 monuments have completely collapsed. The report also adds that the earthquake has completely destroyed 25-30 traditional houses which belonged to the protective Monument Zone (DoA, 2015).

DoA (2015) also states that among the collapsed temples, Batsleswori is one of the gorgeous temples of Bhaktapur, dedicated to Durga and built in Shikhara style on a stone pilth by Jitamitra Mallain 16th century AD. Another collapsed temple is Shilu Mahadev temple known as Fasi Dega. The temple was rebuilt from its base after destruction in 1934 AD. One more Shikhara style temple known as Kedarnath temple built during the time of King Bhupatindra Malla is also damaged in its upper part.

Apart from this, Bhaktapur Municipality had also conducted a survey upon the heritages destroyed by the earthquake. The preliminary report of the Municipality states that a total of forty nine built heritages have been partially destroyed which does not just include temples and monasteries but also includes the secular buildings such as *Patis* and *Ghats*. A total of sixty seven built heritages need to be reconstructed completely and have been termed as '*Purna Ayogya*'. Some of the important heritages that are rendered useless are Phasi Dega, Vatsala Temple, Prasannashil Aagamachhen, Taleju Temple, Brahmayani Temple, Swet Bhairav Temple, Pujari Math, etc. Ten temples of Hanumanghat area have also completely collapsed. Similarly, out of the three museums, The National Art Museum has also suffered partial damage where the outer façade of the museum has sustained major cracks. Bhaktapur Municipality has estimated that the total loss to cultural heritage due to the earthquake amounts to twenty nine crores thirty two lakhs Nepali Rupees (Bhaktapur Municipality).

The fact worth considering is that this is just the preliminary report and hence, the destruction caused by the earthquake to the cultural heritages in Bhaktapur can have a much wider and deeper impact physically, economically, environmentally and socially. While the preliminary report shows the destruction of 116 heritage buildings, the Municipality's revised update shows more than 145 archaeological structures related to cultural heritage need reconstruction.

Effects on Intangible Cultural Heritage

The intangible cultural aspects of worship, rituals and festivals are severely interrupted at temples that have completely collapsed. Loss of important tangible heritage is interrelated with loss of intangible heritage and identity due to which loss of intangible heritage could be treated in parallel with loss of tangible heritage. Significant economic losses have incurred in communities that rely on revenue generated with the interruption of annual ritual activities. While some structures have withstood the quake, many are unsafe for devotees to use and conduct rituals and commune to the deities housed inside. Ritual performances and religious dances associated with the temples that have been destroyed have been severely curtailed leading to a potential loss of this intangible heritage.

Many public rest houses (*patis*) have also collapsed or have been badly damaged. The *patis* like Yosi Pati, Bhujju Pati, Bhramayani Deep Pati, etc. have been rendered completely unable to be used and many other *patis* like Galasi Bhajan Pati, Lakulachhen Pati, Indrayani Pith Pati, etc. have suffered huge damages as well. These community structures provide a meeting place for people of all generations to share news and stories as well as provide a common place for the locals to sing prayer songs. Damage to these structures could mean a loss in the continuation of oral narratives which is intrinsically linked to community culture in Bhaktapur as well as in Nepal as a whole.

Effects on service delivery and access to goods and services

The destruction of buildings had caused the closing of cultural institutions such as libraries, museums and archives as well as places of religious worship, such as temples and monasteries. The closing of Government offices and institutions, such as cultural centres and museums, has also slowed down the implementation of ongoing restoration projects. The world Heritage Zone of Bhaktapur had been reopened to public since June 15, 2015. Bhaktapur was the first to reopen its heritage site for tourists to visit after the quake. However, the unsafe structures still remain to be dismantled and unsafe areas fenced off properly in order to provide a safe environment for visitors.

Effects on cultural industries

According to Cottage and Small Scale Industries of Bhaktapur, Bhaktapur has a total of 124 handicraft industries producing wooden crafts, stone sculptures, bronze

statues, metal sculptures, paper, silk, etc. Bhaktapur also houses a total of 48 Thangka industries. While none of these industries have come to officially report closing of their industry due to the earthquake, Bhaktapur Gharelutatha Sanaa Udhyog Sangh (Bhaktapur Association of Cottage and Small Scale Industries), an association of 242 cottage and small scale industries of Bhaktapur has reported that 58 industries related to the association have been destroyed completely and 33 have been destroyed partially killing four people and injuring nine. These industries however, do not just include the handicraft and the Thangka industry.

There may however be some positive effects in the knowledge, transmission and implementation of traditional craftsmanship, as more craftsmen will be needed to restore the many historic houses, temples and monuments that were damaged. Opportunities presented on such a large scale could revitalize traditional crafts, such as traditional masonry techniques, wood-carving, stone-carving and metal repoussé techniques. As Nepal does not have enough craftsmen to handle the current need, a small number of local master-craftsmen could take lead in transmitting traditional knowledge to the next generation, and document the same to contribute to retention of knowledge economy that values cultural heritage. However, as most of the buildings that collapsed were older structures built using traditional materials, following the earthquake, a concern that is widely shared is that local people may view traditional materials and craftsmanship as “unsafe” and would be more inclined towards accepting concrete structures as a safer alternative (PDNA, 2015).

Effects on Tourism

According to the Tourist Information Centre of Bhaktapur Municipality, Bhaktapur received a total of 301,012 tourists in the year 2071. However, in the aftermath of the quake, tourism in Bhaktapur decreased drastically. Bhaktapur received 6808 Non-SAARC tourists in April/May 2015. The number decreased to just 11 in May/June and improved to 1117 in June/July compared to 5095 non-SAARC tourists of the previous year in June/July. Similarly, the SAARC tourist numbers in Bhaktapur was 5738 in April/May, 9 in May/June and 392 in June/July, 2015. Thus, while tourism in Bhaktapur had always been increasing except in the year 2004/05; 2014/15 received just 244,144 tourists compared to 290,891 tourists in 2013/14.

The tourists' views regarding Bhaktapur however, has gained mixed reactions after the earthquake. While many tourists are still drawn in by the lush cultural heritages and living culture of Bhaktapur, many other find it very exciting to visit Bhaktapur, especially after the quake, to see how it has sustained and also to see what remains after the quake. When asked whether they feel safe and if they would visit again, many tourists replied positively as places like Bhaktapur help them escape the daily chaos of the concrete world and help them escape into a distant world that is so different from theirs.

In this regard, Lowenthal's (1998:6; in Park, 2014:7) statement becomes lively and full of explanation: 'Dismay at massive change stokes demand for heritage... Beleaguered by loss and change, we keep our bearings only by clinging to remnants of stability... Mourning past neglect, we cherish islands of security in seas of change.'

Effects on Local Economy

Integrated Management Framework (2007:32) states that the local economy in and around the Monument Zones is geared towards tourism. The Monument zones cater to varying degrees of visitors. Squares are city centres and are therefore also vibrant areas for the local economy. The recent earthquake has however taken its toll upon the local economy in and around the Monument Zone in Bhaktapur. The research conducted by the author showed that the business of the souvenir shops have seen great depression after the quake. Many souvenir shops selling wooden artifacts have suffered damages to their shops due to the earthquake. Many add that their income has decreased 50-80% as compared to a no-earthquake scenario. The sellers worry about the negligible number of tourists visiting these days causing their economy to follow a downward slope. Similarly, the souvenir shops selling metal and bronze sculptures also have a similar story to tell. Here as well, many shops have suffered physical as well as economical damage. Their income has decreased by more than 50%. Many shops in the Pottery Square have also witnessed losses of similar manner.

Restaurants and hotels are left with damages as well as lesser tourists to cater their services to. The quake damaged 111 hotels in Bhaktapur causing a loss of USD18.8 million (*My Republica*, 8 June, 2015).

New Opportunities

Faulkner & Vilukov (2001; in Kunwar, 2016: 17) state that despite the negativity that crises generate, crises are not only considered negatively as some researcher suggest positive effect of crises such as stimuli to innovation or the recognition of new markets. Holmes (2003; in Campiranon & Scott, 2007: 151) thus emphasize that at the heart of every crisis lies tremendous opportunity, and perhaps this is why the Chinese word for crisis is surprisingly composed of two symbols meaning 'danger' and 'opportunity' (Kunwar, 2016: 17).

Apart for increased publicity of Nepal and the positive benefits upon the traditional crafts as discussed earlier, Maharjan (2015) states that the recent earthquake has also left some other positive repercussions. The damaged temples have now drawn in many researchers regarding how the monuments have been built and how they can be repaired. Also many opportunities of researches have opened up related to cause of such extensive damage and how such structures can be strengthened to make them earthquake resistant. Even the students from neighboring country have visited

durbar squares to study the monuments and the construction technology. Many conservationists believe that a new door has been opened for the development and conservation of our centuries old sites. Because of the earthquake, internationally, our heritage sites have become popular and many donor agencies are willing to donate funds to conserve our heritage sites. Nepal Government has already put aside NPRs 2 billion for the restoration of monuments.

Recovering Heritage Tourism

Mair et al. (2014) define post-disaster recovery as the development and implementation of strategies and actions to bring the destination back to normal (pre-event) condition or an improved state. Andrew Jones, vice-chairman of the Pacific Asia Travel Association (PATA) recalls; 'I have visited Nepal several times. My first impression towards Nepal after the April 25 deadly earthquake was that the country had been devastated. The international media reports showed that everything had been destroyed. But when I arrived here, it was much better than I had anticipated. To be honest, I didn't have any problems visiting the country. No dangers at all. In general, I don't find Nepal unsafe to visit. There are many places in Nepal that have escaped the disaster, and there are many places to visit. But businesses are not normal yet. Like me, visitors need to know the reality that many places are safe to visit. We are not actually saying that the situation has become normal and come from tomorrow. But it's going to be on the right track soon' (*The Kathmandu Post*, 5 May, 2015). While such opinion leaders can definitely help recover tourism by minimizing the threat being felt in some source markets to visit Nepal, the fact worth considering as put forward by Beirman (2003) is that crises such as natural disasters are one of the highly publicized localized crisis which often deter tourists from visiting the entire destination.

Tourism has time and again suffered the wrath of crisis, be it natural or man-made, time and again in the history of Nepal's tourism itself where we have encountered drastic decrease in the influx of inbound tourism. Thus, for the recovery of heritage tourism, focus now has to be given to heritage reconstruction as it is the immediate need and also long term strategic marketing can help properly address the concerns as well as strengthen the tourism industry.

Heritage Reconstruction

In Bhaktapur, the Archaeological Department under the Government of Nepal and the Bhaktapur Municipality are responsible for the preservation, maintenance, repair and renovation of the heritage sites. Bhaktapur Municipality utilizes NPRs 40 million annually to conserve the cultural heritage site of Bhaktapur. After the earthquake, the Government has focused more upon the issue of reconstruction. The Government has allocated the task of reconstruction of cultural heritages after the

earthquake to the National Reconstruction Authority (NRA) but the NRA has still not finalized its plans of reconstruction.

Thus, the reconstruction of heritage sites is still just limited to paper and drawings. In case of Bhaktapur, the reconstruction of the destroyed heritages will be done through German assistance as well. Bhaktapur Municipality has not yet received any budget for reconstruction. However, the Municipality has been doing a detailed survey of the destroyed cultural heritages, estimated the total monetary loss caused by the destruction of the cultural heritage and has also estimated the amount needed for reconstruction. Bhaktapur Municipality, as such, has estimated that a total of NPRs 29 crores and 32 lakhs will be needed for the reconstruction of the destroyed cultural heritages. However, this is still not the finalized report. *The Himalayan Times* (5 November, 2015) stated that the Department of Archaeology, Guthi Sansthan and German Development Bank signed an agreement on reconstructing and restoring Pujari Math (Hindu priests' houses) at Tachapal Tole, Bhaktapur on 4 November, 2015.

NRA launched a national reconstruction campaign on January 16, marking 1934's devastating earthquake anniversary. And reconstruction works will begin on April 24 coinciding with the first anniversary of April earthquake. President Bhandari laid the foundation stone at the Ranipokhari temple to symbolize the start of reconstruction of public heritage sites and the prime minister unveiled a map of the reconstruction master plan for the Bungmati area the same day.

Despite this, ironically, *My Republica* (25 January, 2016) writes that the newly-formed National Reconstruction Authority (NRA) has been working at a snail's pace if a month-long work of the authority is any indication. Though the prime minister and top officials of the NRA had earlier announced that it would work on a war-footing, the NRA has utterly failed to gather momentum in its work despite the fact that the autonomous body, authorized by a parliamentary act, exercises full authority in decision making on its own.

On January 11, the NRA's directive committee headed by the prime minister passed over NPRs 290 million budget for the NRA. With this, it was widely expected that the authority would expedite its task as claimed by the prime minister, top government officials and the CEO himself. Over two weeks have elapsed since then but the CEO has failed to recruit officials for its central office. The authority has not been able to set up its seven regional offices in the quake-affected districts in lack of staff though it decided to establish the offices on January 13. The regional offices are supposed to monitor and facilitate all the tasks related to the reconstruction at the ground level. The NRA has failed to exercise its power and work as an effective autonomous body, which is its main objective. Government officials say that the NRA's working and decision making style hasn't been any different than the usual and

lengthy bureaucratic works at the ministries. NRA had however stated earlier that the reconstruction of cultural heritages could start from April, 2016.

Apart from this, International donors have pledged more than USD 4 billion (approximately NPRs 400 billion) and NPRs 74 billion that the government has allocated for the reconstruction projects remains unspent, while tens of thousands of people are taking shelter under flimsy tents in extreme cold. Advisory Council members have been briefed that the authority was in a position to mobilize around USD 200 million for reconstruction.

Thus, due to these bureaucratic difficulties, Bhaktapur municipality has still just limited its works to cleaning of the debris.

A six-year recovery period, requiring on average USD 34 million per year is proposed by the PDNA for the restoration and reconstruction of all damaged and collapsed buildings including refurbishment of cultural institutions and museums. But the task of reconstruction can be much lengthy and complicated.

In an interview, Shaphalya Amatya, former Director General of Department of Archeology who has written a number of books on various cultural and heritage sites of Nepal emphasized, "We need to start our work only after carrying out an intense study. Some temples are completely ruined and some damaged partially. The process of reconstruction is very lengthy as you need to have drawings to the scale and documentation. One needs to see whether the drawings are perfect on the basis of structural engineering. There is the need to make a cost estimate following the drawings. The situations of 1934 and now are different. The population of Kathmandu was much smaller and there was enough wood available around Kathmandu. There were enough endogenous masons, laborers, carpenters, painters and others. The situation is different now. You have to go far away to bring the brick. You need to train the new manpower to do the complicated work to reconstruct the temples. I think it will take decades as it is not simply like rebuilding the houses. There are so many complexities involved in the construction of temples. There are so many nitty-gritties during the assembly of the temples. You need to make special bricks for temples and there is a need of special craftsmen, carpenters, laborers, artists and architects" (*New Spotlight News Magazine*, 8 May, 2015).

Tourism Restoration

Similarly, for tourism recovery, Bhaktapur has reopened its cultural heritages to tourists from June 15. The reopening of the World Heritage Site gives a positive message to the world that Bhaktapur is back in business and waiting for tourists to visit them. Similarly, various events such as Gajatra Mahotsav was conducted so as to lure in tourists by the intangible heritages of Bhaktapur at a time when the tangible heritages incurred huge devastation.

Bhaktapur had also formulated some planned activities related to sustainable tourism before the earthquake. These include formulation of Tourism Master Plan, development of home stay activities in the possible VDC's of Bhaktapur, skill enhancement training for women, Community awareness program and tourism promotion project in Changu Narayan, culture promotion through cultural program, development of short hiking and trekking trail and development of agro-based tourism (Bhaktapur Municipality). The past activities related to sustainable tourism includes Bhaktapur Night, environment campaign, celebration of World Tourism Day, organization of Multi-stakeholders' conference on the sustainable tourism development of Bhaktapur district, short hiking trail development on the surrounding villages, service quality enhancement training and house-keeping training.

The District Development Committee of Bhaktapur has also published its plans for tourism development and management until 2017/18. The focus as such will be upon Rural Tourism, Meeting, Incentive, Conference and exhibition (MICE) Tourism, Education and Research Tourism, Pleasure, Recreation and Entertainment and Health, Spa and Meditation tourism. Similarly, the DDC has also formulated priority programs for 2017-2021 which includes Diversification of Tourism Products and Trekking Routes, Consolidation and Elaboration of Tourism Activities, Inter-District Tourism Development and Promotion of Cultural and Pilgrimage Tourism.

In the national level, to cope with the tourism crisis, the Pacific Asia Travel Association (PATA) submitted a Nepal Tourism Rapid Recovery Taskforce Report and Recommendations to the Nepal Tourism Board. The government has reopened most of the cultural heritages sites damaged by the earthquake including the all three former royal squares from June 15. The recently formed Tourism Recovery Committee (TRC) has been tasked with minimizing the repercussions of the earthquake in the tourism sector. Similarly, PATA and National Tourism Promotion Committee (NTPC) unveiled a refreshed recovery strategy and plan logo that was used for the immediate 3+ month recovery phase; 'NEPAL. BACK, ON TOP OF THE WORLD'. Also, Nepal Association of Tour and Travel Agents (NATTA) had announced familiarization tours to Chitwan and Pokhara for international media and tour operators to let the world know the realities in and around the coveted destinations (MoCTCA, 2015).

Kunwar (2015) writes that within a week of the earthquake, 24 International Airlines had decreased their 294 flights to 191 flights and the decreased flights were not fixed to take off till October. Likewise, some tourism generating countries issued travel advisories by considering Nepal as a vulnerable destination where tourists were not likely to be safe and secure. To deal with these hindrances, Nepal has adopted the practices of crisis management. Nepal has not just sought to catch the eyes of the world by unveiling a plan logo but has also hosted familiarization trips from China. China also happens to be the largest tourism generating country for Bhaktapur. Similarly,

seventeen International and five Nepali mountaineers were felicitated and honored as Goodwill Ambassadors for Nepal. The Nepal tourism Board's official website also give an up-to-date view of the current scenario to the tourists. In August the NTB also completed a historical destination promotion program in three major cities of Australia- Sydney, Melbourne and Brisbane as a part of post-earthquake tourism recovery plan.

Incentive Holidays announced the launch of the first ever smart travel companion app for travelers named "Gonepalholiday", and a travel magazine named "Gonepal E-magazine", describing Nepal's tourism status post-earthquake. Gonepalholiday improves travelers' in-trip experience by displaying a contextual, actionable view of the itinerary of Nepal's popular destinations, hotels, trekking, and maps, including other travel and tourism related information. Travelers may download Gonepalholiday on smartphones running both Android and iPhone operating systems (*New Spotlight News Magazine*, 12 June, 2015).

Post-earthquake, reportedly 80% of hotel reservations had been cancelled. While hotels in the capital still had a relatively good occupancy rate, the rooms were occupied by foreign rescue teams, media personnel and members of international agencies. For tourism recovery, the Post-Disaster Needs Assessment Report has urged the Government to announce 2017 and 2018 as Nepal Tourism Year to assure visitors that reconstruction and rehabilitation will be completed by then.

Good coordination among the key stakeholders is needed to ensure that foreign tourists perceive Nepal as a safe destination to visit. As the Nepal Tourism Board and the private sector have been spending NPRs 2.20 billion annually on tourism marketing and promotion during normal times, the outlay has to be increased multiple fold to revive the market. Also, there is a need to re-build and re-brand the image of tourism, and significant efforts and resources will be required to do this. Despite the overall estimated damage and losses, the tourism industry remains resilient and optimistic about executing a turn-around in the medium to the long term. The sector is poised to build back better with concerted efforts from all the stakeholders and support from the Government. However, the efforts need to target the global tourism market and convince potential visitors to come to Nepal besides providing assistance to the affected rural and urban tourism entrepreneurs (PDNA, 2015).

Response of academic institutions to earthquake in Bhaktapur

Bhaktapur Municipality has contributed a lot towards establishing educational institutions in Bhaktapur where six colleges have been established by the revenues collected from tourism alone. Many academic institutions, as such, have played their part to address the recent earthquake and the destruction it caused. Khwopa Engineering College (KhEC) is one such academic institution.

KhEC is Nepal's first community-based engineering college, undertaken by Bhaktapur Municipality. After the earthquake, many teaching staffs and students went to observe the destruction caused by the earthquake. The college further conducted various training programs related to construction. The programs included masonry training conducted in two levels. This training program reached out to almost 250 people. Similarly, trainings were also provided to around 70-80 people which was related to traditional style of carpentry and masonry training.

On the 18th Earthquake Safety Day on January 16, the institution hosted various workshops and seminars related to the earthquake in Bhaktapur Durbar Square. Furthermore, the college has also planned to conduct an international seminar related to the earthquake in April, 2016.

In addition to this, a team of 14 students and two professors from Namseoul University of South Korea is preparing to provide Sand Play Therapy to the quake survivors of Bhaktapur from January 27. The therapy aims to alleviate the trauma that the quake survivors experienced during the April 25 earthquake. The therapy will be given to school children and other quake survivors at Bhaktapur-based BidhyaArjan Boarding School. Professors from Namseoul University accompanied by Srijana Thapa, who is an assistant professor at the Department of Child Welfare in the varsity, said the therapy was being provided to the quake survivors for the second time in Bhaktapur and Lalitpur. The team is also planning to organize a workshop and provide a 50-hour training of Sand Play Therapy here in Nepal for those interested (*The Himalayan Times*, 26 January, 2016).

Conclusion

Heritage in Nepal is deeply connected to the nation's pride, the people's souls, belief and identity. Culture and heritage set up a distinct image of Nepal in the world. The earthquake of 2015 brought about huge loss to the heritages of Nepal, many of which identify Nepal in the outside world. The Post-Disaster Needs Assessment Report envisages a long-term recovery plan to restore the destroyed structures based on the principles of "building back better". Further, tourism during the reconstruction period would continue to benefit local businesses such as hotels, restaurants and craft stores. But, the bureaucratic difficulties are many. Though tourism has seen a slight upsurge in the aftermath of the quake, heritage reconstruction still remains present only on papers. In such a situation, heritage tourism might surely be on a halt and as such, many places such as Bhaktapur, depending on heritage tourism might suffer bitterly. The good news is that, the earthquake has also generated some publicity to Nepal, where many tourists are coming to see what is left after the earthquake.

On the grim side, the Government has still not been able to substantially start the reconstruction process. But, on the bright side, many citizen initiatives for

reconstruction have kept the hopes of the people and the country alive. For instance, locals of Pilachhen in Lalitpur are ready to set the wheels of reconstruction works in motion soon as a part of citizen-led initiative to rebuild a historical settlement devastated by earthquakes of April and May. The reconstruction works, however, are not being executed by the government. Instead, around 10,000 locals and volunteers are taking the lead to rebuild the settlement.

Kunwar (2015) states that the underlying intention of a successful tourism recovery program is not merely restoring or getting back to where things were before the crisis event but to build back better for which the program needs to be designed to result into a more marketable destination and business and to improve infrastructure to the point that a similar event in the future may be less destructive. Also, the 'world's best practice' should be followed when restoring tourism destinations in crisis (Beirman, 2003). In addition to this, policy level changes are also required in the field of heritage conservation and preservation as a famous saying goes 'better preserve than repair, better repair than restore, better restore than reconstruct'.

As a living heritage, the unique architectures of Bhaktapur, the cultural festivals, dances, music, art and lifestyle have attracted many tourists both domestically as well as internationally. As such, concrete efforts are needed for cultural heritage reconstruction and conservation as well as for tourism promotion in Bhaktapur and in Nepal as a whole. Thus, there should be continued collective efforts from the Government as well as from the private sectors to eliminate fear among potential incoming tourists regarding the safety of the country and also regarding the availability of tourism products. The private sector can focus upon disaster tourism during the reconstruction phase where packages can be designed with a combination of earthquake hit tourist sites and unharmed tourist destinations. Tour guides can be trained to provide narratives exhibiting the resilience of the people and the country. This will not only add value to the experience of the tourists but will also draw a different set of tourists leading tourism to generate revenues that can in turn provide substantial help for the process of reconstruction as well.

Bhaktapur is a unique tourist destination in Nepal being a 'Living Heritage', an 'Ethno park' and the 'Cleanest City'. As shown in the survey of BTDC, almost all tourists in Bhaktapur come to see the cultural heritage. However, crisis creates a significant challenge for marketing a destination. Thus, for effective promotion after a crisis, the destination should be positioned positively in the minds of the consumers. This can be done through a unique and appealing destination image. The study of many researchers has shown that the more positive the destination image is, the higher is the tourist satisfaction. Satisfaction, in turn, also affects future intention behavior. Hui et al. (2007; in Moreira et al., 2014: 96) in their study showed

that satisfied travellers are willing to choose the same destination again in the future and are also willing to refer the destination to their friends and relatives. Wang and Hsu (2010; in Moreira et al., 2014: 96) found the mediating effect of overall satisfaction on the relationship between destination image and behavioral intention. Thus, Bhaktapur has to be protected and promoted with a strategic and appealing destination image that focuses upon the cultural heritages which will not just satisfy the tourists but will also influence their behavioral intention to visit the destination again.

Acknowledgement

We would like to thank Ram Govinda Shrestha of the Heritage Department of Bhaktapur Municipality, Suresh Tamrakar of Tourist Information Centre, Bhaktapur, Narayan Bohora of Department of Archaeology, Kathmandu, Kamal Niroula of Cottage and Small Scale Industries, Bhaktapur and Shiva Krishna Koju of Khwopa Engineering College, Bhaktapur for their cooperation during fieldwork.

References

- Ames, D. L. & Hamroun, Z. (2011). Principles of Architectural Preservation. In King, T. F. (ed.) *A Companion to Cultural Resource Management* (pp. 29-53), UK: Wiley-Blackwell.
- Apostolakis, A. (2003). The Convergence Process in Heritage Tourism. *Annals of Tourism Research*, 30(4): 795-812.
- Barahi, S., Fan, R., Hung, P., Malla, P. and Yeung, R. (2011). *Tourism Cluster in Nepal: Microeconomics of Competitiveness*. Institute for Strategy and Competitiveness, Harvard Kennedy School and Harvard Business School.
- Banskota, K & Sharma, B. (1995). *Tourism for mountain community development: Case Study report on the Annapurna and Gorkha regions of Nepal*. Kathmandu. International Centre for Integrated Mountain Development (ICIMOD), Centre for Environment and Resource Studies (CREST).
- Beirman, D. (2003). *Restoring Tourism Destination In Crisis: A Strategic Marketing Approach*. Wallingford: CABI.
- Beirman, D. (2003). *Restoring Tourism Destination In Crisis: A Strategic Marketing Approach*. Wallingford: CABI.
- Beirman, D. (2003). Turkey: Izmit Earthquake, 1999. In *Restoring Tourism Destinations In Crisis* (pp.153-168). Wallingford: CABI
- Bhaktapur Nagarpalikaka Chhetra Bhitrako Sampadaharuko Prarambhik Bhukampiya Chhyati Bivaran (A Preliminary Report of Heritage Destructions within Bhaktapur Municipality)*, Bhakatpur: Bhaktapur Municipality, 12 May, 2015.

- Bhaktapur Jillako Paryatan Vikas Tatha Vyavasthapan Yojana 2069/70-2073/74 (Tourism Development and management plan of Bhaktapur District 2069/70-2073/74)*, Bhaktapur: District Development Committee.
- Bhele, R. S. (ed.) (2007). *Bhaktapur: A Guide Book*, Bhaktapur: Tourism Development Committee.
- Cohen, E. (1984). The Sociology of Tourism: Approaches, Issues and Findings. *Annual Review of Sociology*, 10: 373-392.
- Dann, G. (2000). Theoretical Advances in the Sociological Treatment of Tourism. In *International Handbook of Sociology*. London: Sage Publications.
- DoA (2015). *Kathmandu Valley World Heritage Site: Integrated Management Framework*, 2007. Kathmandu: Department of Archaeology.
- DoA (2015). *Preliminary Report of Monuments Affected by Earthquake April 25, 2015*. Kathmandu: Department of Archaeology.
- Douglas, M. (1994). *Risk and Blame: Essays in Cultural Theory*. London: Routledge.
- Demographic Profile of Nepal 2013/14*. Kathmandu: Mega Publication and Research Centre.
- Drabek, T. E. (1995). *Disaster Responses within the Tourist Industry*. *International Journal of Mass Emergencies and Disasters*, 13 (1): 7-23.
- du Cros, H. & McKercher, B. (2015). *Cultural Tourism*, Second Edition. London: Routledge.
- Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism Management*, 22:135–147.
- Fernandes, C. (2013). The Impact of Cultural Tourism on Host Communities. In Raj, R. Griffin, K. & Morpeth, N. (eds.) *Cultural Tourism*, (pp.26-38) Wallingford: Cabi International.
- Harvey, D.C. (2001). Heritage Pasts and Heritage Presents: temporality, meaning and the scope of heritage studies. *International Journal of Heritage Studies*, 7 (4): 319-338.
- Hoelscher, S. (2006). Heritage. MacDonald, S. (ed.) *A Companion to Museum Studies* (pp.198-218), Oxford: Blackwell Publishing.
- Hoffmann, N. B. (2013). 'Locating' or 'dislocating' heritage and cultural tourism within the humanities. *TD the Journal for Transdisciplinary Research in Shouthern Africa* 9 (2): 341-356.
- Huan, T. C., Beaman, J. & Shelby, L. (2004). No-escape natural disaster: mitigating impacts on tourism. *Annals of Tourism Research*, 31:255-273.

- Jones, H. (2013). *Entry points for developing tourism in Nepal*. Centre for inclusive Growth. London, Overseas Development Institute.
- Joshi, H. (2060). *Nepalka Chaadparwa*. Kathmandu: Sugam Printing Press.
- Katriel, T.(1993). Our Future Is Where Our Past Is: Studying Heritage Museums as Ideological Performative Arenas. *Communication monographs*. 60 (1): 69-75.
- Kunwar, R. R. (2012). Safety and Security in Tourism: A Study of Crisis and Disaster Management. *Journal of Tourism and Hospitality Education*. 2:58-83.
- (2012). *Tourists and Tourism: Science and Industry Interface*. Kathmandu: Dangol Prints.
- (2015). Cultural tourism. *Journal of Tourism and Hospitality Education*. 1:1-50.
-(2015). Tourism and Natural Disaster: A study of Nepal's Earthquake-2015. *Voice of Himalaya*, (1): 19-34.
-(2016). Tourism Crisis and Disaster Management. *The Gaze Journal of Tourism and Hospitality*. 7(1):1-36.
- Kunwar, R. R. & Limbu, B. (2015). Tourism and Earthquake: A Case Study of Nepal and Turkey. *NATTA Souvenir*.
- Levy, R. I. (1992). *Mesocosm: Hinduism and the Organization of a traditional Newar City in Nepal*. Delhi: Motilal Banarasidass Publisher.
- Lowenthal, D. (1985). *The Past is a Foreign Country*, Cambridge: Cambridge University Press.
- Maharjan, S. (2015). *Culture Resource Management* (Assignment, Purbanchal University).
- Maharjan, M. (2012). Conflict in World Heritage Sites of Kathmandu Valley: A Case Study on the Conservation of Private Houses in Three Durbar Squares. *Nepal Tourism and Development Review* 2:90-91.
- Mali, P. (2015). Vaastukalaka Gharharu Haraaudai. *Kantipur*. (Nepal's National Daily Newspaper). 30 September.
- Mair, J., Ritchie, B. W. & Walters, G. (2014). Towards a research agenda for post-disaster and post-crisis recovery strategies for tourist destinations: a narrative review. *Current Issues in Tourism*, pp. 1-26.
- Millar, S. (1989). Heritage Management for Heritage Tourism. *Tourism Management*.
- Moratto, M. J. (2011). Archaeology of the Distant Past. In King, T. F. (ed.) *A Companion to Cultural Resource Management* (pp. 64-65), UK: Wiley-Blackwell.

- Moreira, P. & Iao, C. (2014). A Longitudinal Study on the Factors of Destination Image, Destination Attraction and Destination Loyalty. *International Journal of Social Sciences*. 3(3): 90-112.
- Murphy, P. E. & Bayley, R. (1989). *Tourism and disaster planning: Geographical Review*, 79(1):36-46.
- My Republica* (Nepal Daily English Newspaper) (2015). New logo, slogan launched for tourism recovery, 31 August.
- My Republica* (Nepal Daily English Newspaper) (2016). Reconstruction Authority working at snail's pace, 25 January.
- New Spotlight News Magazine (National Fortnightly)* (2015). *The temples should be reconstructed as earthquake resistant*, May 8.
- New Spotlight News Magazine (National Fortnightly News Magazine)* (2015). *Incentive Holiday launches Go Nepal holiday*, June 12.
- Nickell, D. (2011). A Displaced People's Perspective on Cultural Resource Management. In King, T. F. (ed.) *A Companion to Cultural Resource Management* (pp. 385-401), UK: Wiley-Blackwell.
- NPC (2015). *Nepal Earthquake 2015: Post-Disaster Needs Assessment: Executive Summary*, Kathmandu: National Planning Commission.
- NTB (2014). *Nepal Tourism Statistics 2013*. Kathmandu: Government of Nepal, Ministry of Culture, Tourism and Civil Aviation.
- Nuryanti, W. (1996). *Heritage and Postmodern Tourism*. *Annals of Tourism Research*, 23(2):249-260
- Nyaupane, G. P. (2009). Heritage Complexity and Tourism: The Case of Lumbini, Nepal. *Journal of Heritage Tourism*, 4(2): 157-172.
- Park, H. Y. (2014). *Heritage tourism*. London. Routledge.
- Raj, R., Griffin, K. & Morpeth, N. (eds.) (2013). *Cultural Tourism*, Wallingford: Cab International.
- Richards, G. & Munsters, W. (eds.) *Cultural Tourism Research Methods*. Wallingford: CAB International.
- Shrestha, D. K. (2014). *Cultural Heritage Tourism in Bhaktapur*, An Unpublished Master's Thesis, Submitted to the IST College Affiliated to the Salzburg University of Applied Sciences, Austria.
- Silva, K. D. (2015). The Spirit of the place of Bhaktapur, Nepal. *International Journal of Heritage Studies*, 21:8, 820-841.

- Slusser, M. S. (1998). *Nepal Mandala: A Cultural Study of the Kathmandu Valley*, Vol. 1. Kathmandu: Mandala Book Point.
- Smith, M., Macleod, N. & Hart Robertson, M. (2010). *Key Concepts in Tourist Studies*. Los Angeles: Sage.
- Stanley-Price, N. (2009). The Reconstruction of Ruins: Principles and Practice. In Richmond, A. & Bracker, A. (eds.) *Conservation: Principles, Dilemmas and Uncomfortable Truths* (pp. 32-46), Amsterdam: Elsevier.
- Thapa, S. (2014). *Cultural Commoditization: a Study of Wooden Art in Bhaktapur*, An Unpublished Master's Thesis, Submitted to the IST College Affiliated to the Salzburg University of Applied Sciences, Austria.
- The Himalayan Times* (Nepal English Daily Newspaper) (2015). Pujari Math of Bhaktapur to be restored, November 4.
- The Himalayan Times* (Nepal English Daily Newspaper) (2016). Locals come together to rebuild Pilachhen in Lalitpur, January 14.
- The PATA Nepal (2015). *Tourism Rapid Recovery Task Force (2015)*. (Report and Recommendations), Kathmandu: Pacific Asia Travel Association.
- Timothy, D. J. (2011). *Cultural Heritage and Tourism*. Toronto: Channel View Publication.
- Timothy, D. J. & Nyaupane, G. P. (eds.) (2009). *Cultural Heritage and Tourism in the Developing World*. London: Routledge.
- Wisner, B., Blaikie, P., Cannon, T. & Davis, I. (eds.) (2003). *At Risk* (Second Edition). London: Routledge.
- Bhaktapur.com
- lindamcmillan.com
- ntb.org.np
- www.btdc.com.np
- www.doa.gov.np
- www.nepaltourism.info
- www.tourismdepartment.gov.np
- www.tourism.gov.np
- www.unwto.org
- www.welcomenepal.com
- www.wttc.org

www.gauteng.net/cradleofhumankind/the_destination/world_heritage_sites/heritage_tourism/ kathmandu.gov.np
www.enepaltrekking.com/package/world-heritage-sites-of-nepal

Prospects of Creating Memorable Experience in Nepalese Tourism and Hospitality Industry

Chanakya P. Rijal*

Sudip Ghimire**

Abstract

This paper contributes to explore the concept of experience economy theory of Pine and Gilmore (1998) as a basis for measuring the prospects of creating memorable experience in Nepalese tourism and hospitality industry identifying the key elements of Nepalese tourism and hospitality industry and its dimension based on the four realms of experience as proposed by the author of experience economy theory. For assessing this result, an ethnographic study based on semi-structured interview were conducted with leading professional of Nepalese tourism and hospitality field and also with a visitor. The result of the study has clearly depicted and further elaborated the Nepalese key elements of tourism and hospitality experience, present status, major attributes, underlying anticipation of the industry, illustrating the implication while focused on the various core elements and the indigenous attributes of Nepalese tourism and hospitality industry. However, the results are confined only with the prospects based on the confirmation of the scope in experience economy for this industry with very little focus on the prospects for designing further experience or staging the experience. It has also served as a basis for understanding the emergent theory in experiential consumption of tourism and hospitality services in Nepalese sector that can be applied to the varying stage of development in the promotion and marketing of tourism and hospitality service offering. Consequently, it has also offered a new theoretical direction for tourism and hospitality policy makers, planners as well as a practical insight for the contemporary application of the findings for marketers and decision makers.

Keywords: *Experience economy, realms of experience, ethnographic dialectics, experience staging.*

* **Dr. Chanakya P. Rijal** holds a PhD degree in leadership and has been working as an Adjunct faculty of Research and Behavioral Sciences at Nepal Academy of Tourism and Hotel Management (NATHM), Kathmandu, Nepal. **Email:** rijalcpr@gmail.com

** **Sudip Ghimire** holds a Master Degree in Hospitality Management from NATHM, Tribhuvan University, Nepal. This article is an outcome of his master's thesis report. **Email:** sudip_ghimire2003@yahoo.com

Introduction

The pioneer contribution through invention of experience economy theory laid foundation for the valid recognition from numerous scholars around the globe probing the need and importance for the inclusion of experiential attributes in any product and services in order to make a memorable encounter for the clients with lasting memory (Pine & Gilmore, 1998). The work on 'experience economy' argues that the economy has shifted from service to experience pattern which is known as the progression of economic value. Thus, there is a transition from selling service to selling experience by means of customizing the commoditized business with an upgraded offering to the next stage of economic value.

In the context of tourism and hospitality sector, it can be altercated that basic practices such as selling travel packages and basic lodging and fooding services alone cannot benefit the tourist and clients as their coveted intention are to experience something new which they have not experienced before and which are also worth enjoyable. For this, the need of involving the customers and actively engaging is proven pivotal for creating memorable experiences.

Major activities of the hospitality operation can be infused to improve guest experiences such as wake-up calls and shuttle-bus service by layering an enjoyable experience atop the existing services by applying a theme to turn a service into an experience, thus uncovering many potential ideas for creating experiences, harmonizing a set of impression for engaging the guest and ultimately improving the guest experience (Gilmore & Pine, 2002) which can be regarded as the important cause for successfulness of tourism business as today's tourists seek appealing, unique and memorable experience shaped by their motivation, preceding travel experiences (Ellis & Rossman, 2008). It seems reasonable to expect that tourism and hospitality industries need to move forward in the direction of experience creation by using services as the stage, and goods as props, to engage customers for creating memorable event (Pine & Gilmore, 1998: 98).

Even before the emergence of the experience economy, tourism industry started being regarded as a leading industry for staging experience as Sternberg (1997: 952, 954) concisely put, "Tourism basically sells a 'staged' experience... tourism's major profitable activity is the formation of the touristic experience." Thus, considering the paramount significance of this industry in Nepal, the prospects of creating experience by means of staging the various inputs of tourism and hospitality seems imperative to signify the potentiality of this industry. Moreover, the entire world of business has been shifting its focus from more traditional, production intensive system to more flexible and memorable service intensive one. Here, promoting this industry as a major business of Nepal could serve instrumental to project Nepal from

the 'nowhere' position to one of the 'leading' nations in the world of business (Rijal, 2015) in experience economy.

This paper has established and explored a conceptual framework based on the four realms of an experience, i.e., 4Es -- entertainment, esthetic, education and escapism dimension of experience representing a number of elements of Nepalese tourism and hospitality industry, and subsequently, categorizing them according to the type of experience they are capable of creating. Establishing the relationships between 4Es of an experience of the Nepalese tourism and hospitality elements, the prospects of creating memorable experience is tested by linking together with a strand of thoughts from the findings of a recent research.

Of course, the results of this study will contribute to both academia and industry as this study is also the first of its type in the Nepalese context to evaluate the prospect of overall tourism and hospitality industry in experience economy scenario. Therefore, it depicts a new angle from which the entire industry can be regarded. In future, this study also can serve as a guidance in the effective design of memorable experience based researches concerning the overall Nepalese tourism and hospitality attractions. Specifically, this work aimed to explore the prospects and potentiality of Nepalese tourism and hospitality industry for creating meaningful and memorable experience as per the four realms of an experience based on Nepalese core and indigenous elements, investigate the present status and prevailing practices of the industry with respect to the realms of an experiences, major prospects, challenges and solutions for the creation of memorable experiences of indigenous Nepalese origin.

Memorable Experience in Tourism and Hospitality

The word "experience" is derived from two conjoined Latin words "experientia" and "experiri" meaning "knowledge gained by repeated trails" and "to try, test" respectively (Gelter, 2006). Tourism and hospitality experiences are created through a process of visiting, learning and enjoying activities in an environment away from home especially in hospitality industry (Stramboulis & Skayannis, 2003). Other scholars have recognized that the experiences are generally internally produced and it is rightly said that the person creates his/her own experience based on his/her backgrounds, values, attitudes and beliefs brought to the situation (Knutson, Beck, Him & Cha, 2006).

With a significant rise in investment from domestic and international investors in Nepalese tourism and hospitality sector with displayed confidence on the heels of the growing tourist influx and increasing demand for quality hospitality services (Lamba, 2014), identification and promotion of new product and services by bolstering the intangible assets of Nepal emphasizing the people and culture and significantly improving the product and services with new innovation while being

focused to rebrand Nepal's image, can help to improve quality and tourist experiences (Siddharthinc, 2015) and there arises the need of upgrading the current tourism and hospitality business to focus on providing individually customized hospitality and travel experiences (Erdly & Kesterson-Townes, 2003) as tourism and hospitality industry over the world is transforming from a product-focused, physical-asset intensive business to a customer-focused, experience-centric (Knutson, 2006) because customers do not buy service delivery; they buy experiences; they do not buy service quality; they buy memories and they do not buy food and drink; they buy meal experiences, revisited Hemmington (2007: 749) on consumer behavior in experience economy.

Along with this basic understanding for the need of creating Memorable Experience in tourism and hospitality sector it is also apparent to understand clearly about what forms the Memorable Experience. In this vein, development of scale in two research papers examining Memorable Experience in Tourism sector are noteworthy. In the words of Kim, Ritchie and McCormick (2012), the hedonism, novelty, local culture, refreshment, meaningfulness, involvement and knowledge are the key construct or factors responsible for creating Memorable Tourism Experience. By extending the concept of Memorable Tourism Experience (Sthapit, 2013) added that 'adverse feeling' is also the determinant for Memorable Tourism Experience which is however not of positive kind. Another model which emphasizes on the relation between value of products and the experiential consumption in cost of money the tourist pay, can be regarded as a significant development for measuring tourist experience (Tarssanen, 2009: 17–18). Experience Pyramid is the tool created for figuring out the experience content of tourism product which is also the framework for experience production developed by Tarssanen and Kylänen (2006). Use of this pyramid are extensive in the thesis research of two native scenarios (Shrestha, 2014) and (Kafle, 2014) focusing to measure visitor experiences in Ghandruk and Chitwan National Park respectively. The later one had also used the four realm of experience model as in Pine and Gilmore (1998).

Several studies have tried to focus on the experiential aspects of hospitality industry of which (Oh, Fiore & Jeoung, 2007) research on U.S. based B&B accommodation industry with an experience model of Pine and Gilmore (1998) concluded that plausible consequences of customer experiences, such as satisfaction, arousal, memory, and overall quality depends heavily on the experiential offering, i.e., education, esthetics, entertainment and escapism. Guests of luxury hotels are not just looking for service quality and its features, for example, staff courtesy, hotel appearances, quality foods, etc. but also attached importance to experiential service attributes in those hotels (Mohsin & Lockyer, 2010; Cetin & Dincer, 2014) for gaining positive feedback and loyalty.

Today's travelers are more experience-focused and to meet these demand preferences, hoteliers are seeking innovative alternatives and due to this, a specialized lodging concept has gained popularity over the last several years in the US, Europe and Asia which is lifestyle membership clubs which offers basic facilities, such as meeting and event spaces, food and beverage outlets, nightclubs, pools, and spas, and they include boutique hotel components with a focus on providing social interaction and workspaces for like-minded individuals, often in niche industries such as fashion, fitness, arts and cinema which primarily aims to produce a creative and local experience (Roth & Fishbin, 2015).

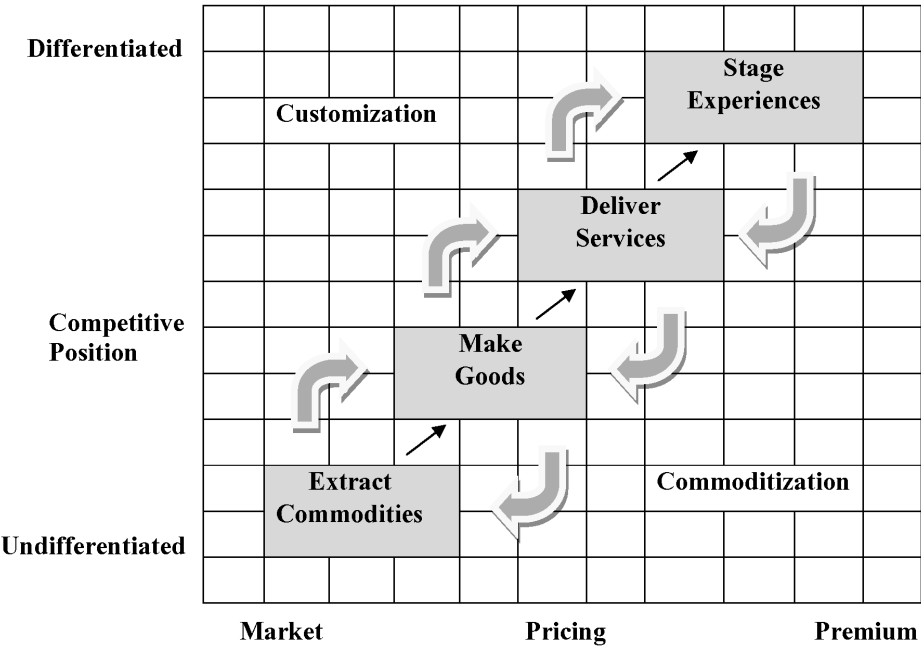
Conceptual Insights in Experience Economy

Numerous scholar in the last two decades have sought the significant need of shifting economic progress to new direction inventing the new economic concept, especially suited with the tourism and hospitality industry with depth focus on attention economy, emotion economy, entertainment economy, a dream society or experience economy of which all are interlinked with experiences as a means to differentiate brands of hospitality, tourism destinations and escape from the commoditization trap (Pine & Gilmore, 1999; Schmitt, 2003; Pullman & Gross, 2003).

The core philosophy of the experience economy is that customers are in a search of new aspects of products and services which shapes their demands to experience something which also challenges the producers to offer something better– such as added value through additional services or the core product or services (Pine & Gilmore, 1999; Jensen, 1999; Tarassanen & Kylanden, 2006). The nature of competition also changes due to such trend on the demand of the clients. Thus, there is a serious concern for client's attention. For example, growing concern of health conscious clients created another market segment in tourism and hospitality industry, the hotels are marketed as design hotels, and meals are served in restaurants by waiters singing opera (vocally trained waiters) to provide unique entertainment to the guest. In Nepal, traditional homes are also acquiring best choices of the tourists for accommodation than others because it gives them a unique experience of the beauty and traditional culture.

The progression of economic value is illustrated in diagrammatic form in left continuum. The left signifies competitive position from a low of undifferentiated to a high of differential. The horizontal continuum on pricing extends from market to premium rates. Figure 1 presents with the detailed portray of various evolutionary stages of economic development.

Figure 1: The progression of economic value



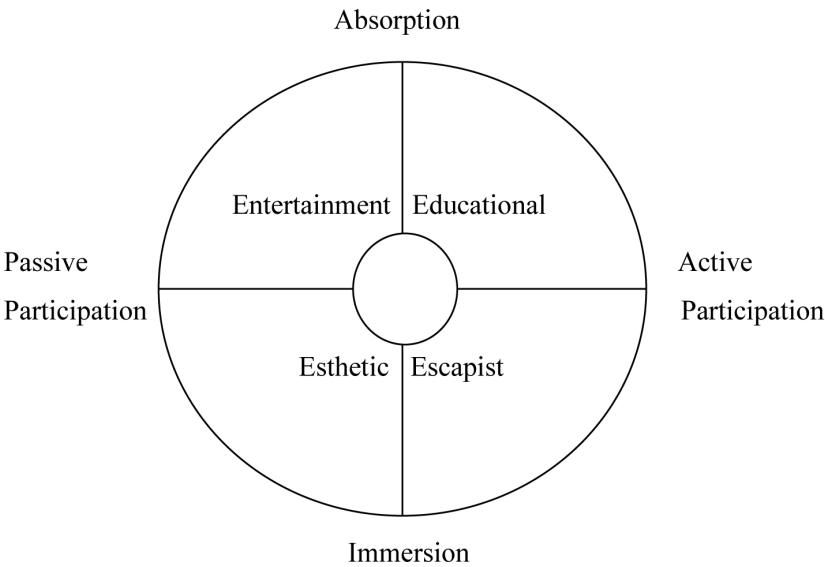
Source: Pine & Gilmore (1999: 2).

Experiences are a distinct economic offering, as different from services as services are from goods. Pine and Gilmore (1999) differentiated the fundamentals of economic offerings in terms of function, nature, attribute, supply, seller, buyer and demand. Commodities are fungible, goods tangible, services intangible, experiences are memorable.

Four Realms of Experiences

Pine and Gilmore (1998) have agreed that the experiences exemplify four realms, namely -- education, entertainment, escapism and esthetics that manifest across two continuous dimensions. The figure below illustrates the four main experiential dimensions of Pine and Gilmore (1998).

Figure 2: The four dimensions of an experience



Source: Pine & Gilmore (1999: 6).

The first dimension indicates either active or passive customer participation. With passive participation, the customers do not affect the performance and have more of a mental presence, such as a virtual tour of a heritage museum. Being active is closely related to seeing the customer as a “prosumer” (Toffler, 1980), that is, one who both consumes and produces the service. In these cases, the production or creation of the experiences will depend on the customer’s active participation, such as in rafting and amusement or joining in the cultural dancing performed at the museum.

The second dimension, comprises two extremes - absorption and immersion. Being absorbed in an experience implies being mentally involved in the experience, such as watching a live cultural dance demonstration, while immersion implies being physically involved in the experience, for example, when participating in the cultural dancing. According to Pine and Gilmore (1998), entertaining experiences lean towards customer absorption and passive participation, while educational experiences involve active participation and absorption. Escapist experiences may include a degree of education, but involve greater customer immersion. Esthetic experiences typically result in higher levels of customer immersion but with low levels of customer participation. The richest experiences are those encompassing aspects of all four realms, forming a “sweet spot” around the area where the spectra meet.

Reflections from Related Studies

Numerous researchers had already examined the development and application of the four experience realm in tourism and hospitality sector. As mentioned earlier, Oh, Fiore and Jeoung (2007) have examined it in bed-and-breakfast accommodation and concluded that realm of experience not only conceptual fit but also serves as practical measurement framework for the study of tourist experiences. Likewise, Ramesh Raj Kunwar, the Nepalese tourism scholar first applied this theory in the Nepalese context for the study of food tourism (2011: 89-90).

A recent research in cruising tourism has revealed the relationship among cruiser's experiences, satisfaction, and intention to recommend (Hosany & Witham, 2010). Whereas, Quadri-Felitti and Fiore (2012) have observed that 4Es are equally relevant and useful in conceptualizing the wine tourism experience. Additionally, Mehmetoglu and Engen (2011) research based in music festival and museum has resulted with a thought that different dimensions of experience affect the visitor's level of satisfaction and also finds out that experiences are needed to be created and staged depending on different influences of visitor's satisfaction.

Wang, Feng and Feng (2013) have conducted a research in casino hotels and has revealed that casino hotel tourists with different genders significantly vary in their entertainment experience but not in other type of experience whereas tourists with different ages do not have significant variance in all four categories of experience in casino hotels.

Maria and Loureiro (2014) have attempted to contribute theoretically to understand influence of experience and its influences with place attachment and behavioral intentions through positive emotions and memory in rural tourism context and has proved that esthetic dimension of experience emerges as the most relevant in shaping the overall experience of the visitors.

Other research which have used experience economy realm in tourism and hospitality context are (Radder & Han, 2015) in museum, (Ali, Hussain & Ragavan, 2014) in a resort, (Singh-Manhas & Ramjit, 2013) in chain hotels, (Park, Oh & Park, 2010) for film festival participant and visitors, (Lo, Qu & Wetprasit, 2013) in spa tourism, (Manthiou, Lee, Tang & Chiang, 2014) in festival (as a segment of tourism industry), (Song, Lee, Park, Hwang & Reisinger, 2014) in temple stay (cultural tourism), (Chang & Lin, 2015) in creative life industry, (Jurowski, 2009) in tourist destination, (Suntikul & Jachna, 2015) in heritage site (historic center), (Willard, Frost & Lade, 2012) in battlefield (dark tourism context) and (Hwand & Lyu, 2015) in golf tournament tourist as part of sports tourism.

Besides, Hayes and MacLeod (2007), in a research on heritage trails in context of urban cultural tourism, have concluded with the necessity of developing and

designing trails using experience design principles of Pine and Gilmore (1998) to maximize visitor engagement in a destination.

Conceptual Framework

Considering the above review and the objectives of present research, the conceptual framework based on the four realm of experience is executed from overall Nepalese tourism and hospitality context subjected for the valid confirmation from the inquiry.

Figure 3: Conceptual framework of the study

Exploration of Four Realms of Experiences			
1. Education: Absorption of knowledge and engaging the intellect -- about learning experiences			
2. Esthetic: Passive immersion and special moments to remember -- about being there			
3. Escapism: Active immersion, participation and forgetting time -- about doing			
4. Entertainment: Passive absorption, seeing and listening -- about sensing			

Realms of Tourism and Hospitality Experiences in Nepal			
Education	Esthetic	Escapism	Entertainment
1. Different ethnic groups and their lifestyles, traditions, different food habits	1. Sightseeing of mountains, rivers, lakes, etc.	1. Trekking, hiking, mountaineering and other adventurous tourism activities	1. Touring in traditional vehicles
2. Rural lifestyles and activities such as traditional farming.	2. Nepal's cultural, historical sites and ethnic background and its uniqueness	2. Safari	2. Hospitality events- food festivals, street festivals, music consortium, etc.

3. Ethnic languages, dresses and ornaments	2. Holy pilgrimages, religious destinations	3. Sports	
4. Tharu-Mithila art galleries and other historical-cultural museums and places, heritages	4. National parks, plants, birds and wild habitat		
5. Paintings related to historical myths and legends			
6. Nepalese art and craft, architecture and religious symbols			

Source: Pine & Gilmore(1999: 6).

Educational experiences in tourism and hospitality

It has been recognized that eating local cuisine helps tourists to gain in-depth knowledge and understanding about a destination's culture, the chance to learn new things and their involvement in cooking contributes to their outstanding experiences (Hjalager & Richards, 2002; Getz, 2000). On the other hand, Cetin and Bilgihan (2015) have recognized that for tourism, education-based experiences are usually related to engagement with local culture as tourist value almost everything that is a part of the local culture.

Educational experience in the context of rural lifestyle and activities (e.g., participation in theme fairs or learning how to make handicrafts and/or performing agricultural activities) are seen as one of the most dominant factor among the overall rural experience in a research conducted among 250 rural tourists in sixty rural lodging units of Alentejo Region: South Portugal (Maria & Loureiro, 2014).

According to the Raajpoot, Koh and Jackson (2010, as cited in Radder & Han, 2015), the very nature and regardless of the types of collections that the museum hold, most museums provide opportunities for awareness and learning through offerings such as historical recreations, art exhibits, guided tours and audio guides interpreting the museum offerings.

Lee and Smith (2015) have delineated several learning importance of historical places by indicating that tourists visiting historic sites and museums are interested in learning about their cultural identity and participating in the activities associated with culture identity-seeking. Similarly, in Lin (2006) it has been revealed that a museum is often considered an important place for connecting the past and present, and for learning about historical people's culture and achievement.

Esthetic experience in tourism and hospitality

Among the 4E dimension of experiences, historical and heritage sites can be regarded as more esthetic in nature as the (Suntikul & Jachna, 2015) finding from the research based on 700 tourists in Macao's historic center concluded that 25 sites among 31 possess the ranking of esthetic>entertainment>escapism>education profile of perception of the experience value of the Historic Center as a whole. It has showed that esthetic experience is dominant than other experiences in historical heritage sites.

In another work, Breiby and Slatten (2015) have attempted to link the esthetic components of tourist experiences with six experiential qualities including scenery views and architecture, and the consumer interpretation with physical environments (sign, symbols and artifacts), along with other visual aspect such as viewing scenery from a sightseeing bus, walking in the mountains, etc.

Escapism experience in tourism and hospitality

It has been found from the participant of Mountaineering that it demands active engagement and involvement and as such, participants have the opportunity to experience escapism. As per Pomfret (2006), spatial separation from the home environment and overnight stays in the mountains further enhances the escapism benefits for mountaineer tourists. Similarly, other adventure activities such as river-rafting also constitute the elements of escapism as it allows rafters to imagine that they are in a different world (Arnould & Price, 1993).

Entertainment experience in tourism and hospitality

Hospitality service providers such as resort hotel must focus on the entertainment aspect as it is an integral motivation of tourist as a hotel guest (Ali, Hussain & Ragavan, 2014). As per the Manthiou, Lee, Tang and Chiang (2014), the examples of entertainment experience in tourism and hospitality context includes music concerts, and art festivals, etc.

Research Design and Methodology

In the present research, the researcher was interested to design and administer it as a blend of exploratory research using depth participant interviews in an ethnographic dialectical approach. Moreover, this type of research strategy allows the searcher to explore and examine the cultures and societies that are fundamental part of the human experience and ethnographer as researcher is not typically detached or uninvolved observer (Murchison, 2010) as there remains a completely two-way discourse between the researcher and the subjects or participants of the inquiry. In the present study, ontological perspectives have been related to the identification and selection of different Nepalese indigenous tourism and hospitality experiences. In the epistemological grounds, the present researcher inquired from the words of established professionals and scholars of tourism and hospitality experiences regarding the prospect of creating memorable experience. To transform the present idea of research from the ontological and epistemological perspectives, the present researcher made this endeavor a more qualitative journey. For this, the present researcher crafted it on an *ethnographic dialectical* approach while establishing the discourses with the participants of the study. An ethnographic dialectic serves as a means of discovery of truth through examining and interrogating competing ideas, perspectives or arguments for developing a holistic understanding of a society, community, group or organization from an insider's perspectives, by living with members over an extended period of time (Spradley, 1979, 1980).

The aim of the research was to explore the prospects of creating memorable experience in Nepalese tourism and hospitality industry. Interview were conducted with the representative of Nepalese tourism and hospitality sector who have extensive experience in this field such as hospitality entrepreneur, tourism and hospitality advocacy expert, cultural and pilgrimage tourism expert, rural and wildlife tourism representative and visitor. Interview were semi-structured and the interview questionnaire consisted of three sections. The first section was concerned with present practices and potentiality for creating memorable experience, the second section was concerned with the strategic course of action required, the third and fourth section was concerned with major challenges and solutions required for the creation of memorable experience.

The content of the interviews was thematically analyzed using the conceptual framework, previous literature and with the research objectives for acquiring the responses made by the interviewees and for drawing the detailed descriptions about the Nepalese tourism and hospitality experience realms. The nature of the qualitative interview has allowed the researcher to interpret the answers of the interviewees, which is in compliance with the ontological stance of this study. Furthermore, this method of interviewing allowed the interviewer to pose follow-up questions, leading

to certain topics being explored even further (Kvale, 1996, as cited in Bryman, 2012). The interviews were recorded ensuring the highest level of details and thereby it allows a more thorough examination of what the interviewees have said (Bryman, 2012). Additionally, recording the interviews also has helped to correct the potential limitations within the memories of the researcher and has allowed the researcher to concentrate on listening to what the interviewee says allowing the researcher to ask probing and follow up questions.

Participant Information

The first interview was carried out with the specialist of policy advocacy expert in tourism, the second with the hospitality entrepreneur, the third one with hospitality advocacy expert, the fourth one with the wildlife and rural tourism representative, the fifth one was with cultural tourism expert, finally the sixth one with visiting scholar of tourism background for Nepal.

The policy advocacy expert selected for this inquiry is key driving force of Nepal Tourism Board. The hospitality entrepreneur in this inquiry is the great leadership figure in Nepalese hospitality industry possessing uniquely brief of talent and experience enough to proclaim as an inspirational leader in this sector. This person has been playing a leading role in LSG Sky Chefs, Radisson Hotel, Hotel Yak and Yeti and the Everest Hotel of Kathmandu with unconventional approach to drive the hospitality industry. The hospitality advocacy expert in this inquiry is the professional leadership figure from the Hotel Association of Nepal. The wildlife and rural tourism representative in this inquiry is the owner of a resort in Chitwan with great deal of understanding regarding the wildlife and rural tourism activities of and around Chitwan National Park. The cultural tourism expert in this inquiry is a retired government official and was an ex-district magistrate officer in a number of districts of Nepal. This person also holds extensive research in the field of Nepalese culture and tradition along with his deep knowledge in Nepalese pilgrimages and tourism. This person is also the author of famous book published in Nepali language 'Tirtha Paryatan' which means Pilgrimage Tourism along with several other literatures. The last informant in this qualitative research is the visiting scholar from Scotland with his extensive experience of travelling wildlife zones and with special background in trekking and mountain expedition in Nepal. This person is also profound in doing research activities in the field of tourism.

Locating The Study

All interviews were conducted on the premises of the participants' workplaces as per their wishes so that they could comfortably respond to the questions raised. The first in-depth interview was held with policy advocacy expert of tourism sector which required two extended meetings and it took seven hours to complete the

overall interview sessions. The second interview was conducted with the hospitality entrepreneur, again having two meetings in six and half an hour to complete it. The third interview was conducted with hospitality policy advocacy expert in one meetings which required three-hours of time engagement. The fourth interview was conducted with wildlife and rural tourism representative in one meeting with four-hour of long discussion in completing the interview sessions. The fifth interview was conducted with cultural tourism expert in two extended visits which took a six-hour of time engagement. Finally, the present researcher conducted the sixth interview with the visitor scholar having the same number of contact meetings in a four hour of conversation.

Findings

This study finds out the presence of experiences realm in Nepalese context identifying clearly the underlying patterns, potentialities to confirm and validate the major prospects for creating memorable experiences. The information explored from the qualitative interview with the experience economy realm have clearly depicted the pattern of experiential values in Nepalese tourism and hospitality sector which shows the possibility for creating memorable experience and the actions required for further design of such prospects. In an experience economy there is no room for commoditized and didactic activities rather people are in search of self-tailored experience where they want to immerse, entertain, escape and also learn new things which is mostly relevant for tourism and hospitality industry. To prove the above belief in Nepalese context, the present research has serve as the founding pillars with the thorough examination of Nepalese tourism and hospitality elements as an experiential aspect which can be produced as dazzling, memorable and unique products. The most significant and attractiveness such as historical sites, natural landscapes, heritages along with several of others authentic version of Nepal's identity such as the diverse cultures, the majestic grandeur of the sacred Himalayas and the "Shangri-La" mysticism which have lured visitors from all corners of the globe to visit Nepal had always been the major concern and important aspects of Nepalese tourism but to clearly identify its major determinants for experiential outcomes has been examined in this research from the noticeable confirmation gained from the interviews which is not only matched with the conceptual framework but also tally with assumption and findings of literature review.

Present status and potentiality for creating memorable experience

In all interviews, the participants were clear about the Nepalese present potentiality in experiential service offerings from tourism and hospitality context.

The ranges of raw materials such as nature, culture, religion, and so many things can be blended to develop different types of products to create unique experiences --Tourism Advocacy Expert

These raw materials can truly serve as an “agrarian economy” in Nepal for creating experiential tourism and hospitality offering if they are customized according to the experience economy theory.

In Hotel Yak and Yeti, we can see the marvelous display of Nepalese artifacts, Nepalese style menu made of lokta paper, Nepalese linens such as Dhaka cloths, etc. Hotel Dwarika has extensively used the local products such as ceramics plates, tea-pots, made from Bhaktapur, trays made from wooden blocks, staff uniforms totally designed in Nepalese style which is mostly liked by the leisure group -- Hospitality Entrepreneur

Leisure travelers mostly like esthetic experience as esthetics dimensions refers to the customer's interpretation and indulgent of the physical environment such as ambient conditions; spatial layout and functionality; sign and symbols, and artifacts (Hosany & Witham, 2010; Bitner, 1992). Thus, Nepalese hospitality institution are offering indigenous experience and it is also confirmed that it possesses rich and diverse sources of esthetic appealing experience as well.

Besides, previous research of Lobo (2010) in leisure tourism context approves that customers of leisure industries consume experience as they are mostly influenced by the ambience of the environment but if the experiences are unpleasant, there is every chance that the customer's interests wane and ultimately their patronage is lost. But, the Nepalese hospitality institutions are offering indigenous experience and also has been confirmed that it possesses rich and diverse sources of esthetic appealing experience to attract tourist with their uncompromising needs. Thus the current potentiality is high in this regards.

Our tradition, culture and geography has served as a backbone for sustaining the Nepalese hospitality and also due to its uniqueness it has turned into second home for many tourists who gets positive influence after visiting this country -- Hospitality Advocacy Expert

Above statement from Hospitality advocacy expert signifies that our core identity such as traditions, culture and geography served as hospitality services have unique experiences because the tourists have created memorable moments and they are also engaged and also have the intentions to revisit.

There is immense potentiality to facilitate and promote the religious and cultural tourism as well as pilgrimage tourism of Nepal in the form of selling religious and social experiences -- Cultural Tourism Expert

This statement possesses the strong suggestions to customize the current services as experiential offerings to take full benefits from it.

In a single destination (Chitwan) the tourist can completely immerse themselves in the wildlife experience and they can also feel the glimpses of rural activities of Tharu

peoples to experience primitive and traditional style of their social life and to understand the tribal culture -- Wildlife and Rural Tourism Representative

It also confirms the presence of conglomerating experiences in Nepalese major tourism resources.

Nepal possess numerous globally-recognized visitor attractions, ranging from nature-based icons such as Everest, world class heritage sites, monuments and pilgrimages, best trekking routes as well as unique and varied wildlife spots such as National parks and protected areas, there is a blend of experiences which are very much essential for the visitor's experiential consumption requirement and which are also quite impressive and encouraging to fulfill the varied quest of the visitors -- Visiting Scholar

These words from visiting scholar signifies to confirm that there are plenty of choices and alternatives for the visitor's community to fulfill their desires and likings as per their diverse experiential's requirements.

Realms of an Experience in Nepalese Tourism and Hospitality

There were references to the realms of experience in Nepalese tourism and hospitality as the findings and statements

The tour package of Nepal which we call golden triangle is completely different from rest of the world because just in 7-10 days, 3 diversities of experience can be gained which includes sightseeing of cultural heritages in Kathmandu, feeling of Himalayan ambience in Pokhara and wild-life experience of sub-tropical jungle in Chitwan -- Tourism Advocacy Expert

Thus, it is confirmed that the recipients of the product package will have esthetic experience from the sightseeing of Nepalese cultural heritage and it has also layered the educational experience opportunities to them by providing new learning atmosphere for understanding Nepalese cultural phenomena, art and crafts, architectural attributes and also the local way of doing things. While visiting wildlife zones, the tourists will have the opportunity to make safari tour and it is completely engrossed and absorbed activity due to its escapist nature. After all, if the tourists or clients wish to have entertaining experience they also can have it in the destinations like Pokhara and other places. Hence, it is clearly confirmed that a single tour package has the widest diversity of experience and it also has confirmed with the "sweet spot" principle (four realms of experience) of experience economy theory of Pine and Gilmore (1998). It clearly denotes that the reasons for the successfulness of these type of product packages in Nepal are also due to its coercive nature and for creating compelling experiences rather than being simply functional products.

While revealing the prospects of Nepal in creating memorable experience for the tourists and hospitality clients, proper theming of cultural attributes could be

more customized and are also vital for staging the experience. The clients could also gain mesmerizing experience through the proper theming of indigenous cultural attributes.

We used to organize 'Bhaktapur Night' a theme based program of creating the scenes of Bhaktapur inside the hotel premise or banquet of the hotel with artificial Bhaktapur gates highlighting the Newari culture and lifestyle activities, cultural program including Dhime dance and Mask dance, serving typical Newari foods to the guests to create the live Bhaktapur scenario and it was the whole evening program created in Soaltee Crowne plaza by the incentive groups staying in the hotel like personalities of Toyota Company and Nikon Company, etc. Such customers were actually looking for a unique experience that would transport them to another world. Customers had frequently used the terms "It felt like I was in a different place or time zone," "I completely escaped from reality during the program" -- Hospitality Entrepreneur

As per the participant, the realm of "education" as well as "entertainment" was mentioned by the guests who had taken part in such program as the program had offered educational forums for their customers by inviting traditional Newari inhabitants and Newari peoples so that they could communicate and learn new culture and lifestyles. And they were "passively observed" during the program and appreciated the program without affecting the occurrence. These activities also visualize the particular kind of response given to the growing needs of guests who are not satisfied with ordinary accommodation and they also need original, expressive and unique experiences.

The immense importance of Nepalese cultural and religious resources is not only helpful for general tourism activities, but also it has risen as an alternative type of tourism.

The intangible assets of Nepal such as festivals and celebration and its offering in the form of tourism product at present will also help to improve quality and tourist experience -- Cultural tourism expert

This strongly suggest to customize the current potential services into experiential offerings to take full benefits from it. Previous study based on the experience economy theory in the context of temple stays by Song, Lee, Park, Hwang and Reisinger (2014) also approve that religiously motivated travelers seeks new type of experience product by staying in temples as their mode of accommodation because it offers them wellness and spirituality with unique religious atmosphere.

Being important segment of tourism industry, festivals are also experiential products and services, and its entertaining aspect of experience such as amusing to watch, captivating performance, etc. and entertainment quality have the most significant influence on optimal experience, visitor's satisfaction and intention to return (Grunwell & Inhuuck, 2008; Manthiou, Lee, Tang & Chiang, 2014; Cole &

Chancellor, 2009). Thus, in the country like Nepal where hardly a day passes without a festival being celebrated somewhere; festivals, events and ceremonial performance also can be staged as an experience.

Tourists can entertain themselves in the cultural dance programme held by tharu residents, can learn about the primitive lifestyles of tharu peoples -- Wildlife and Rural Tourism Representative

There are lot of excitement inside the jungle of Chitwan national park as the tourists can watch amazing birds and mammals -- Wildlife and Rural Tourism Representative

Tourist are seen as loosing themselves in the jungle trek and they like the moments of sightseeing several endangered species and animals on the way to their safari tour -- Wildlife and Rural Tourism Representative

Several tourists also take part in elephant bathing activities to enjoy the playfulness of elephant during its bath in the river -- Wildlife and Rural Tourism representative

The entertaining aspects of tourist moment in local cultural performances, watching and understanding about different bird, plant and animal's species, moments of losing themselves inside jungle wilderness and the tourist participation in elephant bath denotes enjoyable moments of both active and passive participation as well as absorption and immersion and all the realm of experience has been mentioned by the participant in above statements.

There are lot of enjoyable and beautiful sceneries captured in my mind which I had come across during my splendid trekking activities in several famous trekking trails of this country and the remembrance of those images remember me about this country -- Visiting Scholar

Overall satisfaction gained through Nepal's visit was remarkable with lot of exciting and never forgetting experiences such as pleasurable memories of beautiful sceneries, exciting trekking and time forgetting mountaineering activities -- Visiting Scholar

It shows that the esthetic appealing of Nepal's images and places has occupied the visitor mind and has also created unforgettable memories.

Newer avenues and prospects for experience economy

The interviews also showed new prospects which can definitely serve to create the settings for unique experience.

There can be a specific segment of tourism developed in Pashupatinath temple in Kathmandu of Nepal as several tourist flock to evening prayer program known as aarati ceremony on the bank of Bagmati River every day. They are attracted by the unique way of worship which is fascinating as music with mantras, kirtan, bells, insence, light, etc and its

demonstration gives them heart-touching experience and they also participate actively in the celebration by clapping their hands at the sound of bhajans, ringing the bells to offer life-long gratitude to the Lord Shiva. Along with this esthetic experience tourist also communicate with local peoples and closely interact with them -- Cultural Tourism Expert

This shows that promotion of interdependence between tourism and other religious activities pursued by the resident human population and the tourist can be the key factor concerned. Nepal possess several unique cultural relics and as todays tourist are also more concerned with the traditional and local versions of product and services such as local way of doing things for their ultimate quest of experience.

As such, the creation of the themed set of attraction around temples and monuments could be more dynamic experiential offering to the tourist fulfilling their experience desire by signifying local authenticity. Nepal bears the potentiality in the form of vast variety of cultural resources and abilities to offer tourists in the form of art, cultural events, architecture and local dresses, handicrafts, languages, religions, traditions, art galleries, music, local cuisines, theaters, museums, special events, festivals, fairs, etc. Thus, the tourist may intend to experience all of them or may choose to participate in only one activity or event at a time. Taking these things in mind, the packages and product to offer could be innovated as substitutable cultural tourism experiences. So the role of entrepreneurs in this category is vast as they could investigate and develop the cultural dynamic experience products and services.

Major challenges

On the basis of several opinions suggested by the participants of this study, the following challenges were revealed for the success in creating experiences from Nepal's tourism and hospitality industry in the present context:

1. Lack of proper market segmentation to value prevailing system in order to have proper market linkages in tourism and hospitality context.
2. Few risk taking entrepreneurs to create and design new products in the market due to less support from other partners as well as from government.
3. Lack of proper advocacy to get appropriate protection from government side and no mechanism of co-ordination for handling sub-sector conflict in associated organization.
4. The predominant influence of chain operation and the influence of European food traditions and substantial commodified activities and the prevalence of traditional and primitive model of hospitality operation in Nepal.
5. Uncertain political and economic situation had stifled new investment opportunities and frequent natural disasters such as earthquake, landslide, flood, etc. had created adverse impact.

6. The tourism industry is not getting priority in the investment as associated governmental, non-governmental and private investors are involved more on the promotional activities rather than in the development of infrastructures.
7. Lack of occupational skills and knowledge among tourism human resource in Nepal.

Implications for strategic solutions

On the basis of inputs provided by the various participants of this study and available information on world practices, the following strategic solutions were extracted to address the above mentioned challenges:

1. The provision of cash convertibles initiative and policy from the government to encourage the entrepreneurs for making more customer centric atmosphere and activities to innovate and design new forms of tourism in the place of traditional tourism also by including more innovative, specialized, customized and experience-oriented activities with Nepalese brand image.
2. Proper management of National flag carrier as well as strong committing government as an essential parameter for groaning Nepalese hospitality business.
3. Development of the qualified manpower through the proper training of employees involved in experience industries for the unfoldment of their efficiencies.
4. Development and promotion of experiential religious products by the invention of new ideas and the promotion of the religious products including souvenirs, decorative art, paintings, carvings and crafts through advertisements, national and international music extravaganzas and religious shows.
5. Presentation and preservation of the main types of religious spots found in Nepal in a natural state depicting their aesthetic beauty and religious purposes and rehabilitation and refurbishment of existing buildings and religious sites without tampering their intended original meaning.
6. The provision of educational and religious appreciation opportunities for the present tourism professionals.
7. Creating the loyalty among the visitors by creating pleasing environments, providing different forms of entertainments and plenty of excitement layered in the product packages by means of good marketing strategies and clear understanding of tourist's preferences as the country lacks modern technologies and skilled human resources.

Conclusions

This study is resulted as the supportive evidences to prove that there are vast prospects for creating memorable experiences in Nepalese tourism and hospitality as there are abundance of education, entertainment, esthetic and escapism experience in Nepal's offering in the form of tourism and hospitality services. The results also showed that several satisfaction and emotions are associated with the experiences gained from these exceptional services. This study also examined what can be the future innovation and development for the hospitality and tourism product in experience economy concept by clearly understanding the challenges associated for strategically converting those challenges into an appropriate solution. The prominence and abundance of Nepal's experiential attributes in major tourism and hospitality elements has created the plenty of opportunities for selling experience layered in products, packages and services to the tourist, visitors and hospitality seekers when they visit this nation and when they intake these services. The evidences from the study has confirmed that the core activity of tourism and hospitality is about learning, entertaining, escapism and enjoying esthetic experiences and the findings from this study clearly confirms that almost every element of Nepalese tourism and hospitality entails some sorts of experience and by means of understanding those experiential attributes, it could be customized properly in order to stage them for acquiring more benefits both for the providers and consumers. More importantly, the findings have showed that the tourism experience in Nepal are also not relying totally on staging activities but also on less formal activities which encourage visitors to actively participate and personally create their experiences.

Implications

The present study contributes to the nascent body of research on the experience economy's application to tourism and hospitality experience in Nepal. The present research findings are equally useful for the strategic planning and policies formulation, marketing and institution-level decisions.

From the policy level, it is highly recommended that for the prosperity of tourism and hospitality business, proper policy measures should be developed in accordance with the creation of experience based tourism and hospitality infrastructure to facilitate and develop major attractions of Nepal's identity. There should be national policy and strategy on tourism and hospitality sector promotional communication so that the country can be promoted as a source country of number of tourism and hospitality services.

From the present study, the tourism and hospitality planners can identify the most significant area and priority to develop and promote the tourism and hospitality in terms of experience economy and disseminates it to the public sector, the cultural

sector and to businesses providers with necessary guidance and advice to businesses that want to develop with experiences based tourism and hospitality products.

The marketers should clearly understand and evaluate the customer preference to innovate dynamic products and services. In the Nepalese context, the esthetic and educational dimension of experience prevailed as the strong dimension. This underscores the necessity of tourism and hospitality providers to pay keen attention to highlighting this dimension in their promotional activities and while designing products. Thus, the marketers should have particular resonance to these experiences.

The present study has demonstrated that the original experience economy instrument could successfully be adapted to measure the supply side of tourism. These results contribute to further refinement of experience economy theory in Nepal's tourism and hospitality experience consumption widening it to the practical possibility and probability for the experience creators and experience consumers. The practical implications of the contribution of this study has also expanded and there should be a series of research and innovation initiatives carried out keeping in view the main idea of the present study.

The result of this study have several theoretical implications. Firstly, the findings of the study prove that the experience economy theory is an appropriate conceptual framework for predicting Nepal's prospects for creating memorable experience in tourism and hospitality sector. Secondly, the creation of memorable experience requires different and unique products with appealing attributes, should have at least one or more realm of experience. Only renowned and luxurious property and fascinating services alone cannot enchant the customer because they also want to have good and lasting memories by collecting experiences. Thirdly, the hospitality and tourism market has expanded in recent times due to several competitions to attract and retain customers. In this scenario, developing customer centric and experience focused product and package can enhance the competitive position as well as distinctive brand image among the customers.

Future Research Suggestions

The limitation of this study also suggest for future research. For acquiring the generalization of this study each and every sector of tourism and hospitality industry is needed to be tested independently and separately thus it also awaits for further validation and attestation. Because of the qualitative nature of this study, the present research could not validate it from the perspective of descriptive analyses and statistical testing. So, there is a need for an exhaustive research based on experience design, experience innovation and experiential marketing. Thus, several present researches using mixed methods would serve the purpose. There is also a need for

more exhaustive research based on experience design, experience innovation and experiential marketing. The marketers can also clearly understand and evaluate the customer preference to innovate dynamic products and services.

References

- Ali, F., Hussain, K., & Ragavan, N. A. (2014). Memorable customer experience: examining the effects of customer's experience on memories and loyalty in Malaysian resort hotels. *Social and Behavioral Sciences*, 144: 273-279.
- Arnould, E. J., & Price, L. L. (1993). River magic: extraordinary experience and the extended service encounter. *Journal of Consumer Research*, 20(1): 24-45.
- Breiby, M. A., & Slåtten, T. (2015). The effects of aesthetic experiential qualities on tourists positive emotions and loyalty: a case of a nature-based context in Norway. *Journal of Quality Assurance in Hospitality & Tourism*, 16(4): 323-346.
- Bryman, A. (2012). *Social Research Methods*. (4th Ed.). New York: Oxford University Press.
- Cetin, G., & Bilgihan, A. (2015): Components of cultural tourists' experiences in destinations. *Current Issues in Tourism*. doi: 10.1080/13683500.2014.994595.
- Cetin, G., & Istanbulu, F.I. (2014). Influence of customer experience on loyalty and word-of mouth in hospitality operations. *Anatolia: An International Journal of Tourism and Hospitality Research*, 25(2): 181-194.
- Chang, S., & Lin, R. (2015). Building a total customer experience model: applications for the travel experiences in Taiwan's creative life industry. *Journal of Travel & Tourism Marketing*.
- Ellis, G. D., & Rossman, J. R. (2008). Creating value for participants through experience staging: Parks, recreation, and tourism in the experience industry. *Journal of Park and Recreation Administration*, 26 (4): 1-20.
- Erdly, M., & Kesterson-Townes, L. (2003). Experience rules: a scenario for the hospitality and leisure industry. *Strategy & Leadership*, 31(3): 12-18.
- Gelter, H. (2006). *Towards an understanding of experiences production*. Articles on experiences 4: Lapland Center of Expertise for The Experience Industry (LCEEI).
- Getz, D. (2000). *Explore wine tourism: Management, development and destinations*. New York, Cognizant Communication Corporation.
- Gilmore, J. H. & Pine, B. (2002). Differentiating hospitality operations via experiences: Why selling services is not enough. *Cornell Hotel and Restaurant Administration Quarterly*, 43(3): 87-96.

- Hayes, D. & Macleod, N. (2007). Packaging places: designing heritage trails using an experience economy perspective to maximize visitor engagement. *Journal of Vacation Marketing*, 13(1): 45-58.
- Hemington, N. (2007). From service to experience: understanding and defining the hospitality business. *The Service Industries Journal*, 27(6): 747-755.
- Hjalagr, A., & Richards, G. (2002). *Still undigested: Research issues in tourism and gastronomy*. In A. Hjalager, & G. Richards (Eds.), *Tourism and Gastronomy*. London: Routledge.
- Hosany, S., & Witham, M. (2010). Dimensions of cruisers' experiences, satisfaction, and intention to recommend. *Journal of Travel Research*, 49(3): 351-364.
- Hwang, J., & Lyu, S. O. (2015). The antecedents and consequences of well-being perception: an application of the experience economy to golf tournament tourists. *Journal of Destination Marketing & Management*. <http://dx.doi.org/10.1016/j.jdmm.2015.09.002>.
- Jensen, R. (1999). *The dream society: How the coming shift from information to imagination will transform your business*. New York, NY: McGraw-Hill.
- Jurowski, C. (2009). *An examination of the four realms of tourism experience theory*. Available at: https://www.google.com.np/url?sa=t&rct=j&q=&src=s&source=web&cd=1&cad=rja&uact=8&ved=0ahUKEwiiqu_L_-vJAhUJHI4KHATwCfIQFggaMAA&url=http%3A%2F%2Fscholarworks.umass.edu%2Fcgi%2Fviewcontent.cgi%3Farticle%3D1054%26context%3Drefereed&usq=AFQjCNFYq8FsnkSXxSHsxyODU5xC6cQbaw&sig2=nDz3apU07BV63lpr4-EHwA
- Kim, J. H., Ritchie, J. R. B. & McCormick, B. (2012). Development of a scale to measure memorable tourism experiences. *Journal of Travel Research*, 51(12): 12-25.
- Knutson, B., Beck, J., Him, S. & Cha, J. (2006). Identifying the dimensions of the experience construct. *Journal of Hospitality & Leisure Marketing*, 15(3): 31-47.
- Kunwar, R. R. (2011). Special interest tourism: a study of growing significance of food tourism. *The Gaze Journal of Tourism and Hospitality*, 3(1): 77-97.
- Kvale, S. (2007). *Doing Interviews*. London: SAGE Publications Ltd.
- Lamba, M. (2014). Nepal's tourism & hospitality sector: A bird's eye view. Managing Director- The Hotels & Hospitality Group of Jll. Available at: <http://www.joneslanglasalleblog.com/realestatecompass/real-estate/2014/08/nepals-tourism-hospitality-sector-birds-eye-view/>
- Lee, H. M., & Smith, S. L. J. (2015). A visitor experience scale: historic sites and museums. *Journal of China Tourism Research*, 11(3): 255-277.

- Lin, Y. N. (2006). Leisure – A function of museums? The Taiwan perspective. *Museum Management and Curatorship*, 21: 302–316.
- Lo, A., Qu, H., & Wetprasit, P. (2013). Realms of tourism spa experience: the case of mainland Chinese tourists. *Journal of China Tourism Research*, 9(4): 429–451.
- Lobo, F. (2010). Consuming experiences: challenges for leisure and tourism. *Loisir et Société / Society and Leisure*, 33(2): 303–318.
- Manthiou, A., Lee, S., Tang, L. & Chiang, L. (2014). The experience economy approach to festival marketing: vivid memory and attendee loyalty. *Journal of Services Marketing*, 28(1): 22–35.
- Maria, S. & Loureiro, C. (2014). The role of the rural tourism experience economy in place attachment and behavioral intentions. *International Journal of Hospitality Management*, doi:10.1016/j.ijhm.2014.02.010.
- Mehmetoglu, M., & Engen, M. (2011). Pine and Gilmore's concept of experience economy and its dimensions: an empirical examination in tourism. *Journal of Quality Assurance in Hospitality & Tourism*, 12(4): 237–255.
- Mohsin, A., & Lockyer, T. (2010). Customer perceptions of service quality in luxury hotels in New Delhi, India: an exploratory study. *International Journal of Contemporary Hospitality Management*, 22(2): 160–173.
- Murchison, J. M., (2010). *Ethnography essentials: designing, conducting, and presenting your research*. New York: John Wiley & Sons.
- Oh, H. Fiore, A. M., & Jeoung, M. (2007). Measuring experience economy concepts: Tourism applications. *Journal of Travel Research*, 46: 119–132.
- Park, M., Oh, H., & Park, J. (2010). Measuring the experience economy of film festival participants. *International Journal of Tourism Sciences*, 10(2): 35–54.
- Pine, B., & Gilmore, J. H. (1998). *Welcome to the experience economy*. Harvard Business Review, July–August, 97–105.
- Pine, B., & Gilmore, J. H. (1999). *The experience economy*. Boston, MA: Harvard Business School Press.
- Pine, B. J. II., & Gilmore, J. H. (1999). *The experience economy: work is theatre and every business a stage*. Boston: Harvard Business School Press.
- Pomfret, G. (2006). Mountaineering adventure tourists: a conceptual framework for research. *Tourism Management*, 27(1): 113–123.
- Pullman, M. E., & Gross, M. A. (2003). Welcome to your experience: where you can check out anytime you'd like, but you can never leave. *Journal of Business and Management*, 9(3): 215–232.

- Quadri-Felitti, D., & Fiore, A. M. (2012). Experience economy constructs as a framework for understanding wine tourism. *Journal of Vacation Marketing*, 18(1): 3-15.
- Radder, L. & Han, X, (2015). An examination of the museum experience based on Pine and Gilmore's experience economy realms. *The Journal of Applied Business Research*, 31(2): 455-470.
- Rijal, C. P. (2015). *Tourism as a frontier of experience economy in Nepal*. Kathmandu: Author.
- Roth, H., & Fishbin, M. (2015). *Global hospitality insight: Top thoughts for 2015*. EY's Global Real Estate, Hospitality & Construction Center.
- Schmit, B. (2003). *Customer experience management: A revolutionary approach to connecting with your customer*. New Jersey: Wiley and Sons. Available At: http://customerthink.com/customer_experience_management_a_revolutionary_approach_to_Connecting_with_customers/
- Siddharth Inc. (2015, July 24-30). *Innovations in Nepal's Tourism Industry*. *Nepali Times*. Available at: <http://nepalitimes.com/page/innovations-in-nepal-tourism-industry>.
- Singh-Manhas, P., & Singh, R. (2013). Customer experience and its relative influence on satisfaction and behavioural intention in hospitality and tourism industry. *South Asian Journal of Tourism and Heritage*. 6(1).
- Song, H. J., Lee, C., Park, J. A., Hwang, Y. H., & Reisinger, Y. (2014). The influence of tourist experience on perceived value and satisfaction with temple stays: the experience economy theory. *Journal of Travel & Tourism Marketing*. doi: 10.1080/10548408.2014.898606.
- Spradley, J. P. (1979). *The ethnographic interview*. New York: Holt, Rinehart & Winston.
- Spradley, J. P. (1980). *Participant observation*. New York: Holt, Rinehart & Winston.
- Sternberg, E., (1997). The iconography of the tourism experience. *Annals of Tourism Research*, 24 (4): 951-69.
- Sthapit, E. (2013). *Tourists' perceptions of memorable experiences: testing the memorable tourism scale (M.T.Es) among tourists to Rovaniemi*. Lapland Pro Gradu Thesis Tourism Research, EMACIM Studies.
- Suntikul, W., & Jachna, T. (2015). Profiling the heritage experience in Macao's historic center. *International Journal of Tourism Research*. doi: 10.1002/jtr.2050.
- Tarssanen, S. (2009). *Handbook for experience stagers*. (5th ed.). Rovaniemi. LEO, Lapland Center of Expertise for The Experience Industry.

- Tarssanen, S., & Kylänen, M. (2006). *A theoretical model for producing experiences-A Touristic perspective*. Articles on Experiences 2. (3rd ed.). Rovaniemi. Lapland Center of Expertise for The Experience Industry (LCEEI).
- Toffler, A. (1980). *The Third Wave*. London: Collins.
- Triantfillidou, A., & Petala, Z. (2015). The role of sea-based adventure experiences in tourists' satisfaction and behavioral intentions. *Journal of Travel & Tourism Marketing*. doi:10.1080/10548408.2015.1008667
- Wang, Y., Feng, Y., & Feng, B. (2013). *The study on the significance of difference between demographics and tourist experiences in Macau casino hotels*. Proceedings of 2013 International Symposium – International Marketing Science and Information Technology.
- Willard, P., Frost, W. & Lade, C. (2012). Battlefield tourism and the tourism experience: the case of Culloden. In: CAUTHE 2012: The new golden age of tourism and hospitality; Book 2. *Proceedings of the 22nd Annual Conference*. Melbourne: La Trobe University, 2012: 665-670.

Tourism in Gorkha:

A proposition to Revive Tourism After Devastating Earthquakes

Him Lal Ghimire*

Abstract

Gorkha, the epicenter of devastating earthquake 2015 is one of the important tourist destinations of Nepal. Tourism is vulnerable sector that has been experiencing major crises from disasters. Nepal is one of the world's 20 most disaster-prone countries where earthquakes are unique challenges for tourism. Nepal has to be very optimistic about the future of tourism as it has huge potentials to be the top class tourist destinations by implementing best practices and services. Gorkha tourism requires a strategy that will help manage crises and rapid recovery from the damages and losses. This paper attempts to explain tourism potentials of Gorkha, analyze the impacts of devastating earthquakes on tourism and outline guidelines to revive tourism in Gorkha.

Key words: *Disasters, challenges, strategies, planning, mitigation, positive return.*

Background

Gorkha is one of the important tourist destinations in Nepal. Despite its natural beauty, historical and religious importance, diverse culture, very close from the capital city Kathmandu and other important touristic destinations Pokhara and Chitwan, tourism in Gorkha could not have been developed expressively. Gorkha was the epicenter of 7.8 earthquake on April 25, 2015 in Nepal that damaged or destroyed the tourism products and tourism activities were largely affected. Tourism is an expanding worldwide phenomenon, and has been observed that by the next century, tourism will be the single largest industry in the world. Today, tourism is also the subject of great media attention (Ghimire, 2014:98). Tourism industry, arguably one of the most important sources of income and foreign exchange, is growing rapidly.

* **Dr. Ghimire** has Ph.D. on "Pilgrimage Tourism Special Focus on Lumbini" from Tribhuvan University, Master of Science in Leadership for Educational Change (MSEd) from Bank Street College of Education, New York, a tourism writer and an educationist, statistician and academic leader with more than 27 year of experience in school/college management. Has published 100's of articles in international and national journals, newspapers and magazines. **Email:** himghimire@gmail.com

It is fair to say that tourism is one of the world's largest, if not the largest, non-bellicose industries (Tarlow, 2007; in Kunwar, 2016:1). Tourism involves elements of uncertainty and unpredictability that have always been in a way part of its attraction. Distance travelling has always involved risks, but the difference now is that these risks are progressively more evident (Moreira, 2007; in Kunwar, 2016:5).

Tourism industry has been experiencing major crises from disasters such as earthquakes, storm, tsunami, terrorist attacks, political instability, and economic recession. No tourist destination is immune to such crisis. The tourism business around the globe is one of the most susceptible and vulnerable sectors. Earthquakes occur with no warning and is unpredictable. Mostly, tourists plan their trips in advance and travel a long distance from their home. That is why, tourism activities cannot be closed in advance, nor can tourists be evacuated easily in case of emergency (Ghimire, 2016). Ghimire further writes that tourism plays a vital role in world business. Travel and tourism is one of the world's largest industries and generators of jobs. The tourism industry provides a wide range of employment opportunities, especially for women and young people, helping to break the vicious cycle of poverty by enhancing human capital and creating new prospects for future generations. The jobs are spread across a wide range of industries and comprise a broad range of remuneration levels (TRM, 2006).

Tourism and Disasters

Though tourism disasters have not been systematically studied from that perspective, it is evident that tourism areas, especially those which underwent rapid development, are particularly vulnerable to natural disasters; their location, for example on beaches or mountain slopes, their impact on basic environmental features, the absence of precaution or emergency procedures, and the often prevailing ludic atmosphere, expose them to sudden unexpected natural threats, which developers as well as their clients usually disregard or are unaware of (Calgaro & Lloyd, 2008; in Kunwar, 2016:6). With global climate change, rapid economic development and accelerated urbanization, the pressures from resources, environment and ecology have been intensified on most countries in the world. In recent years, frequent world-wide natural disasters have brought about huge devastation to human society, life and property (Ying, 2011:1). Many sectors of tourism, such as visitor arrivals, employment, private sector profits, and government revenues and eventually further investment, can be impacted negatively when a disaster occurs in a tourism destination (Huang et al., 2008; in Ying, 2011:2). Therefore, a promising sunrise industry that inevitably has to grow with disasters if it is to succeed has been attracting increasing scrutiny about its crisis management from the academic perspective. For many years scholars and experts have been constructing generic models of tourism crisis and disaster management, specifically

since “models suggest that a strategic management and planning approach to crisis and disaster management can be beneficial for tourism planners and managers” (Ritchie, 2004; in Ying, 2011:2).

Nepal is one of the world's 20 most disaster-prone countries. Due to its location on the Alpide belt (Alpine-Himalayan), the country is highly susceptible to damage from a wide range of natural disasters including floods, landslides, and earthquakes. Contributing to the high risks are factors such as a lack of synchronization amongst government agencies, poor infrastructure, lack of public awareness, and rampant poverty, challenges that Nepal must face in improving its disaster preparedness (NDMRH, 2015:26). Tourism is a large and unique collection of industry sectors with special needs in disaster planning and recovery. Tourism is especially vulnerable to disasters and, being fragmented, often its response is difficult to initiate and coordinate (Mistilis & Sheldon, 2005). The two mega quakes and their large families of aftershocks that are still showing their presence around have been great teachers for the Nepalese people. What is required, though, is deep insight, a strong motivation to learn and dedication to implement what is decided at the central level of disaster management. In fact, this was an opportunity for the government of Nepal, leadership and local bodies to test their capacity to handle the crises of this magnitude. But managing things has not been smooth. Managing a disaster of any scale or managing everything in a proper, systematic and agreeable way has been a challenge for a country like Nepal (Ghimire, 2016:38).

Gorkha at a Glance

Gorkha, the ancient untouched and captivating town of Nepal is 25 kilometer off road from the main highway (Prithivi highway) connecting Pokhara and Kathmandu. Gorkha is a picturesque hill- town as well as one of the districts of Nepal that has a rich history of its own. It is situated on a small mountain at the height of 3500 feet and offers a magnificent view of the Himalayan Peaks. Three major mountain ranges Manasalu, Annapurna and Ganesh Himal which include more than 40 mountains are found in the territory of Gorkha district. Some 300 years ago, Nepal was divided into 50 tiny states, and Gorkha was one of them. The then King Prithvi Narayan Shah started to unify Nepal into one kingdom during eighteenth century. Actually the then king Drabya Shah founded this kingdom in the year 1560. The history of modern Nepal begins from Gorkha. Gorkha is also the home of Gurkhas – the legendary brave warriors who fought with knives against guns. Prithvi Narayan Shah is known for gathering his Gorkha soldiers and battling to unify all of Nepal by taking control of the Kathmandu. After his amazing victory, in the 18th century, Kathmandu became the capital of Nepal. The beautiful meadows set amidst shooting snow-clad peak and glaciers, tranquil pine and rhododendron forest with hospitable people would be a major attractions for luring the tourists and provide them life-time memory and

experience of the Manaslu and the Gorkha region. 'Manaslu Conservation Area' in Gorkha region is famous for rich bio-diversity and ecotourism activities.

Gorkha in National Tourism Master Plan and Policy

Nepal Tourism Master Plan (1972) played critical role of importance in the tourism history of Nepal. It identified the major tourism products of Nepal, suggested the potential places and activities suitable to these areas, outlined promotional strategies and institutional managements for further growth of tourism. The master plan has categorized Nepalese tourism in Sightseeing, Trekking, Nepal style, Recreational and International Pilgrimage. The plan has given high priority to develop Gorkha as an important tourist destination. It also focused for the opening up of the westward tour Kathmandu-Gorkha-Pokhara-Tansen-Lumbini-Chitwan-Kathmandu to increase the duration of stay and an expansion of sightseeing circular tours. Kathmandu, Pokhara, Tansen, Lumbini, Chitwan, Gorkha etc. were emphasized for the natural, interesting and exciting resorts areas. It also focused for the conservation and promotion of the traditional music, dance, customs and festivals that exist in Gorkha as well (Ghimire, 2009).

Existing Situation of Tourism in Gorkha

Gorkha is one of the potential tourist destinations with diverse touristic attraction, very close from Capital city and other popular tourist destinations such as Pokhara and Chitwan, linked with national highway. Pokhara draws almost 60 percentage and Chitwan draws almost 30 percentage international tourists visiting Nepal, however, what a petty situation that Gorkha draws only less than 5 percentage of total tourist arrival in Nepal. Gorkha has been a desired/popular destination for domestic tourists as well. Around 10 lakh tourists/pilgrims (90% domestic and 10% foreigner) visit Manakamana every year. However, there is no policy thrust, marketing plan among tourism entrepreneurs in Gorkha to attract more tourists. Even residents of Gorkha has dominant role in national politics and national planning, however, their effort was not adequate to develop Gorkha tourism and tourism infrastructure. Gorkha tourism could not have been a priority area of Gorkhali investors. There is only one star category hotel. Gorkha lacks a tourism master plan for the development of tourism.

Tourism Attractions of Gorkha

Gorkha district has been the center of attraction not only in Nepal but also among the people in the world because of its diverse attractions.

Manakamana Temple: Manakamana temple is one of the important pilgrimage sites of Hindus in Nepal. On a beautiful ridge south-east of the township of Gorkha lies the holy temple of Manakamana, the holy goddess of aspirations. This temple is thought to be one of the manifestations of the Hindu goddesses Bhagwati. People have a faith that the Devi fulfills all aspirations and wishes of her devotees, thus is also

known as wish fulfilling deity. The Devi in fact rewards her devotees on reaching the shrine in both spiritual and physical exhilaration. The temple area owes quite a small bazaar with good views to its surrounding. One can enjoy mild climate and plenty of interesting walks down deep valleys and terraced fields. It is now a bustling bazaar that is growing rapidly every day. The temple has been easily accessible within 10 minutes on due to the introduction of the cable car. Manakamana temple is linked with cable car from the main highway on the way to Pokhara and Chitwan from Kathmandu and vice-versa. The cable car station lies in Kurintar which is 105km west of Kathmandu. It is a four-hour uphill walk from a place called Anbu Khaireni on Kathmandu-Pokhara Highway which is one of the important trekking and sightseeing destinations as well. Manakamana is facilitated with a number of hotels and lodges ranging from average to luxurious. Thousands of pilgrims and tourists visit this temple every year.

Gorkha Palace (Durbar): The Gorkha Palace was the birthplace of Prithvi Narayan Shah, who was born in the central palace named Dhuni Pari. Gorkha palace is built on top of a hill at an altitude of 3281 feet (about 1000 meter). Among the sites to visit, Gorkha Durbar tops the list. This historical palace is a one-hour walk from the downtown Gorkha bazaar. The palace is purposefully located over a fortified hillock. The temple of Goddess Gorakhkali lies on the southwestern side of palace. There is a famous cave that is claimed as the shelter of the statue of Gorakhnath, the Tantrik sage, adjoining it. View of the palace building is one of Nepal's historical landmark, some buildings have interesting wood carvings portraying various romantic scenes. One could see the "eternal flame" that has been burning for many years, as it was lit straight after the unification of Nepal, with the hands of Prithvi Narayan Shah. The detailed woodwork and spectacular carvings make the Gorkha Palace a treasured piece of history and a popular sight in Nepal. The place is picture-perfect to have a view of Mansalu, Himalchuli, Annapurna and Ganesh peaks of Himalayas and panoramic views of the valleys. Nevertheless, the best place to have a view of the palace and peaks is Upallokot, a viewpoint made on a pedestal over the hill at the height of some 5000 feet. Visit to the Gorkha palace is possible when one climbs steps from the bottom of the hill, all the way to the top, climbing about one thousand seven hundred steps (1700), in about two hours. Climbing to the Gorkha palace is challenging, but the view on the top is rewarding and the way down is a lot easier.

Tallo Durbar: It is a large building built in mid 18th century in the administrative heart of the town. It occupies the site where the old Gorkha palace stood before the arrival of the Shahs which is earmarked for a museum, Rani Pokhari (Pond), old market etc. are important sites near Tallo darbar in Gorkha bazaar.

Dashain Fulpati Procession: Fulpati procession is one of the important cultural events during Nepal's popular festival Dashain in Gorkha. On Fulpati (7th day of

Dashain) – special kind of flowers are brought from the Gorkha palace to the capital city Kathmandu. Prithivi Narayan Shah had moved the capital of Nepal from Gorkha to Kathmandu and had started a tradition of bringing fulpati from Gorkha. On Fulpati Day, there is an Army parade, Fulpati procession to Gorkha Durbar along with other religious and cultural activities which visitors may find interesting to observe.

Siranchowk (Shreenath Kot): Shreenath Kot is one of the very important sites in Gorkha. It is famous for historical, cultural and natural purposes. It is one of the best sightseeing destinations in Gorkha from where one can see the whole range of Himalayas. It is also famous for rhododendron forest. There are three forts on the top of the mountain and a jyogi gufa. It is also the birth place of brave Amar Singh Thapa – the general of the Nepalese forces of western front in the Anglo-Nepalese War who fought for the sovereignty of the country. He is regarded as one of the national heroes of Nepal. There is a temple-Shreenath Mandali which is also a famous pilgrimage site.

Lig-Lig Kot: It is one of the important historical sites from where the seed of Shan Dynasty originated. It was one of the principality in which the king for a year used to be selected by organizing a race. The winner of the race Drabya Shah from Lamjung became the king of this place and founded Gorkha kingdom in the year 1560.

Lakhan Thapa Village: This village is the home of the first martyr of Nepal, Lakhan Thapa Magar, who was one of the first prominent resisters against the rule of the Rana regime. He worked vigorously to overthrow the Rana rule. He set forth revolutionary political vision to overthrow the autocratic rule of Jung Bahadur Rana. On 27 February 1877, Lakhan Thapa was given a death penalty hanging him on a tree by Rana government. Bungkot is his town which is about 10 km away by road from Gorkha Bazaar. Villagers offer warm and hearty hospitality to any visitors to this place.

Gufa (Caves): Caves are also attractions of Gorkha district. Gorakhnath Cave (Gufa) lies on the beautiful Gorkha hill. Gorakhnath, a celebrated 12th century yogi revered as an incarnation of Shiva, is said to have meditated. It is believed that Gorakhnath was the hermit from whom the district derives its name. The Gorakhnath cave lies to the east of Gorkha Durbar. The cave is carved out of the solid rock and is among the most important religious sites for Hindus and Buddhists in Nepal. The cave is linked to the palace physically – by a flight of steps – and doctrinally, Gorakhnath being the guardian deity of the Gurkha kings and an ally in all their battles. This is believed to reflect a real connection between the warlike Gurkhas and the yogi, the latter having attained immortality through his unselfish care for an ailing prince. Likewise, **Sita gufa** is located at Swara VDC and spreads from Surpani, Auawang, Aruchanaute to Arughat in Gorkha. It is the biggest cave found in Nepal. The cave is situated at the elevation of 1165 m above the sea level. Sita Gufa itself is

the most important attraction for Hindus and of course for all tourists. The site has tremendous significances. Once, we enter inside the cave, one is awestruck by the faith and devotion. The cave is really an amazing natural gift. **Jyogi Gufa** at Shiranchowk and **Fu Gufa** are other important caves in Gorkha.

Buddhist Monasteries: In the Northern part of Gorkha, there is a big Shringi monastery at the base of the Himalayan range in the Bihi Village. Likewise there are many other Gumbas like Rajan Monastery, Chamdi Monastery, Sama Monastery, etc. located in Chhekampar, Bihi, Prok, Lho and Sama Village Development Committees. The North part of Gorkha is noted for its historical Monasteries. The trek to these monasteries is adventurous and sometimes difficult as they are located in very high altitudes. These monasteries date back to as early as 1368 BS and 1394 BS during the reigns of kings Aditya Malla and Punya Malla respectively. The evidence of their time can be found in the copper inscriptions left out by these kings which also instruct coming generation by these kings to perform ritual ceremony in these monasteries.

Gorkha Museum: Gorkha museum is situated at Gorkha Bazaar. It has a wide range of collection of weapons and ammunition used by Prithivi Narayan Shah. It also houses personal belongings of Prithivi Narayan Shah along with his 52 feet long china (birth detail). Apart from these collections, it also has wide range of objects such as art, sculptures, coins and several other articles on display.

Barpak: Barpak village is situated upon the hill top about 1900 meter high from sea level at north of Gorkha approximately 45 Km away from Gorkha in Nepal. A gravel road running on the bank of Darauti River connects Barpak to the district head quarter Gorkha bazar and national highway to Kathmandu and Pokhara. Barpak is known as village of late VC Capt. Gaje Ghale who won the highest honour-Victoria Cross Medal in the second world war in Burma. There is a local myth that there was a Ghale King who ruled Barpak and the surrounding areas. Barpak has its unique historic significance despite its isolation from mainstream politics and bustling city life. Its breadth taking natural beauty can melt many hearts and draw many tourists from the world. The unique sloppy shape of the village with clustered stone tile-roofed houses could be one of the attractions to the people wishing to visit Barpak. However, Barpak is the epicenter of devastating earthquake on May 25, 2015 which had destroyed nearly 1500 households and 15 thousand population mainly with Ghale and Gurungs tribes. Barpak is one of the stopover village routes of trekking around Manaslu. There are so many possibilities of developing different type of tourism in Barpak as it has so much to offer to its guests. Its rich culture, warm and friendly people, breadth taking scenes of Himalaya watching Barpak, overlooking valleys of Darauti river and Treks to Dharkey Danda, Narad Pokhari or just a chill out tour around the village and many interesting festivals.

Laprak: Laprak, a Guriung village is another wonderful, heavenly and exciting remote village of the Gorkha. It is situated in the hills at an altitude of 2,300 m above the sea level. The climate is moderate during March to September and the winter season is likely to be very cold with snow falling during the month from October to January. This village has their own Gurung language, culture and tradition. The houses are made by whole stones and the roof tops are covered by wood. However, Barpak a neighboring village is the epicenter of devastating earthquake on May 25, 2015 which had destroyed nearly almost all houses in Laprak. There are all locally produced food items such as grain, vegetable, potato, milk, maize, barley, wheat, millet, bean etc. The Lapraki Gurung village is one of the attractions for tourists visiting Manaslu Region. It is surrounded by blossom of a plant like rhododendron and other ever green shrubs. By an easy walk above the village, one can reach to the “Gurung Hill-Gopsepakha”-the view point at 3000m. One can see panorama, magic, mysterious and spectacular views, sunrise at the morning and many Himalayan range like Manaslu (8163m) Bouddha Himal (6672m) Himalchuli (7893m) Rupina pass (4643m) Shringi Himal (7187m), Ganesh Himal (7429m) and Langtang Himalayan range, Lamjung Himal, Annapurna range etc. from Laprak.

Narad Pokhari: Narad Pokhari is one of the important pilgrimage sites of Hindus. Visitors can go to Narad Pokhari from Barpak. It is believed that if one worships after taking bath here at Shrawan Shrangti, one's wish would come true. But there is a myth that one must go there once declared; nevertheless journey is believed to be very harsh through the challenging mountain path.

Manaslu Conservation Area (MCA): Manaslu Conservation Area (MCA) is one of the important conservation areas in Nepal. The Manaslu Eco-tourism Development Project has been working in the region since 1997. Bordering the Annapurna Conservation Area to the west and Tibetan Plateau on the north and the east, the Manaslu region lies in Gorkha District to the west of Kathmandu. Manaslu Conservation area is a habitat for 33 species of mammals including the elusive snow leopard, musk deer, and the Himalayan thar, 110 species of birds, 11 species of butterflies and 3 species of reptiles. There are ourism 2000 species of plants, 11 types of forests and over 50 species of useful plants. The bio-climatic zones vary from sub-tropical to Alpine. The altitude rises from a mere 600m to the summit of Mt. Manaslu (8,163), the eighth highest peak in the world. The main objective of the conservation area is to pass on benefits of tourism to the local community and reduce unfavorable environmental impacts through the development of eco-tourism.

Sirandanda: Sirandanda is situated at the hill top from where its name has been derived. One can reach Sirandanda with a short hike of one hour from Bhacheck. Major attractions of Sirandanda are: Nagepokhari, Dudhpokhari, Bhoteodar, Chima and tea garden. It also offers a magnificent view of sunrise and a stunning Manaslu range.

The village has a rich diversity of medicinal herbs like nirmasi, jatamasi, rato unyu, yarsagumba, satuwa etc. Sirandanda is struggling to find its place in the tourist map despite the overwhelming scenic beauty of its landscape.

Dharche Danda: Dharche danda is the highest point of the lower Manaslu trekking route. It offers a breathtaking 180 degree panoramic view of more than 20 Himalayan peaks. Among Gurung community, Dharche danda (hill) holds a religious significance. They offer prayer to the hill deity to avoid natural calamities and no felling of trees is allowed in the area. It is also believed that if tourists offer prayer to the hill deity, they will be blessed with clear visibility and will ward off misfortune while they are on a trek. Some of the prominent peaks that can be viewed from the top of Dharche are: Annapurna, Annapurna I, Annapurna II, Bharatsikhar, Gangapurna, Machhapuchhre, Lamtang, Himalchuli, Buddha Himal, Sarang Peak, Malkunti Peak, Babu Himal, Sringi Himal, Ganesh I, Ganesh II and Ganesh III and many others.

Tsum Valley: Tsum Valley is a sacred Himalayan pilgrimage valley situated in northern Gorkha. Tsum comes from the Tibetan word “Tsombo” which means vivid. The trail heads up the valley of the Budi Gandaki River through wild and unexplored country inhabited mainly by members of the Gurung ethnic groups. Upper Tsum valley (part of the Inner Himalaya) open from Chhokangparo, where hospitality local people (Tibetan group “Tsombo”) welcome you with traditional Tibetan Chiya (butter tea) and local meal. The Tsum Valley is extremely rich in cultural assets. The valley is dotted with Buddhist monasteries, chortens and mani walls. The longest mani walls (over 250km) are at Dzong and Phurpe. The valley preserves steps of the great Buddhist Yogi Chyuchin Milarepa and story about Guru Padmasambhava. The people here never slaughter animals, even as sacrifice to the gods. The Tsum Valley is surrounded by the Buddha Himal and Himal Chuli to the west, Ganesh Himal to the south, and Sringi Himal to the North.

Honey Hunting: Gorkha is very famous for adventurous and arduous traditional honey hunting practices. Arduous traditional honey hunters just hang on a rope and slide down to the middle of the massive rock/riff and hunt honey.

Lakes/Ponds: Lakes/Ponds are also attractions of Gorkha. Birendra Lake (3640 m.), Chhosong Lake (4000 m.), Kaal Lake (3500 m.), Kalchhuman Lake, Narad Kunda (Pokhari), Sano Dudh Pokhari, Thulo Dudh Pokhari, Sun (Sup) Pokhari, Tatopani, Bhulbhulekhar are important lakes and ponds in Gorkha. Likewise, Uhiya Hot Spring, Bhulbhule Khar Hot Water Spring and Machhakhola Hot Water spot are famous hot water springs in Gorkha.

View Points: Being a hilly district with high mountains, Gorkha has several viewpoints such as: Bakreshwori, Tandrang Kot, Uppalo Kot (Gorkha Bazzar), Liglig Kot, Lakang Kot, Shiranchowk (Shreenath Kot), Taku Kot, Dharche Danda (Sambai), Bhachchek and many more.

Cable Car: Manakamana Cable Car is the first and only cable car in Nepal. It is situated on a prominent ridge overlooking the river valley of Trishuli and connects to the Manakamana Temple from Darechok, Chitwan. It serves thousands of pilgrims/tourists and locals every day. The cable car to Manakamana temple has been a boon for the tourism development.

Facilities: Transportation is one of the important facilities required for tourism. Gorkha is connected with major cities of Nepal including capital city Kathmandu by a highway. It is very close from Kathmandu-Pokhara Highway and East-West highway. Most of the villages are connected with seasonal rough roads. Gorkha offers wide varieties of accommodation facilities suited for almost all types of travelers. Whether it is for backpackers or business executives, Gorkha's tourist standard hotels and lodges give everyone a comfortable stay. Some of the villages are providing home stay packages for visitors. Most of the villages are connected with national grid of electricity. Internet, bank, security, postal, newspapers and telephone facilities are in an adequate condition.

Disasters

Oxford dictionary defines disaster as a sudden accident or a natural catastrophe that causes great damage or loss of life. IFRC (2015) writes "disaster is a sudden, calamitous event that seriously disrupts the functioning of a community or society and causes human, material, and economic or environmental losses that exceed the community's or society's ability to cope using its own resources. Though often caused by nature, disasters can have human origins". Disasters can take many different forms, and the duration can range from an hourly disruption to days or weeks of ongoing destruction. A disaster occurs when a hazard impacts on vulnerable people. It is acknowledged that due to population growth, increased urbanization, greater use and dependence on technology and globalization, disasters are becoming more frequent and geographically diverse (Pelling, 2003; in Biran et al.; 2014).

Kunwar (2015) aptly written "Nepal earthquake – 2015: the year of trouble". It came after the 7.8 magnitude April 25, 2015 devastating earthquakes. It has given an idealistic message to the readers. As earthquake is natural disaster and natural disasters are out of human control. However, man-made disaster becomes sometimes more harmful than the natural disaster for a country like Nepal (Ghimire, 2016). Nepal has been suffering with political instability and conflicts for more than 20 years. The current crisis is the country's worst man-made economic disaster. The economy has been completely stalled for the past couple of months and the impact is much worse than the earthquake. Things have become unbearable for not only to the general people of Nepal but also to the tourists. It has been negatively affecting the tourism in Nepal because of blockage in Nepal India boarder and fuel crisis. The most important

touristic, religious and historic sites such as Chitwan National Park, Lumbini (the place where the Buddha was born), Janakpur (the place where mata Sita was born) have become red zones. Taxi fares have gone up almost 100%, and restaurants are no longer operating due to the lack of gas. Some hotels report only 10% occupancy rate in contrast with the 90% rate expected during this time of the year. Since tourism in Nepal is an important source of income for the government, the current crisis only worsens the dire economic situation of the country (*Tourism Review*, 2015). Had the concerned institutions understood farsighted statement “the year of trouble” noted by Kunwar (2015), the country and general public would not have been suffered that much. Because of this current crisis, Nepal will suffer for another couple of decades that ultimately damage tourism industry and international tourism market badly.

Natural Disasters in Nepal

Natural disasters are forces of nature that causes catastrophic events (UNESCO, 2006; in Kunwar, 2016:7). Natural disasters are common in Nepal. The damage and negative impacts of April 25, 2015 devastating earthquakes (Epicenter Barpak Gorkha) and its aftershocks are significantly large in the history of Nepal (Ghimire, 2016:47). The casualties were over 8,790 and 22,300 people were injured. It is estimated that lives of eight million people (almost one-third of the population of Nepal), have been impacted by these earthquakes. Thirty-one of the country's Seventy Five districts have been affected, out of which fourteen were declared ‘crisis-hit’ for prioritizing rescue and relief operations; another Seventeen neighbouring districts were partially affected (NPC, 2015:11). In 20114, Nepal faced landslide creating blockage in Sunkoshi River (killed 156, injured 27 and displaced 436 people), avalanches in Mt. Everest (killed 25 men mostly Sherpa) and blizzards and avalanches in Annapurna circuit (killed 29) that hampered largely in Nepalese tourism industry. Among all of the other challenges in the development of tourism in Nepal, the natural disasters are the major challenges to be faced (Kunwar, 2015:24).

Nepal's tourism sector has suffered losses worth Rs 44 billion in the aftermath of the devastating earthquake and its aftershocks. These disasters have heavily damaged the infrastructure of tourism in Nepal, affecting not only the mountaineering, trekking and tour businesses, but also, many cultural heritage sites, shrines, pagodas, temples and archaeological sites—properties over hundreds of years old (Ghimire, 2015). The earthquake affected about 2,900 structures with a cultural and religious heritage value. Major monuments in Kathmandu's seven World Heritage Monument Zones were severely damaged and many collapsed completely. In addition, in more than 20 districts, thousands of private residences built on traditional lines, historic public buildings as well as ancient and recently built temples and monasteries were affected by the earthquakes, 25 percent of which were destroyed completely. The total estimated damages to tangible heritage amounts to NPR 16.9 billion (US\$ 169 million) (NPC, 2015).

Table 1: Summary of Damage and Losses

Subsector	Disaster Effects (NPR Million)			Share of Disaster Effects	
	Damages	Losses	Total	Private/Community*	Public
Heritages sites in 16 districts	7,875	1,409	9,284	-	9,284
Monasteries & historic structures (older than 100 years)	5,300	530	5,830	5,830	-
Monasteries & historic structures (less than 100 years)	2,835	283	3,118	3,118	-
Temples in remote areas	900	90	990		990
Total	16,910	2,313	19,223	8,948	10,274
<i>*Almost all the monasteries are under community ownership and management</i>					

Source: (NPC, 2015).

The overall impact of the earthquake on the tourism sector goes beyond the 14 affected districts, which have suffered significant physical damage to well-known tourism destinations like Chitwan and Pokhara in terms of a sharp fall in the number of tourists. The negative repercussions of the disaster are likely to translate into a reduced number of tourist arrivals over the next few years, reduction in tourist spending per day from US\$43 to US\$35 (as per industry sources), which will significantly affect revenues. Other nations that have experienced similar disasters have generally taken several years to recover fully with regard to tourist arrivals. It is estimated that the overall impact of the earthquakes on the Nepali tourism industry will be a reduction of about 40 percent on average over the next 12 months, and a 20 percent reduction in the next 12 to 24 months (NPC, 2015).

Table 2: Summary of Damages and Losses

Subsector	Disaster Effects (NPR Million)			Share of Disaster Effects	
	Damages	Losses	Total	Private	Public
Hotels and others	16,295	-	16,295	16,295	-
Homestays	1,720	495	1,720	1,720	-
Eco-lodges	415	-	415	415	-

Trekking trails	426	5,711	6,137	-	6,137
Tour operators	7	4,924	6,137	-	-
Tourism revenues	-	47,013	47,013	47,013	-
Air transport revenues	-	4,720	4,720	4,720	-
Restaurant revenues	-	11	11	11	-
Total	18,863	62,379	81,242	75,105	6,137

⁹ Losses under homestays are include under the housing sector and not include in the total

Source: NPC, 2015

Devastating Earthquake's Impacts on Tourism in Gorkha

Barpak village of Gorkha district was the epicenter of April 25, 2015 devastating earthquakes (7.8 rector scale) in Nepal. The main quake and more than 400 aftershocks (richter scale four or more) damaged tourism in Gorkha largely. Manaslu trekking route partly (40%) damaged, cultural villages such as Barpak, Laprak are collapsed/damaged, partial damage in heritage properties such as Manakamana temple, Gorkha durbar, Kalika and Gorkhnath temple etc. The Manakamana temple and Gorakhnath temple have witnessed serious crack due to quake and they have been tilted. Earthquake-triggered landslides had damaged the Arughat-Machhi Khola trekking section. However, after the route was opened, the Sirdibas-Yarubagar road section was damaged by another landslide halting trekking activities. The route becomes more difficult during the winter due to heavy snowfall. The hotel business was badly affected by the earthquake. Except for a few hotels on the Arughat-Sirdibas stretch, hotels in other areas did not sustain major damage. All the hotels above Sirdibas are safe (Kaini, 2015).

Sapkota (2015) writes "After the catastrophic earthquake, I wasn't sure whether I should visit Nepal," said Alexandra, a tourist from Italy. "I was informed that the situation here is very bad. However, I decided to visit the country after consulting with my friends in Nepal. The situation here is far better than she had anticipated. "I visited various places in Kathmandu and Bhaktapur and now I am in Gorkha. There is no reason why people should be afraid of visiting the country", she added. Her husband, Stephen, said, "What worries me is that Nepal has not been able to utilize its resources properly. The country has so many beautiful places, Himalayas and historically significant heritage sites. Nepal can attract a great number of tourists if those can be managed properly." He opined that positive news about the country should be spread. "We need to inform others that the country is peaceful and beautiful even after the catastrophic earthquake. However, all foreigners hear about its destruction."

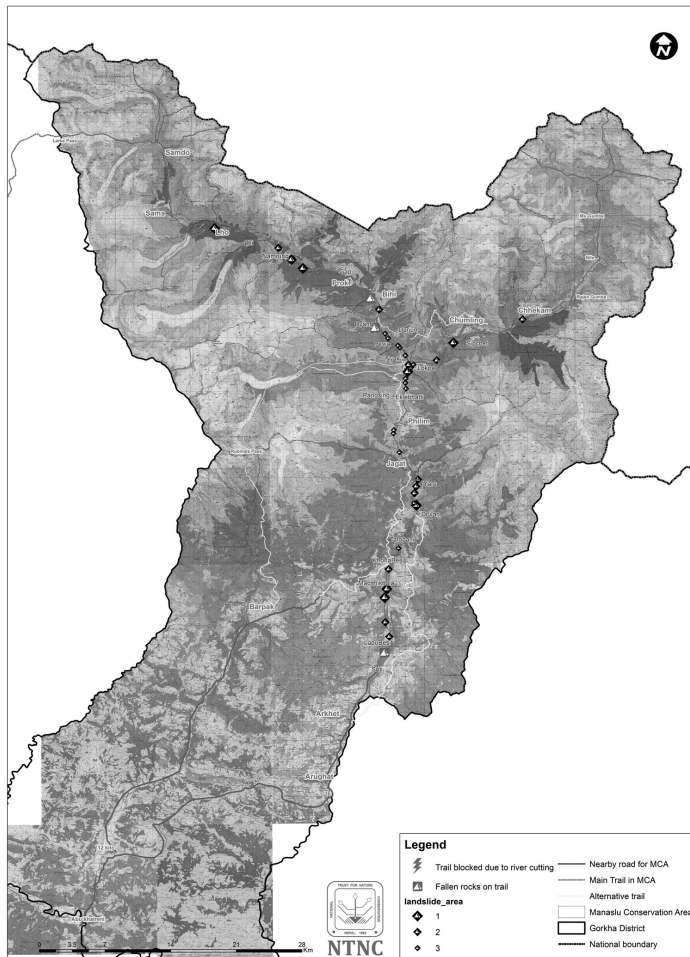
Table 3: Number of Trekkers Visited in Manaslu Conservation Area

Month	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	Up to Oct. 2015
January	2	-	-	-	2	2	11	-	-	52	4	9	8	15	30	21	19
February	5	-	-	-	2	4	-	-	6	12	8	36	19	68	80	86	74
March	10	46	48	30	31	30	28	30	65	74	187	192	270	337	474	571	648
April	82	122	63	44	73	61	51	26	172	183	218	249	458	523	657	896	737
May	5	10	9	6	3	15	-	1	11	45	17	23	42	88	106	153	4
June	-	-	-	2	-	-	17	2	-	-	14	11	8	14	18	14	-
July				4	2	-	-	-	1.00	11	10	4	28	16	38	15	5
August	1	-	-	-	-	2	1	2	24	90	46	61	58	128	102	108	36
September	25	55	21	25	43	35	17	47	53	222	152	139	361	507	632	776	123
October	361	355	547	226	292	350	317	266	634	618	934	1,209	1,239	1,623	2,132	2,281	407
November	81	56	129	92	61	72	51	50	145	259	226	353	364	593	629	929	
December	13	3	-	5	3	-	2	1	8	13	11	36	34	35	80	68	
Total	585	647	817	434	512	571	495	425	1,119	1,579	1827	2,322	2,889	3,947	4,978	5,918	2,053
Number increased per year	138	62	170	(383)	78	59	(76)	(70)	694	460	248	495	567	1,058	1,031	940	(3,865)
Increment in Percentage	31%	11%	26%	-47%	18%	12%	-13%	-14%	163%	41%	16%	27%	24%	37%	26%	19%	-65%

Source: NTNC, 2016

Table 3 represents the number of trekkers visited in Manaslu Conservation Area from 1999 to 2015. The table also shows the number of tourists and percentage of tourists increased (or decreased) in following years. There has been increase in number of tourist since 2007 and the year 2007 has the highest increment of 163%. Because of devastating earthquakes and aftershocks, the number of tourists is decreased heavily in 2015. If it is compared for six months (May to October), the number of tourist in 2013 is 3028, in 2014 is 3347 and in 2015 is 575. Decrease in number of tourists impact negatively in foreign currency earning, employment, consumption of local products and many more.

Figure 1: Situation of Manaslu Trekking Route after Earthquakes and Its Aftershocks



Source: NTNC, 2016

Gorkha was the epicenter of the biggest quake and devastation is epic. Gorkha is significant place for growing domestic tourism with the biggest attraction of Manaslu Circuit Trek. By all developments, the trail was on its way to becoming a major one, with over 4000 trekkers a year. Growing stats stimulated construction of many new teahouses and lodges in the Manaslu area.

This region might remain negatively affected for a while. However, the trekking trails are repaired, alternative trails are being developed and climbers have started returning to Manaslu, the eight highest mountain in the world, four months after the earthquake. The number of aspiring climbers has been increasing.

Prospective Tourism Products in Gorkha

Gorkha district can be one of the important tourist hub with diverse touristic attractions in Nepal. It offers following tourism products.

Table 4: Prospective Tourism Products in Gorkha

Category	Tourism products/activities
Mountain tourism (Trekking and Mountaineering activities)	Manaslu expedition (8163 m.), eighth highest mountain in the world
	Expeditions connected with other peaks such as Ganesh Himal, Annapurna etc.
	Trekking around Manaslu
	Gorkha-Arughat-Jagat-Tsum Valley trek
	Gorkha-Arughat-Jagat-Nubri La-Besisahar trek
	Gorkha-Arughat-Barapak/Laprak-Rubinala Pass-Nyak trek
	Gorkha-Barapak/Bhachek-Dudhpokhari-Bichour-Besishar trek
	Harmibhanjyang-Shiranchowk-Chipleti-Bhachchek-Sirandada trek etc.
Heritage/ Historical based tourism products	Manakamana and associated sites
	Gorkha Darbar and associated site
	Ligligkot and associated sites
	Shiranchok and associated sites
	First Prime Minister of Nepal Bhimsen Thapa's Village (Borlang) and associated sites
	Other (Bhdhikot-Siddhathan/Dhuwakot, Ajirkot, Barpakkot etc.)

	Lakhan Thapa Magar Village (Bungkot) and associated sites
	Kalu Pandey's village Khoplang
	Arughat Bazar
Cultural/ Village Tourism Products	Barpak, Laprak and associated areas
	Betini-Tinmane Bhangyang and associated areas
	Choprak-Numki-Bhachek and associated areas
Pilgrimage tourism sites	Manakamana temple
	Gorakhkali and Gorakhnath
	Bakreswori temple
	Bhimeshwor Mahadev Mandir
	Shreenath Mandali
	Annapurna mai
	Akala mai
	Shivalaya, Nimel
	Narad Pokhari
	Dudh Pokhari
	Hinang Thrangu Tashi Choephel Ling Monastery, Nurbi
	Rajen Gumba
	Shringi monastery
	Chamdi Monastery
	Sama Monastery
	Laprang Gumba (700-year-old Buddhist monastery, destroyed with a massive fire), Samagaun
Adventure tourism products	Rafting/boating in Budhigandaki, Daraundi Chepe and Marshyangdi
	Bungee jumping
	Mountain biking
	Hiking in the mid-hills and villages
	Honey hunting
	Palungtar Sky-driving
	Gopsepakha (Laparak) Ultra-light

Other prospective tourism products	Social and volunteering tourism
	Research and educational tourism
	Agro-tourism (Traditional farming, animal husbandry, organic farming, cardamom farming, tea and coffee farming etc.)
	Sports tourism (Badare, Shreenathkot Stadium is under construction, need to explore and construct other sports complex in different villages), Gulf court in Siranchok, Thalajung and Kafaldanda, Cricket stadium in Nimel etc.
	MICE (Meetings, Incentives, Conferences, and Exhibitions) tourism
	Disaster tourism (Visit/research/contribute to villages that are highly affected by earthquake)
	Peace and Conflict tourism (Visit/research/contribute to the villages that are highly affected by Ten Years Armed Conflict in Nepal)
Tourism Research	Gorkha's uniqueness is its historical, natural and socio-cultural diversity. It has been developed as a common dwelling place for the Mongoloid and Aryan people of different castes with their own traditions alike. The area is the abode of rich cultural heritage, unsurpassed beauty, and biological diversity. Crossing over its thundering rivers with the help of ropes and suspension bridges, passing beneath towering rock cliffs and through dense jungle adds to new experiences. The topography changes each day ascending through number of climatic zones into rugged territory and hastily joining the barren lunar landscape of Tibetan plateau. These diversities provide a best ground to researchers for their studies

SWOT analysis

Present situation of Gorkha in reference to soon-be-world an important touristic destinations in Nepal is analyzed with the help of SWOT analysis as follow:

Strength

- Holding dominant role in politics, education, culture, ethnicity, history, pilgrimage and natural beauty
- One of the very important historical and archeological sites
- Birth place of King Prithvinarayan Shah who founded modern Nepal

- Beautiful old palace known as Gorkha palace, goddess Kalika temple and Gorakhnath cave.
- Goddess Manakamana is highly noted as a wishful filling goddess throughout the country.
- Overlooking the snowy peaks of the Himalaya
- Nepal's first Cable Car
- Caves and local custom, culture and tradition
- Historical Gorkha Darbar museum
- Connected with national highway
- Very close from Kathmandu and other popular touristic destinations Pokhara and Chitawan
- Diverse geography (228m-8163m), biodiversity, diverse culture and ethnicity

Weakness

- Lack of tourism master plan
- Lack of integrated packages with Pokhara and Chitawan
- Below average basic facilities in various tourist sites
- Lack of coordination among tourism stakeholders
- Lack of tourism development policy thrust
- Seasonality impact on tourism
- Lack of publicity and marketing plans

Opportunities

- National and international organizations might be interested to work for tourism development in Gorkha
- There would be increasing investment including joint ventures in tourism related industries such as hotels, resorts, homestay, airlines etc.
- Nepal government is in the line to develop Gorkha as an important tourist destination and integrate in the westward and eastward tourist circuits.
- Development and promotion of local products and agro-tourism
- More tourist, more earning and more employment

Threats and Constraints

- Despite its tourism potential, Gorkha has been unable to draw attention of tourism stakeholders and tourists.

- Cable car has been a boon to draw the attention of pilgrims and visitors; however the preservation, development, management, sanitation condition of Manakamana temple is poor.
- Sitagufa (Swanra, Gorkha), probably the longest cave in Nepal has been unexplored and ignored.
- The forts in historical principalities like Liglig Kot, Siranchowk, Bungkot, Agirkot etc. are losing their history day by day. The artifacts are being destroyed or stolen which could be the attractions for historians.
- Tourism has not been developed in a planned manner. There is lack of networking among different sites, lack of peoples' awareness towards tourism, lack of proper marketing of Gorkha tourism nationally and internationally, lack of promotional activities and materials.
- Lack of package programmes and mostly unplanned/unorganized domestic tours,
- Poor accessibility and difficult terrain
- Lack of trained manpower for tourism activities etc.
- Lack of tourism master plan for overall development of tourism in Gorkha.
- Rigorous marketing and packages of other tourist destinations.
- Negative impact of mass tourism. Industrial expansion and urbanization in Gorkha.

Vision and Mission of Implementation: Think Globally, Act Locally

Despite devastating earthquakes, Nepal is as beautiful as before and its people are just as welcoming. Compare to tourism potential and attractions, damage and loss in tourism sector by the devastating earthquakes was not as massive as it came in media. Even after the earthquakes, most of the tourist trekking routes are safe and fine. Nepal has many places with touristic values and rich cultural traditions. There are some must-visit places so that tourists could understand the Himalaya culture and history in depth. It is the high time to explore Nepal and visit virgin destinations of Nepal. After the earthquake, several countries warned their citizens not to visit Nepal unless they were involved in rescue and relief. Natural disasters can have a devastating effect on tourism. The impact appears bigger than it is. As people from outside do not know the geography, they become confused over the extent of the disaster and the areas affected. The Tourism Ministry and the Nepal Tourism Board are failed to coordinate and organize various promotional programs including talks, slide shows, conference presentations, and public relation activities to revive tourism after the earthquakes in Nepal. The Nepali tourism industry requires a strategy that will help manage crises and rapidly implement recovery strategies. (Ghimire, 2016).

Gorkha has been an important place not only from the history but also from the natural and geographical setup. It has been holding dominant role not only in politics but also in education, culture, ethnicity, history, pilgrimage and natural beauty. The devastating earthquake has damaged a lot in Gorkha. There is lack of tourism master plan in Gorkha. Now time has come to reconstruct and remodel Gorkha by promoting tourism. This is the time to think globally and act locally. Besides political, communal, religious barriers, all the Gorkhalies need to stand unitedly for the conservation, development and publicity of Gorkha internationally which can draw the attention worldwide. Gorkha has been one of the popular destinations for domestic tourists as well. North Gorkha has great tourism potentials for wilderness trek in the Tibetan cultural setting with its diverse ecosystem and rich cultural heritage. These Trans-Himalayan valleys can attract more tourists for trekking and mountaineering adventures. The world has been turned out as a global village. Policies, plans, promotional activities should reach out to globally; however, the stakeholders have to act locally. Natural beauty, local culture, arts, food, traditions have very important role to attract the tourists. Tourism being a show and service motive industry, special attention needs to be given. It is well known fact that first impression is the last impression. So the dress, appearance, cheerfulness and hospitality are the first impression a customer (tourist) receives. Physical, mental, personal and social qualities of staff need to be charming and cheerful, clean and tidy, polite, intelligent, humorous, knowledgeable, unbiased, commanding, confident, sincere, kind, honest, friendly, helpful and lovable. The popularity of Nepal for spectacular view, fresh air with virgin villages, innocent people and typical culture, good religious harmony between the religions, the colourful fairs and festivals with traditional music and dance celebrated round the year, anyone can feel brave and joyful as steps on the land of the brave Gorkhalies. Now the time has come to follow the footsteps of Lord Buddha who had once said that, "The one who does not act fast falls behind and fails" (Ghimire, 2009).

Models to Follow for Better Tourism Return

Tourism brings several good things to the country but equally poses many threats and socio-cultural and economical distortion which could be rather controlled by the implementations of the policies and actions but not just commitments (Ghimire, 2009). Responsible tourism is the tourism that creates better places for people to live in, and better places to visit. Cape Town Declaration 2002 on Responsible Tourism in Destinations defines responsible tourism as follows:

- generates economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry
- involves local people in decisions that affect their lives and life chances

- makes positive contributions to the conservation of natural and cultural heritage to the maintenance of the world's diversity
- provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues
- minimizes negative economic, environmental and social impacts,
- is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

Responsible tourism is fast becoming a global trend. There is possibility to cash this opportunity for Gorkha district if all stakeholders plan properly. Whole district could be model tourism district in Nepal. Following could be the models to follow in Gorkha:

Visit Gorkha Year: Visit Gorkha Year could be one of the important event to promote tourism in Gorkha. When Visit Gorkha Year is declared, it makes a reason to visit Gorkha. There would be a big hope to build up the tourism not only in Gorkha but also in Nepal by this event. Definitely, this would be a mega event in Gorkha; the success of the event can achieve various outputs. The increase in number of tourist arrivals, increase in length of stay, development of infrastructure, worldwide publicity and active involvement of governmental and non-governmental organizations ultimately contribute for the sustainable development of Gorkha tourism. Visit Gorkha not only the reason to visit, it is the matter of pride for tourism stakeholders as well. Year 2017 could be declared as "Visit Gorkha Year". However, more ground/preparatory works yet to be done.

Diamond Jubilee of Manaslu Expedition: Mount Manaslu is the highest peak of the Gurkha massif, and is the eighth highest mountain in the world. It is located about forty miles east of Mount Annapurna. The Manaslu region offers a variety of trekking options. The mountain's long ridges and valley glaciers offer feasible approaches from all directions, and it culminates in a peak that towers steeply above its surrounding landscape is a dominant feature. The popular Manaslu trekking route of 177 kilometres (110 mi), skirts the Manaslu massif over the pass down to Annapurna. The Nepalese Government only permitted trekking of this circuit in 1991. However, the first ascent was made by T. Imanishi (Japan) and Gyalzen Norbu (Sherpa) in May 9, 1956. The government and tourism stakeholders should organize **Diamond Jubilee of Manaslu Expedition** for year 2016. This programme would definitely revive the tourism in Gorkha.

Model Tourism Village: Model village tourism has been successfully demonstrated and famous in neighboring districts Ghalegawn-Lamjung, Ghandruk – Kaski and

Sirubari-Syangja. A management committee takes all responsibilities of the tourists like welcome, accommodation, sightseeing and guiding. The villages are kept very neat and clean, the accommodation is simple, but comfortable, with good bedding, as well as clean toilet facilities. Meals of daily fresh and organic food are eaten with the family, and each evening there is entertainment provided by the community, which is usually Gurung dance and song. The people are friendly, well education and are enthusiastic about tourism. Sirubari is a compact farming community village. The unique attraction of Sirubari is the fact that it is the model of growing new trend in tourism in Nepal. Some of the villages in Gorkha are culturally and historically richer than Sirubari. If those villages are developed and publicized, the approach could be a milestone for tourism development in Gorkha.

Home Stay: The latest trend of home stay has been practiced in different villages in Gorkha. However, the devastating earthquakes has severely damaged most of the cultural villages such as Barpak, Laprak, Thumi, Bhachchek etc. Local communities will be benefited directly by this type of tourism. It could be one of the important aspects to attract tourists in Gorkha. For this, reconstruction and resettlement in those village, training and support.to the host communities are needed.

Networking with Important Tourist Destinations: By developing networks among different sites number of tourists as well as length of stay increases. Gorkha is not very far from Kathmandu and close to other popular sites Pokhara, Chitwan and Lumbini. When there is integrated package with those sites, we can increase tourists in Gorkha. It could be the rest destination for those who have are travelling to Pokhara and Chitwan and have no prior plan to visit Gorkha as well.

Community Tourism: A community tourist program has already started in Gorkha. The area is full of natural beauty, panoramic views, green mid-hill trekking, unspoilt jungle areas, lakes, caves, waterfalls and flora (medicinal, scented and edible plants). One can experience diverse climate and geographical territory in Gorkha. It could be one of the alternative tourism paradigms in Nepal.

Immediate Activities to Revive Tourism in Gorkha

The concern authorities should start following activities immediately to revive tourism in Gorkha:

- Time bond preparation of Gorkha District Tourism Status Report with inventory and documentation of losses and damages on tourism sites
- Collaborate with Governmental agencies (Ministry, DDC, VDC) for infrastructural development that ultimately development/support tourism
- Create and disseminate positive message about tourism in Gorkha through various media to re-establish and reposition the image of Gorkha tourism.

- Develop promotional and marketing plan to promote new tourism sites and packages
- Develop and implement resettlement plan based on the possible tourist itineraries such as major settlement in the tourist night stay places and tea house at every 2 km walking distance.
- Most of the villages are offering home stay facility, orientation and training courses on home stay facility management to the operators of home stay facility should be organized.
- Provide awareness training and encourage locals to preserve their culture.
- Develop attractive packages to NRN family members (at least a member of NRN family visit to Nepal and Gorkha this year)
- Develop attractive packages to Nepalese employees (government, non-government and private) to visit Gorkha
- Organize seminars, talk programmes, discussions, video shows, expert's visit to earthquake affected areas and other promotional activities to publicize Gorkha and attract both domestic and international tourists

Long Term Actions and Activities for Tourism Development in Gorkha:

- Design a plan for reconstruction/restoration of heritage sites and property
- Preservation and protection of historical and archaeological heritage sites, pilgrimage sites such as Manakamana temple, Gorkha Durbar, historical forts, temples, monasteries, etc.
- Reconstruction of houses as tea houses accommodation all basic facilities for the tourist with adequate space, light, height and facilities for kitchen, dining, lodging, kitchen garden, waste management, camping, visitor entertainment etc.
- Develop infrastructure and promote sky diving, ultralight, rafting, mountain biking, rock climbing, canyoning etc. in different parts of Gorkha
- Construction of more model homestay villages on trekking routes/trails
- Develop and promote tourism circuits connecting Pokhara, Tansen, Lumbini, Chitwan and Kathmandu
- Encourage investors to build standard hotels in Gorkha bazar (probably one hotel of one, two and three star hotels category)
- Educate people about sustainable and responsible tourism
- Preparation of Gorkha Tourism Master Plan

Integrated Settlement and Infrastructure Development Plan for Tourism Development in Gorkha

- Classification and land pulling, settlement and reconstruction (Infrastructure, agriculture, tourism facilities, forest and greenery, green industry and local crafts, mining, etc.)
- Resettlement of homogeneous group (each settlement of Ghale, Gurung, Baram, Magar, Chettri, Brahmin, Bishowkarma etc.) along the rural trekking trails to protect and preserve their unique cultural and tradition.
- Strict follow up of traditional architectural design with earth-quake safety mechanism for the tourism villages and home-stays. Ensure that adequate space, light, height and spacious surroundings are provided.
- Keep agricultural land protected and intact and try to make houses in the suitable dry lands.
- Ensure allocation and /or protection of forest, river and other water sources in each settlement.
- Plan for basic utility and recreational infrastructures such as resorts, rural/ village recreational garden/park, fun and Children Park, police post, tourist information center, health-post, communication system, drinking water facilities, rescue center with helipad, cultural museum and cultural center etc. in each potential tourism village.

Conclusion

After the earthquake, several countries warned their citizens not to visit Nepal except if they were involved in rescue and relief. Nepal might be well prepared, but tourists also have to be prepared themselves like being well-informed about the intactness of tourist sites, their safety, and trustworthy rescue system. The government and private sector should coordinate and offer incentive packages to the tourists to revive and recover damages that will help boost the tourism. Nepalese embassies and diplomatic missions in abroad have been criticized a lot for their activities such as incapability in lobbying with international communities, branding of Nepal and act as real ambassador of the nation. Tourism ministry and Nepal Tourism Board have to coordinate with them and organize various promotional and awareness programs such as talks, slide shows, conference presentations, and public relation activities to promote tourism in Nepal. Primarily, it would be great way if they focus in neighboring countries India and China as they are the largest and emerging tourist market in the world. Further, regional tourism in Asian countries and in the west. One of the fact Nepalese tourism entrepreneurs should focus on pilgrimage, adventure and regional tourism which will be less affected by national and international incidents.

The damages caused to the tourism sector in Nepal by the April 25 earthquake and powerful aftershocks were wrongly reported in the international community. Only some tourist sites suffered damages, while most destinations favored by tourists are remained unaffected. It is unfortunate that it has been miscommunicated among foreigners that almost all tourist destinations are damaged. Tourist arrivals in Nepal after the quake have been affected and declined, however, Nepal should take serious efforts to convince foreigners to visit Nepal and revive immediately. Likewise, the government and tourism stakeholders should seriously follow the code of conducts, modules and innovative activities to handle the difficult situation after disasters, strategies of risks and crisis management, and marketing plans for sustainable tourism development in Nepal.

Nepal has to be very optimistic about the future of tourism as it has huge potentials to be the top class tourist destinations. Tourists can experience, enjoy and feel the difference with diverse tourist attractions in Nepal. Gorkha tourism requires a strategy that will help manage crises and rapid recovery from the damages and losses. The message to develop tourism in Gorkha could be: "Each village is unique, each site is unique, each ethnicity is unique and each culture is unique." Develop it. Experience it! Quality service-quality tourist-quality return. Tourism is a boon in Gorkha, get benefit from it. Gorkha holding the greatest significance in tourism, is expected to play pivot role for the promotion of tourism in Nepal.

References

- APEC (2006). *Tourism Risk Management – An Authoritative Guide to Managing Crises in Tourism*.
- Asia-Pacific Economic Cooperation (APEC) (Retrieved from: http://www.crctourism.com.au/wms/upload/resources/aicst/06_twg_riskmgmt_Guide%20eng.pdf)
- Biran, A., Liu, W., Li, G., & Eichhorn, V. (2014). Consuming post-disaster destinations: The case of Sichuan, China. *Annals of Tourism Research*, 47, 1-17 (Retrieved from: <http://epubs.surrey.ac.uk/805641/1/Biran%20Consuming%20Post-Disaster%20Destinations%20FULL%2014-01-14.pdf>).
- Ghimire, H. L. (2016). Disaster Management and Post-quake Impact on Tourism in Nepal. *THE GAZE Journal of Tourism and Hospitality*. Kathmandu: International School of Tourism and Hotel Management (Affiliated to Salzburg University of Applied Sciences, Austria), 7 (1): 37-57.
- Ghimire, H.L. (July 15, 2015). Naturally Nepal, Despite devastating earthquakes, Nepal is as beautiful as before and its people are just as welcoming. *Kathmandu Post*. Kathmandu: Kantipur Publications.

- Ghimire, H.L. (May 30, 2015). Bhukampapachhiko Nepalko paryatan. *Kantipur daily*. Kathmandu: Kantipur Publications.
- Ghimire, H.L. (2014). Social Tourism: An Alternative Tourism in Nepal. *THE GAZE Journal of Tourism and Hospitality*. Kathmandu: International School of Tourism and Hotel Management (Affiliated to Salzburg University of Applied Sciences, Austria), 6 (1):98-118.
- Ghimire, H.L. (2009). Tourism in Gorkha: A boon and challenges, Kathmandu: *Gorkha Tourism*.
- IFRC (2015). *What is a disaster?* International Federation of Red Cross and Red Crescent Societies (IFRC) (Retrieved from: <https://www.ifrc.org/en/what-we-do/disaster-management/about-disasters/what-is-a-disaster/>).
- Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism Management*, 22 (2): 135-147 (Retrieved from: <http://www.ingentaconnect.com/content/els/02615177/2001/00000022/00000002/art00048>).
- Kaini, S. (September 18, 2015). Climbers return to Manaslu. *Kathmandu Post*. Kathmandu: Kantipur Publications.
- Kunwar, R.R. (2016). Tourism Crisis and Disaster Management. *THE GAZE Journal of Tourism and Hospitality*. Kathmandu: International School of Tourism and Hotel Management (Affiliated to Salzburg University of Applied Sciences, Austria), 7 (1): 1-36.
- Kunwar, R.R. (2015). Tourism and Natural Disaster: A Study of Nepal's Earthquake -2015. *Voice of Himalaya*. Kathmandu: Mountain Academy Nepal, 4 (1): 19-37.
- Kunwar, R.R. & Limbu, B. (2015). Tourism and Earthquake: A Case Study of Nepal and Turkey. Kathmandu: *NATTA Souvenir*.
- Mistilis, N & Sheldon, P.J. (2005). *Knowledge Management for Tourism Crises and Disasters* (Retrieved from: http://www.docs.fce.unsw.edu.au/marketing/Mistilis05_2.pdf).
- Momentum (October, 2014). Rebuilding tourism in the wake of disaster. *Momentum* The business magazine of UQ Business School (Retrieved from: <http://www.business.uq.edu.au/momentum/rebuilding-tourism-wake-disaster>).
- NDMRH (2015). *Nepal Disaster Management Reference Handbook (NDMRH)*. Center for Excellence in Disaster Management & Humanitarian Assistance (Retrieved from <https://www.cfe-dmha.org/LinkClick.aspx?fileticket=xEUbtKHdfR4%3D&portalid=0>).
- NPC (2015). *Nepal Earthquake 2015 Post Disaster Need Assessment*. Kathmandu: Government of Nepal, National Planning Commission (NPC) (Retrieved from: <http://www.npc.gov.np/web/new/uploadedFiles/allFiles/PDNA-executiveSummary.pdf>).

- NTNC (2016). *Tourist data and situation image of Manaslu region*. National Trust for Nature Conservation (NTNC).
- Sapkota, N. (August 13, 2015). Quake-hit Gorkha gradually receiving tourists. *Republica*. Kathmandu: Nepal Republic Media (Retrieved from: <http://www.myrepublica.com/society/story/26339/quake-hit-gorkha-gradually-receiving-tourists.html>)
- Tharoor, I. (April 27, 2015). Nepal's other disaster: Its politics. *The Washington Post* (Retrieved from: <https://www.washingtonpost.com/news/worldviews/wp/2015/04/27/nepals-other-disaster-its-politics/>).
- Tourism review (2015). Fuel Shortage Hampers Tourism in Nepal. *Tourism Review* (Retrieved from: <http://www.tourism-review.com/tourism-in-nepal-hit-by-fuel-emergency-news4780>).
- TRM (2006). *Tourism Risk Management (TRM) – An Authoritative Guide to Managing Crises in Tourism*. APEC International Centre for Sustainable Tourism (AICST), UNWTO and PATA (Retrieved from: http://www.crctourism.com.au/wms/upload/resources/aicst/06_twg_riskmgmt_Guide%20eng.pdf).
- UNEP (2008). *Disaster Risk Management for Coastal Tourism Destinations Responding to Climate Change* A Practical Guide for Decision Makers. United Nations Environment Programme (UNEP) (Retrieved from: http://www.unep.org/PDF/DisasterRiskManagementforCoastalTourism_April_09.pdf).
- UNISDR(2015). *25 April 2015 Gorkha Earthquake Disaster Risk Reduction Situation Report*. The United Nations Office for Disaster Reduction (UNISDR). (Retrieved from: http://www.preventionweb.net/files/44592_gorkhaearthquakedisasterriskreducti.pdf).
- Ying, L. (2011). *Developing a Post-disaster Sustainable Tourism Model For Tourism Revitalization: Analysis of Sichuan's Response to the Wenchuan Earthquake in 2008*. (Retrieved from: <http://r-cube.ritsumei.ac.jp/bitstream/10367/3920/1/51210001.pdf>).
- <http://www.oxforddictionaries.com/definition/english/disaster>

A Study of Hospitality Internship in Gokarna Forest Resort, Nepal

Ramesh Raj Kunwar*

Sarswati Khatri-Thapa**

Abstract

Hospitality and Tourism industry and internship are crucial to each other and for this reason, the industry as well as the prospective intern should be fully aware about the internship and its various aspects. To make the internship more effective it should be studied from the perspective of prospective interns and the employer. Because of the lack of adequate understanding the interns as well as the employers are facing the difficulties when the internship starts. This article tries to present an internship from various perspectives as well as portray an intern's change of understanding about the internship before and after the involvement in the field. This portray mainly focus on the concept of internship, knowledge before, during and after internship, learning experience, difference between theoretical and real life world with some suggestions for the following generations.

Keywords: *hospitality, internship, cultural competence, knowledge exposure, emotional labor*

Introduction

The word *Hospitality* has been tried to be described in many different ways by many people and scholars. These definitions have been based on the distinction between the pure hospitality and commercial hospitality and to understand the concept of hospitality both perspective should be given equal attention. The Oxford English Dictionary (2002; in Hemmington, 2007:8) defines hospitality as the 'friendly and generous reception of guests or strangers', while the Chambers English Dictionary (2001; in Hemmington, 2007:8) defines it as, 'entertaining strangers

* **Prof. Dr. Ramesh Raj Kunwar** is the author of seven books on tourism and anthropology. He is tourism educationist and anthropologist by profession. He is the former Dean of Faculty of Humanities and Social Sciences, Tribhuvan University, Kathmandu, Nepal. He is also the former Dean of (then) Royal Nepalese Military Academy. Currently, he is teaching at the Department of Conflict, Peace and Development Studies (DCPDS), T.U. **Email:** kunwardr@gmail.com

** **Sarswati Khatri-Thapa** completed Bachelor Degree in Hospitality and Tourism Management from Nepal College of Management affiliated to Kathmandu University. **Email:** sarswatikhatri22@gmail.com

and guests kindly and without reward: showing kindness: generous: bountiful'. As Lashley (2000; in Hemmington, 2007:8) states, 'hospitality requires the guest to feel that the host is being hospitable through feelings of generosity, a desire to please and a genuine regard for the guest as an individual'. Laskley (2000; in Hemmington, 2007:9) states that, 'hospitality is essentially a relationship based on hosts and guests' and it is the host-guest relationship that is the key distinguishing characteristic of hospitality from which several other dimensions emerge (Pritchard, 1981; Stringer 1981; in Hemmington, 2007:9).

Since 1998 hotel management study in Bachelor level was started in Nepal. Majority of the students did intern in Nepal, India, Malaysia, Dubai, China, Thailand and some other countries. Approximately every year 1500-2000 students go for internship for minimum 6 months to maximum 1 year. According to university system, every students have to write intern report and they have to submit the report to their respected colleges. Though some reports are published in the academic journals, by the foreign students (Yafang & Gongyong, n.d.; Walo, 2000; Kim, 2008; Abdullah, Zahari, Mat, Zain & Derani, 2015) no reports are published in the context of Nepalese internship yet. Therefore, this is going to be first effort making an academic paper in the field of tourism and hospitality internship in Nepal. This work will be very useful for the future generations for understanding hospitality internship in better way. The internship was carried out in Gokarna Forest Resort in Kathmandu Valley, Rajnikunj Thali for six months (March 1st to August 31st). The report was first submitted to the Nepal College of Management (NCM) affiliated with Kathmandu University (KU) as a requirement for the completion of bachelor degree. The aim of this research was to examine issues related to career expectations, assumptions and requirements of undergraduates of a bachelor hospitality management and the hospitality industry. Later on, the report has been revised with the support of several published academic literatures of tourism and hospitality and with a certain modification on theoretical base.

Hospitality involves hosts sharing their home with strangers and at the same time accepting responsibility for their safety, welfare and happiness. "If this is a host's task, it is concerned with more than food, drink and shelter: it means that a host must try to cheer up a miserable guest, divert a bored one, care for a sick one" (Telfer, 2000). However, the key responsibility of the host is to ensure the safety and well-being of the guest while he or she is in the host's home.

In the academic world, the dominant approach is one based on business and management, with many institutions focusing on services and some taking a retailing perspective. Jones (2002a; in Hemmington, 2007:3) sought to identify the "principal schools of thought" and identified six main approaches: science, management, studies, relationships, systems, and pragmatism. However, as Morrison & O'Mahoney (2002;

in Hemmington, 2007:3) state, there are “some major tensions, contradictions and debates confronting contemporary hospitality management educationalists”, and that hospitality management as a field of study “continues to struggle for definition”. This failure to understand the phenomenon of commercial hospitality acts a significant barrier to industry improvement (Wood 1992; in Hemmington, 2007:3), customer satisfaction and therefore growth.

Brotherton and Wood (2000; in Hemmington, 2007:5-6) offer a definition of hospitality: ‘A contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual well being of the parties concerned through the provision of accommodation, and/or food, and/or drink’ which, despite their claim that it ‘captures the generic essence of hospitality’, actually fails to capture any sense of the exciting, vibrant and creative industry in the real world. As Slattery (2002; in Hemmington, 2007:6) states, this is a, ‘denuded and sterile conception of commercial hospitality and hospitality management’.

It commenced life with a focus on hospitality management, defined by Brotherton and Wood (2000: 168; in Morrison & Gorman, 2008) as: ‘the management of hospitality in that one set of intellectual constructs and practices (management) are applied to another (hospitality)’. Over time emerged a more inclusive hospitality studies approach which reflects on the connection of hospitality to society as a whole and the location of the world of business and management therein (Lashley et al., 2007; in Morrison & Gorman, 2008). This stance embraces literature and theory of multiple genre and discipline, including the social sciences. Further, it supports reciprocal application between the intellectual constructs and practices of both hospitality, and business and management.

As Morrison & O’Mahony (2003: 39; in Morrison & Gorman, 2008) highlight, through such partnering there is: ‘potential to generate new ways of thinking and a wider appreciation of world views on the concept of hospitality as broadly conceived’.

As stated by Davis (1990; in Morrison & Gorman, 2008), internship is a kind of experiential learning where students take the opportunity to apply learned theories from schools in the real world situation, and it provides an opportunity for students to integrate and consolidate thinking and action. Statler, the father of the American hotel, who emphasized the need for hospitality students to experience the demands of management in the real world via a “hands-on” learning experience (Cited from Zopiatis, 2007; in Morrison & Gorman, 2008).

Within this higher education context, the academic subject of hospitality management has been defined by the Higher Education Funding Council for England (1998: 15; in Morrison & Gorman, 2008) as being: ‘characterized by a core which addresses the management of food, beverages and accommodation in a

service context'. This explicit intention is to prepare students for an occupationally circumscribed profession on graduation.

In an effort to capture the essence of the hospitality studies, Morrison and O'Gorman (2006:3; in Morrison & Gorman, 2008) made a preliminary attempt to craft a working definition as follows:

It (hospitality) represents the cordial reception, welcome and entertainment of guests or strangers of diverse social backgrounds and cultures charitably, socially or commercially with kind and generous liberality, into one's home space to dine and lodge temporarily. Dependent on circumstance and context the degree to which the hospitality offering is conditional or unconditional may vary.

Thus, it is argued that the hospitality studies school of thought has the potential to contribute to 'the creation of new knowledge that is not merely wed to unitary business, industry and management ways of knowing what is hospitality.

Understanding the hospitality from commercial and non-commercial perspective provides a greater horizon for the people of this industry to understand the hospitality and apply its use with greater and distinct benefits. One of the most related terms to hospitality is internship which is the outcome of the blend of commercial hospitality and the requirement to be ready to face the challenge in the real world. With the hospitality industry is becoming more and more demanding the requirement to make the potential entrant to the industry ready to face the challenge is creating internship opportunity. Internship is a crucial part of the present highly flourishing hospitality industry. Because of its increasing importance it should be understood properly by the different players like the employers, prospective interns and others.

There is no argument that tourism and hospitality industries are regarded as 'people industries' and that effective management of these human resources is highly important. The delivery of high quality service can give an organisation a competitive edge and an organisation's human resources, particularly front-line employees, are crucial to future success (Umbreit, 1993; in Walo, 2000:10). There is widespread agreement amongst many tourism and hospitality researchers that, more soft human relation skills such as oral and written communication and interpersonal communication are essential skills for graduates and new trainees to possess (Okeiyi, Finley, and Postel, 1994; Richins, Tait, and Hamlin, 1994; Tas, LaBrecque, & Clayton, 1996; Maes, Weldy, & Icenogle, 1997; in Walo, 2000:10)). With the industries' need for strong human relation skills, educators must ensure that students have a clear understanding of the importance of these skills and are provided every opportunity to develop them throughout their degree program.

Moreover, management development through work experience can commence during university education. In fact a major issue for many researchers in tourism

and hospitality management education is the role and benefit of experiential learning or practical work experience. There is consensus that practical work experience or internship is one of the most effective ways that students can apply the theory learnt in the classroom environment (Ford & LeBruto, 1995; in Walo, 2000:11)

It appears there is substantial agreement between all stakeholders - employers, educators and students - that practical work experience is vital for the future success of tourism and hospitality management graduates (Breiter, 1991; in Walo, 2000:12)

Each component, namely internship performance, industrial training file completion, project and presentation of the project should be weighted accordingly. There is no better teacher than experience to allow students to “touch the stove”, so to speak, enhance their formal learning curve and, in most instances, that curve turns up when industrial training is implemented. Education was never meant to be isolated in Ivory Tower, it must be embraced by those that are taught as relevant to life (Collins, 2002:96).

In very small terms “internship” is a “bridge” from classroom to workplace. It is an opportunity to test skills, and interests and career choices in real work situations while obtaining an edge on “inexperienced” job market competitors (Neuman, 1999; in Collins, 2002:93). Hite & Belizi (1986; in Collins, 2002:93) found that students view internships as valuable learning experience, for which they should receive academic credit, financial compensation, and earn a grade. They also feel that internship are more valuable than case teaching, that formal training should be at the beginning of internships and direct supervision present throughout finally students feel that internships may result in employment. Students without practical experience realize that they have disadvantage when compared to those with internship experience.

Internship is a very important opportunity for students with the exposure they get being a part of the industry. Before entering the industry as professionals' they get to know about environment and working procedures which they will use after. Also students can choose the area of their specialization after trying the various departments during the internship period. Many of the students view the internship as an opportunity of entering the professional world as they work hard to continue with organizations and internship also provides a bonding opportunity to have a bond with the prospective employer. If employed, interns require less training and less time adjusting, than do non-interns. Interns learn quickly and represent flexible economic resources (Nevett, 1986; Pianko, 1996; in Collins, 2002: 93).

From employers perspective internship is an opportunity to know and test their potential employee's attributes and determine whether or not they are applicable for the industry. Internship provides the pool of people from whom they can pick the best fit for the job and the organization. Also the internship now is a very good

opportunity to make the manpower available in the hospitality and tourism industry by making the adjustment with the fluctuating demand in business.

Student internships are one of the most important indicators in determining the quality of undergraduate hospitality management programs. By improving industry relations, sharpening students' critical thinking skills, increasing their commitment, and providing experiential learning opportunities with administration support, internships help ensure appropriate placement of graduates (Assante, Huffman, & Harp, 2010; in Kim & Park, 2013:72). Internships are not easily defined due to their varied scopes and are mostly determined by the unique nature of a school's curriculum and resources as well as a corporation's operational policy (Zopiatis & Constanti, 2007; in Kim & Park, 2013:72).

An internship can provide participants with the opportunity of learning what the industry offers, which may be completely different from what they learn in the classroom, and can certainly influence a student's career choice either positively or negatively manner. Participants can obtain a realistic sense of job responsibilities required in the industry through the work they do as interns (Kozar, Horton, & Gregoire, 2005; in Kim & Park, 2013:72). Besides, internship experiences can enhance the individual's self-confidence and maturity. Such experience can raise the graduate's labor market value, along with their familiarity with professional practice (Busby, 2003; Gibson & Busby, 2009; Busby & Gibson, 2010; in Kim & Park, 2013:72). Internship requirements, together with the industrial experiences of faculty and actual qualifications of the students, can contribute to the participants' future career success (Chi & Gursoy, 2009; in Kim & Park, 2013:72). Students aiming to join the hospitality and tourism industry should give careful consideration to the internship program in order to develop and enhance their level of management competence and remain adaptable to future careers in the industry (Walo, 2001; in Kim & Park, 2013:72).

Internships can have a positive impact on students' overall perception of career development in related industries and can improve their future marketability. Thus, it is necessary to provide students with practical projects that can increase the satisfaction level with regard to their internship experiences (Ju, Emenheiser, Clayton, & Reynolds, 1998; in Kim & Park, 2013:72). Students who experienced internships before they began their formal careers were found to have stronger career goals for the industry than those who did not (Chuang & Dellmann-Jenkins, 2010; in Kim & Park, 2013:72). Positive perception of the industry as an intern can reinforce a student's aspiration to and prospects for a future career in the industry, whereas negative perception is likely to adversely affect aspirations (Zopiatis & Constanti, 2007; in Kim & Park, 2013:72).

Successful learning and supportive administration at the college level are critical components of students' confidence regarding their future careers in the hospitality industry. In addition, the quality of training can contribute to improved satisfaction and desire to stay on the job (Ko, 2007; in Kim & Park, 2013:72). From the employers' perspective, the value of cooperative education includes reinforcing students' self-confidence and self-concept, improving social skills, enhancing practical skills and knowledge of the industry, providing employment opportunities, helping to obtain skills that are complementary to theoretical training, and familiarizing students with the processes of the labor market (Garavan & Murphy, 2001; in Kim & Park, 2013:72). Internships, which can be supported by proper career and placement services, enable college students to gain industry related experience, improve their networking skills in the industry, and increase the rate of job placement upon graduation (Chi & Gursoy, 2009; in Kim & Park, 2013:72).

Undergraduate students majoring in hospitality, however, may have unfavorable views on the quality of the internship in which they participated (Jenkins, 2001; in Kim & Park, 2013:72). Internship students are usually placed in positions involving routine tasks and with limited responsibility and receive insufficient training because of the short period of the internship and a lack of resources available for such training. Organizations could provide student interns with training in safety, hygiene, and departmental operations as well as orientation for newcomers. Students complain that organizations do not provide interns with various practical training options useful to prepare for their future careers in the hospitality and tourism industry (Collins, 2002; in Kim & Park, 2013:72).

Employee knowledge is one of the most important resources in service firms and is particularly significant in performing activities that require interaction, collaboration and communication with customers (Atuanene- Gima, 1996; Simron & Hitt, 2002). Knowledge can be considered as object, as interpretation, process or as relationship (Kakihara & Sorensen, 2002; in Mistilis & Sheldon, 2005:5)

In the tourism industry in particular, improving human capital has become a priority, especially when considering that most workers in this sector are low-skilled (Hjalayer, 2002; Walsh et al., 2008). However, when knowledge is located in the minds of individuals rather than in technologies, structure or routines, the risk of losing organizational knowledge is greater due to staff turnover (Argote, 1999). Most of the employees leave the organization either to apply for the higher post in more reputed organization than they are working now or they will fly abroad seeking better opportunities. They will gain few years experience and when they have required knowledge, skills and abilities to bring new innovation in an organization innovate unique way of providing service they will shift to other place for more benefits. Therefore, most of the organizations take internship as a probation period and if the

intern perform well they will recruit them as an employee, so that they need not to invest on new personnel for training the new employee and when they are trained they left the organization. Therefore, in order to minimize that risk the internship is unpaid and provided with academic credit only.

The main objective of the internship project work exposure was to get hands-on experience of the real world organization. It also aimed at the development required to handle the day to day operations in an organization. It allowed the intern to be prepared for the upcoming corporate challenge by experiencing real time working environment.

In fact, the exposure during the internship promotes each student not only with relevant functional skills, but also with interpersonal communication skills. To cope with the challenging environment, internship naturally serves as a platform for gaining wider knowledge to perform effectively with working experience. As a whole the internship program grooms the graduates corporate culture, develops public relationship and provides an excellent working experience. For an individual, an internship is very helpful to expose interpersonal relationship that is the demand of every job, not only with boss, coworkers, and supervisors but also with every lower level staff members are the basic things for obtaining a successful and contended career.

The six month work experience in real business institutions supported the learning in the present intern with the idea that an internship is the way of learning managerial skills. It helps to develop the professional working habit and helps to be familiar with corporate cultures. It gives a direction and provides ideologies for solving the practical problems and make capable of taking the right decision at need.

Objective of the Internship

- Participate in the real life working environment
- Understand the procedure of the operation of the organization.
- Know about the practical business working environment
- Develop effective interpersonal skills
- Build professional contacts or develop networking
- Develop professional skills and personal skills
- Gain experience and to determine our career goals before graduation

Resort is defined as any place or places with pleasant environment and atmosphere conducive to comfort, healthful relaxation and rest, offering food, sleeping accommodation and recreational facilities to the public for a fee (definition per DOT Rules on Accreditation)

A resort is a place used for relaxation or recreation, attracting visitors for vacations, tourism and/or going swimming in a pool and/or a nearby body of water. Resorts are places, towns or sometimes commercial establishment operated by a single company.

A resort is a full-service lodging facility that provides access to or offers a range of amenities and recreation facilities to emphasize a leisure experience. Resorts serve as the primary provider of the guests' experience, often provide services for business or meetings, and are characteristically located in vacation-oriented settings (University of Memphis, 6 October, 2009).

Gokarna Forest Resort is situated inside the Gokarna Protected Forest which in the past used to be the private royal hunting ground of the kings of Nepal. The quiet, natural and peaceful environment of the resort makes it the perfect getaway for relaxation and indulgence with the most exotic forest views from its cottage rooms.

The Gokarna Resort has its own historic character as well as values, suitable for both short and long stay, is fashioned as the fusion of modern design and the noblesse of original heritage interiors. This exceptional away from the city life is located away from both domestic and international airport. It continues to be the eco- friendly leading luxury resort for business and leisure. Gokarna forest resorts 100 rooms is a perfect venue for conferences and they offer team building packages and a wonderful wedding setup. The rooms have cozy atmosphere and are meticulously furnished with 100 deluxe rooms, club rooms and suite rooms with different sizes. This resort offers options for interconnected rooms for family and groups. Rooms are created, with an emphasis on the highest quality of materials, with smoke detectors, safe locks, working desks, LCD TV set with satellite reception, In-room tea/coffee making facility, direct call phone, high-speed Internet connection and a mini bar. Regardless of why guest have decided to visit, be it a short-term visit, long-term business trip, untraditional family holiday or comfortable honeymoon, or just looking for pleasant, quiet and luxury stay, Gokarna resort has created.

With the historic character of the resort and the new and upgraded facilities, the Gokarna resort will continue to be the Kathmandu's leading eco- friendly and leisure resort. Although it is an ultra modern resort, the traditional Nepali architectural features have been preserved. It captures the old charm and style of Kathmandu, while providing the international quality standards of accommodation and dining facilities. The embodiment of history, legend and tradition, the Gokarna resort is a perfect blend of contemporary international standards and time-honored tradition. Explore Nepal's rich cultural heritage while finding solace in the luxurious comfort of this former Rana Palaces.

Traditionally the private royal hunting grounds of the Kings of Nepal, this temperate forest of medieval Kathmandu valley is a conserved area, never denuded

in over 500 years of preservation. A tranquil heaven existing in serene harmony with nature the forest provides shelter to a wide variety of birds and animals and the forest abounds with spotted deer and monkeys, which are not difficult to spot.

The guest visiting there can enjoy a game of golf or horse rides, spa treatments, forest walks, jungle paint ball games, bird watching, cycling, driving range practice or a cart tour. There is so much to enjoy, or guest can simply enjoy doing nothing at all while relaxing in the natural harmony of the place.

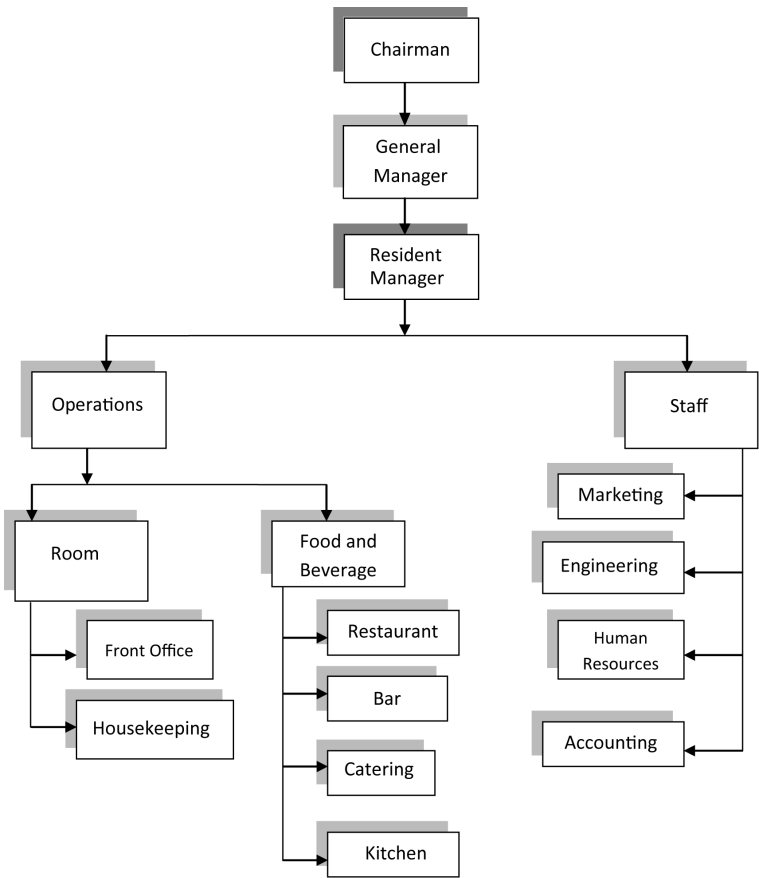
A winding road climbs leads through the towering trees up to the main complex, comprising a mix of subtly majestic Malla period architecture, Rana period lodges, and sanctuaries harmoniously blending with nature. Further, on exotic our Forest View cottage rooms are set besides a century old restored Hunter's lodge.

Harmony Spa, just a few steps away, combines therapeutic care within a natural environment impossible to recreate elsewhere. The Spa encompasses specialized massage rooms, a beauty treatment center, an indoor swimming pool, a gymnasium overlooking the forest, and luxurious changing rooms each with a Sauna, Steam room, and Jacuzzi.

The 6,755-yard par 72 golf course designed by Gleneagles Golf Developments of Scotland lies in the grassy valleys below. It is a delight for recreational golfers and one of the highlights of the professional tour in the region.

An organization requires a formal structure to carry out its mission and goals. An easiest way to represent that structure is by an organization chart. Figure 2.1 presented below provides with the organizational chart that shows the management positions in Gokarna Forest Resort.

Figure 1: Organizational chart of Gokarna Forest Resorts



As presented in figure 1 above, Gokarna Forest Resort comprises of various functional departments categorized under functional and staff department. These entire departments are observed and regulated by the General Manager. Although there are separate manager for each specialized department the final decision making power is solely on General Manager. The present intern also works under the direct supervision of General Manager in both the department.

Typically, the Rooms Department includes Reservations, the Front Office, Housekeeping, and Telephone Operator. Responsibilities of the Rooms Department include reservations, guest reception, room assignment, tracking the status of rooms (available or occupied), prompt forwarding of mail and phone messages, security, housekeeping of guest rooms and public spaces such as lobbies, and answering

guests' questions. To perform these many duties effectively, the Rooms Department may be divided into a number of specialized subunits. To complicate matters, in many instances these subunits are also referred to as departments. For example, the Laundry Department is responsible for cleaning and pressing the entire hotel's linens and employee uniforms as well as guest laundry.

Front Office Department

Front Office Department is the first department noticed by the guests whenever they enter into the hotel. It is the department responsible for the sales of the hotel rooms through systematic method of the reservation followed by the registration and assignment. Front Office Department deals with guest relations and processing of the various types of reservation as per guest requirement, by providing the right product at right price for right customer. Not only this, but it also deals with those services which are insensible dealing with guest comfort, satisfaction and value for money. So this department has the prime rule for image building of the resort. It is regarded, as the "Nerve Centre" of a resort as such is an excellent place to gain a detail understanding of how a modern resort establishment operates or functions.

This is the only department which got first and last point of contact of every guest with the resort. The front office is where guests are greeted when they arrive, where they are registered and assigned to a room, and where they check out. Usually, the telephone operator, other guest communications functions, and the bell staff or those employees responsible for delivering luggage and messages and attending to special guest requests fall under the front office umbrella. The Reservations Department takes and tracks the hotel's future bookings. The Housekeeping Department is responsible for cleaning guest rooms and public spaces.

A great deal of interdependence exists among the subunits of the Rooms Department. For example, reservations must inform the front office of the number of presold rooms each day to ensure that a current inventory of salable rooms is always available. On the other hand, the front office must let reservations know whenever walk-in guests (those who do not have reservations) register. A similar level of cooperation is required between the Front Office and Housekeeping. When a guest checks out, the Front Office Department must inform Housekeeping Department so that the room may be cleaned. Once a room is cleaned, Housekeeping Department must inform the Front Office Department so that the room may be sold. Certain tasks within the Rooms Department must occur in a specific order. For example, Housekeeping Department cannot properly provide a guest room if the laundry does not supply enough clean towels or bed sheets. Engineering cannot replace a defective light switch in a guest room if Housekeeping Department does not report the problem. Effective management of this busy department calls for

standardized plans, procedures, schedules, and deadlines, as well as frequent direct communication between the executives who manage the key operating units of the Rooms Department.

Food and Beverage Service Department

The primary function of the Food and Beverage Service Department is to provide food and drink to a hotel's guests. The Gokarna Forest Resort have a coffee shop, a multi-cuisine Durbar Restaurant, 8848 meter bar, Clubhouse Restaurant serving Thai and Chinese cuisines, room service, four banquet halls, and two function rooms where food and beverages are served. On a busy day (or night), it is quite likely that functions will be booked in many outlets at the same time. In addition, some outlets have multiple events scheduled for a single day. As you can see, there is great diversity in the types of activities performed by a Food and Beverage Service Department, requiring a significant variety of skills on the part of its workers.

Because of the diversity of services provided, the Food and Beverage Service Department is typically split into subunits. The executive chef, a person of considerable importance and authority in Gokarna Forest Resort, runs the Food Production, or Kitchen Department. A variety of culinary specialists responsible for different aspects of food preparation report to the executive chef. The actual serving of food in GFR is usually the responsibility of a separate department, headed by the Food and Beverage Director. The Food and Beverage Service Department is composed of the individual restaurant and outlet managers, captain, waiters, waitresses, intern and casuals. There is bar manager, executive barman, bartender who looks after the beverage revenue of GFR.

For cleaning the Food and Beverage outlets as well as of washing pots and pans, dishes, glasses, and utensils there is another subunit known as the Stewarding Department. It is only through continuous cooperation and coordination that a hotel's food service function can be carried out effectively. A guest who is dining in a hotel restaurant, a banquet functions, events etc requires the joint efforts of the Kitchen, Food and Beverage Service, and Stewarding departments. The sequence of events and cooperation required among the Food and Beverage Service staff is even more important than in the Rooms Department, thus increasing the importance of communication between managers and employees alike.

As baby boomers requiring, "every skilled worker of every age to be needed" (Tulgan, 2004; in Chi, Maier & Gursoy, 2013). By 2013, employees aged 35-45 will be in the prime of their career contribution to the workplace. The majority of mid level managers will be hired from this group and it is expected that there will be a 10% decrease in the number of available employees to fill these leadership positions (Tulgan, 2004; in Chi et al., 2013). As a result, workers, significantly younger while the majority of upper level managerial positions with workers who are significantly

younger while the majority of upper level managerial positions are still being held by Baby boomers, and partly by Generation X'ers. In fact, in today's hospitality workplace, multigenerational management terms are trying to lead multigenerational workers (Ross and Boles, 1994; in Chi et al., 2013).

For purpose of this study and the generational context within the workplace, literature suggests that three generations are represented in today's workplace: Baby boomers (born 1946-1964), Generation X (born 1965-1980), and Millennials (1981-2000) (Glass, 2007; in Chi et al., 2013).

Baby Boomers Generation (born 1946-1964)

These individuals were raised in an era of extreme optimism, opportunity, and progress. Boomers, for the most part, grew up in two parent households with the mother as primary caregiver and the father as sole income earner. They lived in neighborhoods and attended schools that were relatively free from crime and violence. They represent about two thirds of all U.S. workers. On the job, they value loyalty, respect the organizational hierarchy, and generally wait their turn for advancement. Many baby boomers reflecting back on their lives, realize they have focused the majority of their time on their job and want to find a grater balance between work and leisure. Boomers often feel younger workers needs to carry the loads and put in their time.

Generation X (born 1965-1980)

They grew up in two-career families in a society with rising divorce rates, and economy in recession, increased crime and violence in schools, cooperate downsizing and loss of job security (Dennis, 2009; Lancaster & Stillman, 2002; in Chi et al., 2013). On the job, they tend to be skeptical of the system, noticeably independent, like to be in control, view job freedom as reward, seek training opportunities that enhance their skills and want fast feedback.

Millennials (1981-2000)

The children of Baby boomers or early Gen-Xer parents, Millennial were born into the current high-tech, neo-optimistic times. Although millenials are the youngest workers, they are fast learners, impatient, the most technologically savvy and when they question authority, it is usually for the right reasons (Zemk et al., 2000; in Chi, Maier & Gursory, 2013). Millennial want their supervisors and other co-workers to provide direction with clear descriptions of the task or project to be completed (Gursory et al., 2013; in Chi et al., 2013). Brainstorming is often difficult for millennial and they respond better to specific benchmarks as guides. (Solnet & hood 2008; in Chi et al., 2013) reported specific work values associated with millennial included: (1) respect, (2) recognition, (3) input, (4) involvement, (5)

continuous development, (6) supportive management, (7) fairness and (8) concern for individuals. Millennial' view of the world has been shaped by MTV, AIDS, terrorism, globalization, the end of the cold war, weapons of mass destruction, high public distrust of government, and influential special interest groups. This influence is reflected in beliefs held by many millennials who: (1) are committed to making a life, not just a living; (2) view team-building, engagement, and partnerships as essential to leadership; (3) recognize that which diversity comes new prospective, ideas and insights (Chi et al., 2013).

In their study, Chen & Choi (2008) and Chi et al. (2013) identified a hierarchy of work values among hospitality managers across three generations (Baby boomers, GenX and Millennials). They revealed four dimensions of managerial work values that significantly impacted employee recruitment and retention across the three generational groupings: 1) comfort and security, 2) professional growth, 3) personal growth and 4) work environment (Chen & Choi 2008; in Chi et al., 2013).

Research pertaining to younger managers in the hospitality industry (Millennials) indicated they value, more than both GenX and Baby boomers, the development of good work habits and involvement in group constructed activities and professional organizations that generate competency and skills training (Ryan et al., 2009; in Chi et al., 2013). Specifically younger managers tend to value leadership competencies surrounding motivational skills, team building, flexibility and ethics more so than older managers (Ryan et al., 2009; in Chi et al., 2013). Furunes and Mykletun (2008; in Chi et al., 2013) found hospitality workers' views of younger managers primarily center on empathy, formal knowledge and communication skills.

The intern during the internship found that the majority of the workers belong to the Millennial with few Gen X people. These two categories of people dominate the composition of the hospitality industry workforce. Most of the young people can be found out in every department with few young minds being able to be at managerial position. And the rest are the people with years and years of work experience but lack of educational degree and sometime this can lead to the workplace dissatisfaction and violence. The case when an entrant tries to tell the people already spending decade doing that work can be very awkward for the latter resulting in workplace violence. On the other hand, the baby boomers are the people who are now enjoying their life after the hardships in their life and most of the time is guests who pass their responsibilities to their young ones and go out for vacation.

Employees are quite often required to have specific skills and abilities. Spivack (1997; in Kim, 2008:20) stated that there is 'skill development issues' related to changes occurring within the tourism and hospitality industry. Christou (1999; in Kim 2008:20) highlighted that skills should be given priority when recruiting new

staff. Many authors (Damitio, 1988; Damitio & Schmidgall, 1993; Hsu & Gregory, 1995; Knutson & Patton, 1992; Ladkin, 1999; Ley, 1980; Riley & Turam, 1989; in Kim, 2008:20) pointed out that specific skills would be very important for developing a career because hospitality is becoming more globalised. The need for multicultural abilities and skills is more critical for employees working in the industry (Sigala, 2001; in Kim 2008:20).

Baum (1990), Finegold, Wagner, and Mason (2000) and Jauhari (2006; in Kim, 2008:21) stressed that hotel managers should have multiple technical skills. For example, a F&B manager has to make a decision buying stocks, storing, costing, and processing, to serving food to customers (Riley, 2005; in Kim, 2008:21). Using multiple technical skills allows an F&B manager to control and manage their department, and this requirement remains the same in all situations, regardless of size or quality, be it a grand hotel or formal restaurant. A F&B Manager needs multiple skills in areas including accounting, human relations, marketing, customer service and communication in order to effectively manage a department (Riley, 2005; in Kim, 2008:21). These skills are required by all department managers if they are to work more effectively and efficiently. Hence, technically multi-skilled staff will ultimately offer greater value to the company.

Jauhari (2006; in Kim, 2008:21) also stated that multi-skilling allows a person to manage a large number of tasks at the same time. Multi-skilling may affect how employees approach a wider arrangement of employment opportunities. Furthermore, multi-skilling can increase an employee's understanding of the wider processes involved in different kinds of functional activity (Finegold, Wagner, & Mason, 2000; in Kim, 2008:21). Baum (1990; in Kim, 2008:21) stated, hospitality graduates needs to have multiple skills to handle the rapidly changing working environment of the hospitality industry. Multi-skilled employees will be more enterprising and adaptable.

Ladkin and Juwaheer (2000; in Kim 2008:21) argued that effective communication skills are fundamental for career development in the hospitality industry. Communication skills are argued to be a significant skill by many (e.g. Ruddy, 1990; Achorn, 1992; Knutson & Patton, 1992; Stutts, 1995; in Kim, 2008:21). For example, Achorn (1992; in Kim, 2008:21) noted that in order to succeed, GMs in the Sheraton hotel group needed a good education and good communication skills. Knutson and Patton (1992; in Kim, 2008:21) found that hospitality students believed that effective communication skills were especially important for GMs. However, other skills are also stressed, for example, managerial accounting skills (Damitio, 1988; Damitio & Schmidgall, 1991; in Kim, 2008:21), and technical, leadership and interpersonal skills (Kay & Russette, 2000; in Kim, 2008:21).

It appears that multi-technical skills, good communication skills, leadership skills and financial skills are necessary to operate effectively in the hospitality industry. Knowing the skills required by the hospitality industry is vitally important to hospitality students.

The internship of the intern was based on the two departments: Food and Beverage Service and Front Office Department. The intern was assigned with following tasks related to Front Office Department while working as an Intern:

- Perform the regular room reservation and cancellation tasks.
- Handle business correspondence related to room reservation and cancellation.
- Receive telephone calls within the three rings.
- If telephone is from outside, first greet the guest as per the time, second identify your organization, third identify yourself and assist the caller.
- If the telephone call is internal, greet the caller as per the time, identify yourself and assist the caller.
- Check the register for Wake- up call and follow up at the written time.

The intern was assigned with following tasks related to Food and beverage service Department while working as an Intern:

- Welcoming guests
- Demonstrating menu knowledge-Answering questions
- Up selling specialty items
- Describing dishes-Taking orders (beverage and food)
- Handling complaints
- Bring out food
- Clearing empty plates
- Refilling drinks
- Bringing extra items requested by guests (sauce, extra condiments etc)
- Ensuring the food came out as desired
- Clearing all plates at end of meal
- Crumbing the table
- Offering after dinner drinks and dessert
- Cash handling (when processing the check)
- Thanking the guest for coming in and assisting in any other ways
- Wiping down your tables

- Refilling salt, pepper, sugar, olive oil etc.
- Emptying and cleaning coffee station
- Emptying and cleaning up coffee machine and bar area
- Stocking plates, silverware, to-go boxes, bottled water etc
- Placing items in back fridge
- Wiping down shelves and server station
- Wiping down menus
- Ensuring guest satisfaction

Guest satisfaction is the first and foremost motive of the hospitality institution and they try their best to make a pleasant experience of the guest. During the course of offering services they have to face various types of guests.

Understanding of customers as well as customer behavior is the most crucial factor in the hospitality industry. Hospitality experience is different from client to client for instance leisure guest behavior is distinct from business client. During internship the intern have to face the deviant customer behavior like:

Vandals (who intentionally deface organizational property)

Thieves (referring to customers who have no intention of paying for a service)

Belligerents (represents customers who act in an argumentative or aggressive fashion toward service personnel)

Family feuders (who quarrel with other customers and family members)

Deadbeats (denotes customers who fail to pay for services that they have already received)

Rule breakers (customers who fail to confirm to the unwritten rules and norms of service encounters) (Lovelock, 1994; in Boo, Mattila & Tan, 2013:181). Beside, some other types of customer behavior to be faced in hotel industry are as follows:

Undesirable customers

Property abusers

Service workers

Vindictive customers

Oral abusers

Physical abusers

Sexual predators (Harris and Reynolds, 2004; in Boo et al., 2013:181)

Personnel working in the hotel or resort need to be ready to face unpredictable guest also. So intern should make up their mind to face every challenge tactfully that may be from customers' side or from senior employees. Deviant behavior can be shown from employees' side also to the intern like not cooperating, doing vulgar and physical abuse, discriminating in facilities provided etc.

The dissatisfaction in customer service may leads to loss in business. So, very critical situations need to be handled carefully. Although misbehave is done by customers we cannot say this is your fault to the customer directly. Because in hospitality sector guest is always right. So, intern need to consult with the supervisor before taking any action. In most of the cases focal customers are suffered from deviant customers. In such cases the service providers need to be careful about focal customers' satisfaction that may be done by relocating the table, compensating, apologizing, separating the focal customers from the deviant customers and correcting the deviant behavior exhibited by fellow customers.

In the process of advancement as a career in the field of hotel industry, one should be well equipped with basic as well as advance knowledge about a hotel, its operation and how it works. A project exposure of this scale of works really provides an opportunity to the students to be aware of day to day operation of the hotel as a whole. This period also provides knowledge about hospitality industry that one should carry to build up his/her career as an hotelier.

This is the time to advance and to introduce the present intern to new people and give opportunity to tie-up relationship with successful hoteliers. The industrial training builds confidence in an individual and helps overcome all the difficulties in the field of the hotel. The present intern got the chance to learn about the various challenges to be faced in day to day activities and sometime unwelcomed natural challenges like earthquake. So the present intern could learn to handle such crisis of low occupancy, no business and massive destruction.

The Internship program provides an opportunity to face the real hospitality environment for which we are getting prepared. It was really helpful implement the theoretical knowledge that was learnt during the college period. In fact, the overall exposure served as training and boosted the confidence of the present intern.

The intern firmly believes that six month experience at Gokarna Forest Resort has helped the present intern to develop her professional skills. The present intern learned how the hospitality company like Gokarna Forest Resort develop its various strategies to compete with its competitors, how it employs new people to develop new products, how it differentiate its products from that of its competitors. Also, the present intern earned how to approach prospective clients, negotiate with them and even maintain future relations with them. Hence the experience that present

intern gained during her internship was the most important gain from the program. Beside this the present intern develops her communication skill by talking with foreign guest, her self confidence level is developed, she can now handle service task easily.

One of the positive outcomes of the internship is the ability to understand and implementation the concept of the cross cultural competence. Cultural competence refers to “an ability to interact effectively with people of different cultures” (Wikipedia, 2014; in Editorial, *International Journal of Hospitality Management*, 2014:37), Cultural competence enables people to be aware of their own culture, recognize the differences between their own culture and other cultures, understand how people from other cultures think, do business see others and why they act the way they do. (Editorial, *International Journal of Hospitality Management*, 2014: 37)

In hospitality establishments’ people from various backgrounds like ethnic groups, caste, culture work together. Employees also come from different cultural background so the way they think and behave is different from another colleague. Beside employees customers who visit the property are from various countries, culture. So, there is huge difference in the way they think, act and react. Like the gestures and expression of Chinese, Japanese guest is distinct from American customer. Therefore, worker need to be able to communicate effectively with customers and colleagues from unique cultural backgrounds and behave competently to better suit challenging cross cultural situations. Miscommunication due to cultural difference may lead to guest dissatisfaction; therefore such cases need to be handled tactfully.

Cross cultural competence refers to the knowledge, skills and affect/motivation that enable individuals to adapt effectively in cross cultural environment. Cross cultural competence is defined here as an individual capability that contributes to intercultural effectiveness regardless of the particular intersection of cultures. Although some aspects of cognition, behavior or affect may be particularly relevant in a specify country or region, evidence suggest that a core set of competencies enables adaptation to any culture (Hammer, 1987; in Wikipedia, 2015).

When a student enters professional world leaving its college environment then they get to feel the real working environment. Though they may have been subjected to good quality practical classes during their course of study it is not enough for them to work in the real environment. For a person of hospitality and tourism industry it is very essential to know that the theoretical environment is very different with the real life-working environment.

In hospitality operations, knowledge can be defined as “that knowledge which is related to company’s customers, products and services, operational procedures,

competitors and job associates” (Yang & Wan, 2004; in Kim & Lee 2013:324). That is, services in the hospitality industry have complex work processes and guest interfaces that can be differentiated into four categories of knowledge: task-specific knowledge, task related knowledge, transactive memory, and guest-related knowledge (Bouncken, 2002; in Kim & Lee, 2013:324).

In the twenty-first century, one of the critical factors for sustainable competitive advantage is how to leverage knowledge resources to develop strategic plans for business. Organizations must therefore manage or retain critical knowledge in effective ways (Bock & Kim, 2002; in Lee & Kim, 2013:324)

In today’s highly competitive market environment, a hotel’s ability to innovate is essential to achieving sustainable competitive advantage (Tajeddini, 2010 in Lee & Kim, 2013:324). Intense competition, rapid technological evolution and globalization, and rising expectation from savvy consumers have created unprecedented challenges for the hotel industry, and hotel’s ability to enhance service innovation is of interest to both scholars and practitioners. In particular, as superior service quality is a major factor in customer satisfaction and loyalty. Hotel can work on their employees service innovative behaviors by enhancing employee knowledge sharing of consumers sophisticated demand and preferences and tailoring their service accordingly (Hallin & Marnburg, 2008; in Lee & Kim, 2013:324).

Knowledge-sharing activities are therefore crucial for hotels’ competitive advantage and enhance the ability to meet customers’ diverse and rapidly changing demands. Specifically, this knowledge-sharing behavior is important in the hospitality industry due to the immense costs of knowledge loss caused by high rates of employee turnover (Kim & Lee, 2010, 2012; Yang & Wan, 2004; in Lee & Kim, 2013:325). However, employees often refuse to share knowledge because they worry that doing so may reduce their opportunities for promotion or because doing so requires uncompensated time and energy (Bock et al., 2005; in Lee & Kim, 2013:325)

The second issue in the research pertains to the two distinctive types of individual knowledge-sharing behaviors: knowledge collecting and knowledge donating. Knowledge sharing includes employees’ willingness to communicate with colleagues (i.e., donate knowledge) and to consult with colleagues to learn from them (i.e., collect knowledge) in the development of new capabilities. However, with only a few exceptions (Tohidinia & Mosakhani, 2010; Van den Hooff & De Ridder, 2004; Van den Hooff & Hendrix, 2004; in Lee & Kim, 2013:325), most studies have used knowledge sharing-behavior as a unidimensional construct. Most studies, therefore, do not fully explain the relationship between determinations of knowledge-sharing behavior, knowledge-sharing behavior itself, and its consequences.

Button et al. (1996; in Lee & Kim, 2013:326) suggested that learning goal orientation and performance goal orientation are two distinguishable dimensions of goal orientation, which itself has both situational and dispositional aspects in achievement situations.

Knowledge Management (KM) refers to the creation of knowledge repositories, the improvement of knowledge acquisition; the enhancement of the knowledge environment; and the management of knowledge as an asset (Rowley, 1999; in Mistilis, 2005:5). It enables groups to share and re-use information resources, and have the power to make decisions faster and less expensively.

From the literature (Nonaka & Takeuchi, 1995; Rowley, 2000; in Lee & Kim, 2013:326-327), knowledge management can be operationally described as the process of (1) knowledge acquisition (i.e., collecting and identifying useful information), (2) organizing knowledge (i.e., enabling employees to retrieve organizational knowledge), (3) knowledge leverage (i.e., exploiting and usefully applying knowledge), (4) knowledge sharing (i.e., disseminating knowledge through the whole organization), and (5) organizational memory, i.e., storing the knowledge in the repository. In particular, knowledge sharing is a prerequisite for innovation (Kim & Lee, 2010, 2012; in Lee & Kim, 2013:327), organizational learning (Senge, 2006; in Lee & Kim, 2013:327), and the development of capabilities and best practices (Kim & Lee, 2010; in Lee & Kim, 2013:327), and thus it is central to managing knowledge.

Knowledge sharing refers to the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures (Cummings, 2004; in Lee & Kim, 2013:327). Knowledge sharing also can be defined as “a social interaction culture, involving the exchange of employee knowledge, experiences, and skills through the whole department or organization” (Lin, 2007: 315; in Lee & Kim, 2013:327). Knowledge sharing occurs when an individual is willing both to learn (i.e., knowledge collecting) and assist (i.e., knowledge donating) others in developing new capabilities (Block & Kim, 2002; in Lee & Kim, 2013:327). Knowledge sharing is thus “the process where individuals mutually exchange their knowledge and jointly create new knowledge” (Van den Hooff & De Ridder, 2004: 118; in Lee & Kim, 2013:327).

The intern before commencing the internship has a very little on field knowledge but had adequate theoretical information. When the intern was subjected to the real working environment, couple of days was spent feeling awkward. Then, slowly and gradually, the intern started to learn about tasks and their procedures and this is where the knowledge sharing is carried out. The two dimensions of knowledge sharing- knowledge collecting and donating was thoroughly adopted by the intern during whole internship. Collecting knowledge means to have interaction with the

co-workers and the senior staff regarding the various aspects of the tasks like what, how, why, where, etc. The intern being curious and the zeal to learn resulted to the constant productive interactions with the colleagues. In this way, the knowledge was acquired. To complete the knowledge sharing behavior, the gained knowledge should be disseminated among others and they should also know the basics of the place. During the internship the intern donated the knowledge while interacting with colleagues and if someone was not sure anything regarding the establishment and the service, the intern explained very nicely and the clear communication made the knowledge transfer very effective.

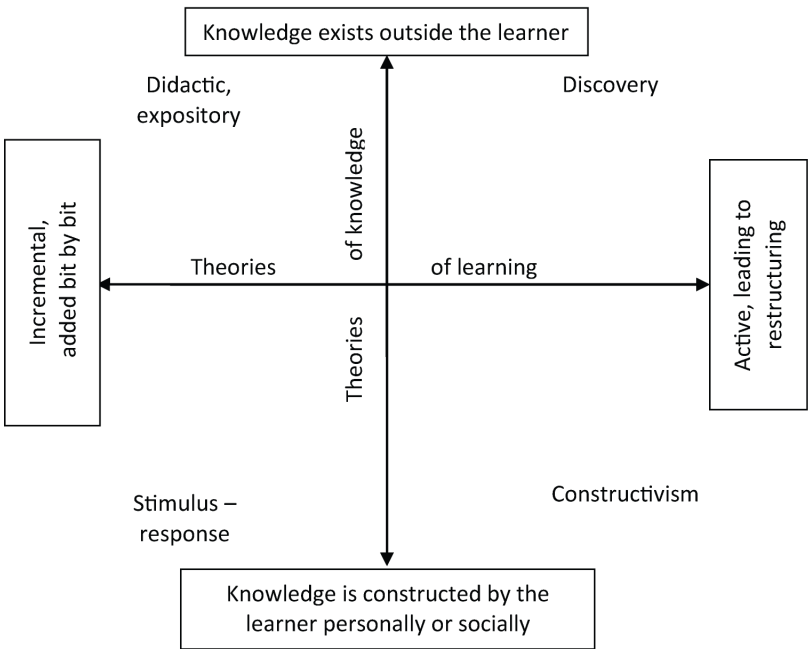
The intern was lucky to have a constant interaction with the upper level staffs which could provide lots of valuable information and knowledge regarding the service and ways to be successful in the field.

Broadly, educational theories can be classified according to two domains: the theories of learning and the theories of knowledge they profess (Hein, 2006:345). All educational theories include views on both these topics and their combination suggests particular educational practices (pedagogy) and results in different kinds of educational programs.

Theories of learning can be roughly grouped along a continuum from “passive” to “active”, that is, from theories, on one extreme, that consider the mind to be a passive recipient of new sensations that are absorbed, classified, and learned, to the opposite extreme that postulates that learning consists of active engagement of mind with the external world, wherein the learner gains knowledge by thinking about and acting on the external world in response to stimuli. (Bransford et al., 1999; in Hein, 2006:345). Theories of knowledge are concerned with whether learning entails acquiring truths about nature or constructing knowledge, either personally or culturally, that is “true” only for those who accept it.

Stimulus-response theory (behaviorism) persists dominantly in the formal sector; it provides the theoretical basis for the belief that progress in schools can be adequately assessed through short-answer, paper-and-pencil tests (or, more commonly today, fill-in-the-blank computer-scored tests); that both knowledge and learning settings can be isolated from real-world contexts without diminishing learning; as well as a number of other regimented practices common to state school systems. (Hein, 2006: 345)

Fig. 2. Theories of education



Source: Hein (2006:346)

Knowledge sharing or flow of correct information and knowledge can be a useful tool at present to customize the service and gain an edge over its competitors. Various people have various ideas and the things running through their mind and the pool of people can give you the best of idea to outplay the competitors. So, a session of haring or communicating the ideas can be beneficial in the long run. The intern was provided with ample opportunities to put the views or any other idea so that the current level of service can be upgraded into something new and unique which can be used to gain a competitors advantage. So, the interns who may feel something in their mind should put their thing to colleagues and seniors and it can be very positive regarding the career.

During the learning phase in college, theoretically almost all subjects were covered by the instructors. For instance, while studying about the restaurant, it was taught the entire processes from guest arrival to their departure. Though it was based on the theory the problem starts when practical work was started in a restaurant of the above mentioned resort with guests and all. The problem is same with all the departments and every intern because the real life working environment cannot be depicted and the working under replica is never going to be same as working in real

scenario. So the actual difference between the theoretical study and internship is the lack of exposure to the real case scenario and the lack of ability to make an adjustment between the theoretical learning and working environment.

During the course of study almost all of the theoretical aspects are given to the students but still they cannot show it effectively during the intern. The reason for this is the inability of the teaching institutions to cast an image of the working environment and the reluctant nature of the students. They tend to think the internship will go along without any problem and are not eager to learn about the working environment more briefly prior to their internship training.

Hands-on experience cannot be imparted through lectures. It can only be gained through direct activity, either laboratory or real world confrontation. Laboratory learning is clinical, whereas, real-world confrontation, known as industrial training or internship, affords students a first hand glimpse of reality. There is no substitution for the “sting of battle” (Collins, 2002:93).

As an intern, though space to work was limited, still it was manageable to grab abundant experiences. The best of every opportunity given was made the utmost use of, the intern's abilities and knowledge to fulfill all required responsibilities. The present intern could implement the academic skills into practice and efforts were highly acknowledged. There is however some gap between theoretical knowledge and real life practice, yet the managerial level staff members is quite open towards upgrading current approach, which was extremely motivating.

This exposure played a vital role in the overall development of the interns personal and professional grooming along with the improvements in various skills i.e. technical, communications. Though man is born alone to complete a task effectively and efficiently teamwork is mandatory. Attitude, smile and eagerness to serve are the three most valuable assets one need to possess to work in hotel industry are the lesson learnt through this internship project exposure.

Eventually, this internship experience was a milestone to the academic and professional experience. The present intern thoroughly enjoyed the challenges that came along every single day and admire these lessons that has been learnt will be a valuable one for my future endeavors as well.

The theoretical knowledge that student learn in the class room is complemented by the practical learning in the real work environment. So, the internship is the opportunity to make your learning complete and effective with real work exposure.

Knowledge systems are often created to facilitate the circulation of best practices (Bansler & Hagn, 2003; in Mistilis & Sheldon, 2005:5) and may be called knowledge sharing systems. They provide an integrated approach to identifying, managing,

sharing and reusing all of an enterprise's information assets with advance technology (Zhang et al., 2002; in Mistilis & Sheldon, 2005:5). Others have noted the importance of the knowledge flow (Kakabadse et al, 2003; in Mistilis & Sheldon, 2005:5) from data to information to realization to action and reflection and finally to wisdom. More specifically, KM systems within an organizations are archives of information on employees, customers, processes, products and decisions-which create an audit trail and also a sense of security and provides some understanding of cause and effect (Fowler & Pryke, 2003; in Mistilis & Sheldon, 2005:5)

The internship has enhanced the professional skills and capacities of the intern. The intern with the involvement in the day to day operations of the service and housekeeping department has acquired the knowledge which can be applied when the intern starts his professional career. From the basics of welcoming the guest and taking care of the entire dining at the restaurant to clearing the bills and settling the account through IDS(software) was learnt and the knowledge of preparing the room and various use of chemicals and standard procedures of making a bed was learnt which were the main things learnt during internship in a nutshell.

But, the internship has the extensive effect on the personality and confidence of the intern. The intern now has the experience and has boosted the confidence to work on any property throughout the world. During the internship, the intern had to face various situations like the peak season with high occupancy and demanding guests from across the globe and being successful in catering them has resulted to the enhancement of confidence.

The intern has enhanced the communication skills, interpersonal skills, time management skills and stress management skills with the involvement in the real work environment in the internship. In the field of hospitality industry, time management is very crucial. Various projects are run simultaneously in various departments. So to ensure proper coordination among departments time management skill is crucial. Having worked in the marketing department, communication as well as professional skills are very important while dealing with existing as well as prospective clients.

Thus, internship provided the chance to experience the real working environment inside an organization. It exposed me to various situations where various skills were needed. Regular presentations helped me to develop our communications skills which will be beneficial in the future as well. Professional skills, on the other hand will help me to adapt in a formal organization bridging the gap between our student life and professional life.

The internship has taught a few lessons to the intern which are given below

- Never be on time. Always arrive early. Be at least 15 minutes early every day. That way, if you are running late, you will be on time.

- Ask your supervisor what the expectations for productivity are. This will immediately make you stand out from 95% of the other employees.
- Be part of the solutions. Quit whining about what's wrong and start being vocal about what's right! A positive attitude goes a long way with many supervisors.
- Be quiet and work. Quit gossiping and get to work. Your employer is not paying you to gossip. When one of you is talking a lot, two of you are not working a lot.
- Always be productive. Don't let paper sit on your desk for days on end. Get the work done and move on to the next thing as quickly as possible.
- Hold your head high and be confident. A calm, assured energy will take you much farther than carrying yourself in a hunched up ball.
- Don't spend a lot of time on personal phone calls.

Students generally complain about the quality of the internship programs in mainland China. For some tourism and hospitality schools, they don't arrange the internship placements for students; instead, students find jobs by themselves. What's more, on-site visits of school mentors as well as communication between students and school mentors during the internship are rare. Moreover, most internship representatives are academic staff members who are looking after not only the coordination and arrangements of internship program for their students, but also teaching and research. Workloads of these staff members can be very heavy which leads to a downgrade of effectiveness and efficiency of the coordination function of their internship programs. In addition, the job nature of internship positions in mainland China usually involves long working hours with high visibility, such as waiters, waitress, chambermaids, front desk personnel, etc. and internship positions are usually considered as "set posts" without any job rotations which may decrease the interest of hospitality students toward internship (Hou, 2004; in Yafang & Gongyong n.d. :1070). Benefits for interns are rare while the employment conditions are poor, such as low rate, heavy workloads and no pay for overtime duties.

Some employers even don't pay attention to the objectives of the internship, and they just treat interns as a supplement for a labor shortage instead of developing potential employees through internship. So students generally complain about the quality of the internships which result in increasingly high fallout rates of graduates from the tourism and hospitality industry (Lam & Ching, 2007; in Yafang & Gongyong n.d.:1070)

For the future prospects of the hospitality and tourism industry, that they should be clear about many things. The people who are already a part of it or undergoing

their study they must have some ideas until now and they should try to groom them accordingly.

For those who are eager to enter the world of hospitality and tourism industry you are cordially welcome. It is a glamorous industry, which will provide you with lots of opportunities. However, you must be sure about your dedication and hard work and most of all discipline. You must pace yourself within a certain limit and criteria while presenting to guest and whatever your problem and attitude are should replace them with decent characteristics and etiquettes. One of the concepts called Emotional labor is very necessary to understand considering the requirement of hospitality and tourism industry.

Hospitality and tourism employees particularly face demands for emotional labor, as their occupations require them to express feelings such as enthusiasm friendliness and cheerfulness despite negative emotions that they may experience (Pizam, 2004; Wang, 2009; in Shani, Urieli, Reichel & Ginsburg, 2014:150).

The term emotional labor was first introduced by Hochschild (1983:7; in Shani et al., 2014:151) who defined it as “the management of feelings to create a publicly observable facial and bodily display” which is “Sold for wage and therefore has exchange value.”

Interns need to make their facial expression and interaction as per customer desire although they are not satisfied with the organization. They may not be motivated to work in some instance due to unpaid work, during that situation also they display desirable feelings and suppress undesirable ones.

In a situation where their authentic or experienced feelings are in conflict with those they are expected to express, service employees often cope with this ‘emotional dissonance’ situation through the use of ‘surface acting’ or ‘deep acting’ (Hochschild, 1983; in Shani et al., 2014). Surface acting involves modifying the feelings from the ‘outside in’ (e.g., the employee puts a sympathetic face when in fact his feelings are irritable), whereas deep acting involves changing the feelings from the ‘inside out’ (e.g., the employee tries to feel empathetic and concerned to the customer’s difficult situations by imagining him/herself in the customer position) (Grandey, 2000; Kim, 2008; Rafaely & Sutton, 1987; in Shani et al., 2014:151).

Internships and hospitality and tourism industry are complementary to each other. The role of internship is very crucial considering its effects to the new prospects of the industry. Internship provides an ample opportunity to learn about the real working environment and make up the mind of the potential professionals of the industry. To make the internship more effective the college and the industry should work very cordially and closely. The students should be given the department of their preferences as far as possible and the intern should not be treated as a working machine and made

to work works beyond their capacity. Everyone expect something in return when they put lot of effort in doing their task. During internship every intern tries to do their best, they work in the same level of others employees but at the end of the day their work is not recognized by the supervisor. If there is a small mistake in their work manager is in front of him/her for bad word but there is not any acknowledgement and positive feedback for the good work they have been done. So, interns feel demotivated towards their work because they do not know what they have work for the payment, no appraisal just bad words, physical work and pain for good marks.

As far as the educational institutions are concerned their course design and lectures delivery should be crafted in a very practical way which can cover the real working environment and the practical should be conducted reflecting the real case scenario which can be done by collaborating with other colleges and making them working together and bring some guests to the practical and sending the students for industry part times more often.

Students also should be prepared about the initial hardships they face in the industry and be ready to work under pressure. They should acquire all the knowledge about the place they will be a part of in the future and students should be very active to dig out information about the new trend and practices going on their industry and their causes and what's the future are going to be like.

Internship is a learning period where you can have lots of knowledge and practical exposure which will be very beneficial when you start your way in the industry as professionals.

Conclusion

The literature relating to different career expectations, assumptions and ideas on work requirements between undergraduate hospitality management students and management employees in the hospitality industry shows that many gaps exist. Furthermore, a number of studies identified that hospitality management degrees are not important in the hospitality industry and industry work experience is more important than a hospitality management degree (Harkison, 2004a; Steele, 2003; in Kim, 2008:93). The hospitality employers and hospitality educators in these studies appeared to have different perceptions (Collins, 2002; Harkison, 2004b; Li & Kivela, 1989; Raybould & Wilkins, 2005; in Kim, 2008:93). Hospitality educators focus on teaching students as if they will be entering the hospitality industry at management level (Brien, 2004; in Kim, 2008:93).

Overall, students' satisfaction mean scores on their internship were low, which indicates that overall, students were dissatisfied with their internship experience, especially on the following items: 'coordination between schools and employers', 'opportunities for self-development', 'pay and welfare', 'work pressure', 'opportunity

for work rotation, interesting and challenging work, and 'autonomy involved in the work' (Yangfang & Gongyong, n.d.:1074).

The internships program's results have not seen much change in recent years. The conditions of students undergoing the internship experience and decided not to enter the industry are still in high volume in many countries, which emphasizing hospitality and tourism education as part of their nation's economic resources. The conditions of the university policy in relation to hospitality program development which includes internships has not seen any significant changes that could lead to increase the number of graduates going into the industry after essentially going through the internship experience and graduation. Rather, the internship experiences nowadays are seen "only" as a requirement to complete their university study. Still others see internship as an opportunity to network, to learn new fields or gain work experience (Seymore, Matthew & Higham, 1997; in Abdullah, Zahari, Mat, Zain, & Derani, 2015:36). However, the state of the matter is in relation to internships, it should be viewed as part of some hospitality academic programs rather than an optional element in any academic programs.

A practical implication as suggested by Koc, Yumusak, Ulukoy, Kilic & Toptas (2014; as cited in Abdullah et al., 2015:36) is that in developing any internship programs and in order for it to be successful, a higher level of cooperation among universities and hospitality establishments is a must. Efficient and effective feedback systems should be established within the internship programs so that corrections and improvements could be made. Academics and managers on hospitality programs should not be complacent for finding sufficient positions for their students to have their internship experiences and let their students be exploited by businesses. Policy makers in the government (e.g. Ministries of hospitality, education and employment) should participate in the design and implementation of internship programs, so that internship programs reach their real and intended objectives.

To conclude, hospitality industry and its vigorous growth has made the internship more important and mandatory and the internship should be managed properly by the various players associated with it to have the maximum benefit to the interns as well as the industry. This paper portrays the internship in the view of an intern and provides various aspects of it. The internship is characterized by understanding and changes prior to stating, during internship and post internship. The level and theoretical attainment of education and the expectation prior going to the intern and the experience gained during internship along with understanding the concepts like emotional labor and cultural competence is connected to the post-intern change in an individual who has a very good understanding of the working procedures in the real environment. This paper will be proven very beneficial for the potential interns and all associated with this industry who wants to make them as part of this glamorous industry.

Acknowledgement

We would like to thank Mr Dorjee Sherpa (GM of Gokarna Forest Resort), Mr. Rup Kumar Moktan (Restaurant Manager of Gokarna Forest Resort), Mr. Sujan Aryal (Principal of Nepal College of Management), Dr. C.P. Rijal, Mr. Anup Karki (Senior Program Coordinator of Nepal College of Management) for their support for my internship placement and report preparation.

References

- Abdullah, R., Zahari, H., Mat, N.A.N., Zain, R.A., & Derani, N. (2015). Hospitality Internships: An Employment Advantage or Perilous Experience. *Journal of Basic and Applied Science Research*, 5(8):34-38.
- Boo, C.H., Mattila, S.A. & Tan, Y.C. (2013). Effectiveness of recovery actions on deviant customer behavior-The moderating role of gender. *International Journal of Hospitality Management*, 35:180-192.
- Brown, A.E., Arendt, W.S. & Bosselman, H.R. (2014). Hospitality management graduates' perceptions of career factor importance and career factor experience. *International Journal of Hospitality Management*, 37:58-67.
- Chi, G.C, Maier, A.T. & Gursoy, D. (2013). Employees' perceptions of younger and older managers by generation and job category. *Journal of Hospitality Management*, 34:42-50.
- Collins, A.B. (2002). Gateway to the real world, industrial training: dilemmas and problems. *Tourism Management*, 23:93-96.
- International Journal of Hospitality Management*, (2014). Editorial, The need for cross-cultural competence training, 37:A1-A2.
- Hein, G.E. (2006). Museum Education. In Macdonald, S. (ed.) *A Companion to Museum Studies* (pp.340-352), Oxford:Blackwell Publishing.
- Hemmington, N. (2007). From Service to Experience: Understanding and Defining The Hospitality Business. *The Service Industries Journal*, 27(6):2-7.
- Kim, H.B & Park, E.J. (2013). The role of social experience in undergraduates' career perceptions through internships. *Journal of Hospitality, Leisure, Sport & Tourism Education*, 12:70-78.
- Kim, T.T. & Lee, G. (2013). Hospitality employee knowledge-sharing behaviors in the relationship between goal orientations and service innovative behaviors. *International Journal of Hospitality Management*, 34:324-337.
- Kim, J.H.G. (2008). Career expectations and requirements of undergraduate hospitality students and the hospitality industry: An analysis of differences. *A thesis submitted*

to AUT University in partial fulfilment of the requirements for the degree of Master of International Hospitality Management (MIHM)20-21.

- Mistilis, N & Sheldon, P.J. (2005). Knowledge Management for Tourism Crises and Disasters. Paper Submitted to Best Education Network Think Tank V-Managing Risk and Crisis for Sustainable Tourism: Research and Innovation June 16-19, The University of West Indies Kingston, Jamaica.
- Morrison, A. & O'Gorman, K. (2008). Hospitality studies and hospitality management: A symbiotic relationship. *International Journal of Hospitality Management*, 27:214-221.
- Nieves, J., Quintana, A. & Osorio.(2014). Knowledge-based resources and innovation in the hotel industry. *International Journal of Hospitality Management*, 38:65-73.
- Pena, P.I.A., Jamilena, F.M.D. & Molina, R.A.M. (2013). Antecedents of loyalty toward rural hospitality enterprises: the moderating effect of the customer's previous experience. *International Journal of Hospitality Management*, 34:127-137.
- Shani, A., Uriely, N., Reichel, A. & Ginsburg, L. (2014). Emotional labor in the hospitality industry: The influence of contextual factors. *International Journal of Hospitality Management*, 37:150-158.
- Sourouklis, C. & Tsagdis, D. (2013). Workforce diversity and hotel performance: A systematic review and synthesis the international empirical evidence. *International Journal of Hospitality Management*, 34:394-403.
- Walo, M.A. (2000). The Contribution of Internship in Developing Industry-relevant Management Competencies in Tourism and Hospitality Graduates. *Masters Thesis submitted at Southern Cross University, Australia*.
- Yafang, B., Gongyong, F.A .(n.d.). Study on Hospitality Students' Satisfaction towards their Internship: a Case from Hang Zhou, China, pp. 1069-1076.

My Internship in Malaysia

Binita Gwachha*

Introduction to Internship

Hospitality is the way of treating people in the way you want yourself to be treated. The hotel industry is perhaps one of the oldest commercial endeavors in the world. Internship is one of the methods of on-the-job training which helps an individual to gain the real life experience of the working environment of the profession that s/he is pursuing. It provides an industrial exposure where the individuals can gain a lot of insight about their careers. It is a period of supervised training where the interns or trainees learn practical knowledge and at the same time utilize their theoretical knowledge. Thus, this training period helps to blend in the theoretical knowledge and the practical experiences of the individuals to better understand the career that they are pursuing in a professional manner. Internships are ideal for understanding the way a particular industry functions and what it would be like to work in that but. Often, individual who intern with companies are able to gain valuable insights into their own personality and skills. Such experience puts them in a better situation to decide whether they are suited for a particular role within the industry or not. Generally, internship involves a student working in a professional setting under the supervision and monitoring of practicing professionals. It can be paid or unpaid and the student may or may not receive academic credit for performing the internship.

Internship has always been eagerly awaited by the students of any faculty since it provides an opportunity to get exposed with the real working environment of the industry and apply what one has learnt and to learn new things as well as to sharpen skills. It is not just a part of the study but also an important aspect of student's life to see and do experience his/her future in the related field. It has both features and advantages of academic and professional life

Introduction of Malaysia and Johor

Malaysia is like two countries in one, cleaved in half by the South China Sea. While peninsula flaunts bustling cities, colonial architecture, misty tea plantations and chill-out islands, Malaysian Borneo hosts wild jungles of orangutans, granite peaks and remote tribes, along with some pretty spectacular diving. Throughout these two regions is an impressive variety of microcosms ranging from the space-age high-rises of Kuala Lumpur to the traditional longhouse villages of Sarawak. Malaysia is a

* **Binita Gwachha** is a student of WhiteHouse School of Hotel Management.

multi-ethnic, multi-religious federation of 13 states and 3 federal territories. Malaysia is ranked 9th in the world and 1st in the Southeast Asia for tourist arrivals. Malaysia boasts one of the south-east Asia's most vibrant economies, the fruit of decades of industrial growth and political stability.

Johor or Johore is one of the thirteen states of Malaysia located in the southern portion of Peninsular Malaysia. Johor Bahru is the capital of this state with a population of over 400,000, and is the country's second largest city. It was formerly known as Tanjung Puteri or Iskandar Puteri. Johor is one of the most developed states in Malaysia. It is surrounded by Pahang to the north, Malacca and Negeri Sembilan to the northwest, and the Straits of Johor to the south, which separates Johor from the Republic of Singapore. After years of being criticized as a dirty, chaotic border town, Johor Bahru, abbreviated as JB, has been repaved and replanted and is well on the way to rebranding itself. There's a handful of worthwhile museums, temples and mosques, shopping and party zones and a heritage district that offers poetic street scenes, hip galleries and playful cafes. JB is conveniently connected to Singapore by the 1038m-long causeway, and many people choose to work in Singapore and sleep in Johor Bahru.

The state of Johor has more than 150 big hotels, all promising the finest hospitality services and offering state-of-the-art facilities. It houses hotels of various rankings, from simple two stars to highly luxurious five stars. Some of the renowned hotels in Johor Bahru are, Berjaya Waterfront Hotel, Grand Blue Wave Hotel, Hotel Grand Paragon, KSL Hotel & Resort, Doubletree Hotel, Lego land Hotel, Renaissance Hotel, Thistle Hotel, Mutiara Hotel, The Puteri Pacific Hotel, Hotel Sentral etc. Most of the guests in Johor Bahru come from the neighboring Singapore and Indonesia along with many Malaysian guests.

Introduction to Hotel

I completed my six months internship in Berjaya Waterfront Hotel, Johor Bahru, Malaysia. The Berjaya Waterfront Hotel is a four star hotel situated in Johor Bahru, Malaysia which is operated and owned by the **Berjaya Hotels and Resorts Sdn. Bhd.** The Berjaya Hotels and Resorts, often abbreviated as **BHR**, are managed under the umbrella of Berjaya Groups or also known as **Berjaya Corporation Berhad**. The Berjaya Corporation group of companies' history dates back to **1984** when Founder, **Tan Sri Dato' Seri Vincent Tan Chee Yioun** acquired a major controlling stake in Berjaya Industrial Berhad from the founders, Broken Hill Proprietary Ltd, Australia and National Iron & Steel Mills, Singapore. The company was formerly known as Inter-Pacific Industrial Group Berhad. Berjaya Group Berhad was incorporated in **1967** and is based in Kuala Lumpur, Malaysia. Berjaya Group Berhad operates as a subsidiary of Berjaya Corporation. The hotel operation that comes under the property

divisions of the Berjaya Corporation Berhad is known as Berjaya Hotels and Resorts. It is a Malaysian chain of luxurious hotels and resorts in Malaysia as well as different parts around the globe. The existing chains of this company are highlighted below:

- ❖ **Berjaya Times Square Hotel, Kuala Lumpur, Malaysia**
- ❖ **Berjaya Langkawi Resorts, Langkawi, Malaysia**
- ❖ **Berjaya Waterfront Hotel, Johor Bahru, Malaysia**
- ❖ **Berjaya Tioman Resorts, Mersing, Johor, Malaysia**
- ❖ **Berjaya Makati Hotel, Philippines**
- ❖ **Berjaya Beau Vallon Bay Resort and Casino, Seychelles**
- ❖ **Berjaya Praslin Resort, Seychelles**
- ❖ **Berjaya Hotel Colombo, Sri Lanka**
- ❖ **Berjaya Eden Park, London, United Kingdom**

The Berjaya Waterfront Hotel, formerly known as **The Zon Regency Hotel by the Sea** and also called **Eden Garden Hotel**, is located on the southernmost coastal state of Johor, known as the “**Southern Gateway of Peninsular Malaysia** “. It is uniquely situated within an integrated duty free shopping and entertainment complex in the **Duty free Zone Johor Bahru**. The Berjaya Group took over the Zon Regency officially on **15th March 2013**, changing name from **Zon** to **BERJAYA WATERFRONT HOTEL**. The Berjaya group not only changed the name of the previous hotel but also its exterior outlook. Previously, the entire building was painted with patches of red, blue, white and yellow color, but once Berjaya took over the entire building has been painted completely white. The combination of white paint with its blue windows makes the hotel completely dazzling and gives a royal touch from outside

Ideally situated in the capital city of **Johor** in Southern Malaysia overlooking the **Tebrau Straits**, Berjaya Waterfront Hotel, is a international standard hotel blended with the quiet charm of traditional Malaysian culture and hospitality in a rich tapestry of comfort and luxury. The deluxe Berjaya Waterfront Hotel offers stunning views of Johor Bahru from many modern guestrooms. Provision of best hotel amenities coupled with attentive, personalized services etc makes this hotel perfect option for business conferences or family vacation.

The Berjaya Waterfront hotel is located in the business district of Johor Bahru, in the proximity of Woodlands Town Garden, Sultan Abu Bakar Mosque and Grand Palace Park (Istana Besar). This hotel is infrastructural convenient , as it is a mere 10 minutes drive from the central business district, the Johor-Singapore Causeway, the Johor Tourist Information and the Royal Museum, 45 minutes drive from **Sultan Ismail Airport, Senai** and 1hour drive from **Singapore International Changi**

Airport

Conveniently located within the heart of Johor Bahru city, Berjaya Waterfront Hotel is accessible by road from Singapore and is only 5 minutes from the main causeway link between the two borders. It is also in close proximity to the city's Custom & Immigration Quarantine Complex, Railway Station, Central Business District, and Iskandar Malaysia Southern Development Corridor. There is also plenty of transportation options to get to the Berjaya Waterfront, Johor Bahru. The options are described below:

❖ By Bus

- Bus numbers: 10A, SS, 22, 123, 507A

❖ By Car

- 10 minutes from Singapore Causeway
- 15 minutes from North-South Highway (Tebrau Exit)
- 45 minutes from Senai International Airport
- 1 hour from Changi International Airport, Singapore

❖ By Ferry

- 90 minutes from Batam Island, Indonesia
- 150 minutes from Bintan Island, Indonesia

Berjaya Waterfront Hotel, also called **BWH**, is a contemporary 16 storey hotel with 400 guest rooms, including 318 deluxe rooms, 49 club deluxe rooms, 15 club suites and 15 corner suites. The hotel is elegantly well-furnished with array of amenities having accommodation floors from the 8th floor to 16th floor. The 13th and 14th floors are the smoking prohibited area whereas the rest of floors are allowed for smoking. It has well-appointed guestrooms overlooking the Johor city, Singapore with Johor Strait and the Royal Palace. All the guest rooms are well decorated with air-conditioning control, direct-dial phone with voice mail or messages system, remote controlled multi- channels television and radio, well-stocked mini-bar, coffee and tea making facilities, electronic safe and hair dryer. All the suites room has dining or living room with kitchenette. The Club Floor has a private club lounge, complimentary coffee or tea and a selection of local and international newspapers and magazines. The guestrooms have premium bedding and down comforters that invites a comfortable night's sleep. The bathrobes and free toiletries are also available.

The Berjaya Waterfront offers a wide array s of recreational options. The guest can relax by the swimming pool; get pampered with soothing spa treatments and

work out at the Fitness Center. The fitness center comes with world-class gymnasium equipment, a steam room and spa.

Besides these, the BWH also provide different choices of dining and entertainment ranging from casual to cosmopolitan. The dexterous in-house restaurants and bars setting a vibrant food, dining and nightlife scene, guests are in for complete and flavorful dining experience. Be it breakfast, brunch, a light mid-afternoon indulgence or even boisterous dinner gatherings, the BWH put together fine cuisine and exquisite beverages that will satisfy even the most discerning of palates. With sumptuous cuisine choices, a unique and welcoming dining ambience and sweeping views of the Johor Straits, dining is always a pleasure at **Salt 'n' Pepper Café Restaurant**. Featuring distinct local favorites and delectable international cuisine, the outlet also puts forth delightful weekend themed buffet spreads to entice, making it one of the best restaurants in Johor Bahru to dine at.

Stepping into the **Lotus Garden Chinese Restaurant**, one will discover a warm and welcoming oriental hideaway where traditional furnishings and ornaments beautifully set the mood for a wonderful dining experience. This restaurant offers the taste of authentic Chinese cuisine from different provinces all over China executed to perfection as well as unique and innovative new creations skillfully crafted by the restaurant's specialty chef. Similarly the **Palm Lounge and Bistro** along with **The Club** provides mouth watering snacks as well as different cocktails and cocktails, liquors, beers and many more alcoholic beverages. These lounges are well equipped with live bands where the guest can enjoy their favorite drinks with the live band performances.

More than just a place to get coffee, **Coffee Bar** provides a welcoming and intimate space to bring people together and let conversations flow. To be set apart from other cafés in Johor Bahru, the coffee bar take pride in being a cosy gathering place and are dedicated to maintain this feeling. This outlet offers a warm cuppa and wins over with delectable assortment of freshly baked pastries and sweet treats.

Lastly for entertainment, the guest can go to the Club for live band performance by the **LOVE NOTE BAND**. Apart from music, the guest can go for shopping in the Zon duty free shops with varieties of liquors, chocolates and perfumes.

The top level management of the Berjaya Waterfront Hotel has been enlisted below.

Berjaya Waterfront Hotel has a very proactive and co-operative team of front office staff, who are always fully dedicated to provide the best and prompt service to the customers. Every guest was welcomed with a warm smile, and attended with care and courtesy. All the staff and trainees worked together in creating a wonderful ambience for the guests.

There were two receptions in the Berjaya Waterfront Hotel. The main reception was on the ground floor at the main entrance of the hotel, while the other reception was on the sixth floor that was easily accessible from the parking area, which operated from 10 in the morning till 6 in the evening. The entrance of the Berjaya Waterfront Hotel starts from a beautiful porch. This is where the valets receive the guests' vehicles, and bell boys welcome the guests and handle their luggage. Then the guests are received by the front office attendants at the reception counter. The front lobby is connected with the ZON Duty Free Shopping Mall. So, guests could directly enter from the shopping mall as well.

In Berjaya Waterfront Hotel there are nine different F&B outlets each unique and different from one another in terms of service style, ambience and type of guests that visit. The overall operations of the F&B department were managed by the F&B Manager Mr. Izwandy Bin Nordin. He was quite young, charismatic, friendly and proactive. Likewise, the Assistant F&B Manager Mr. Alwi was also very much proactive and innovative. He was very strict as well and did not allow anyone to sit ideally. However, he was very experienced as well, and shared his memories and knowledge, which was quite helpful and inspiring. Apart from them, there were many outlet managers, supervisors and senior staffs who were always there to guide us in order to perform every work effectively.

All in all, the Food and Beverage Service Department in the Berjaya Waterfront Hotel was quite big and busy. Apart from the daily business of the various restaurants, the F&B outlets used to organize various events on special occasions as well, like on the Ramadan month, Hari Raya Festival, Labour's Day etc. There were big event halls in the banquet which used to conduct many big events like wedding ceremonies, meetings and conventions, government seminars, etc. All the F&B outlets of the Berjaya Waterfront Hotel are focused towards providing world-class service to the guests. They provide highly professional service so as to ensure that the guests have a wonderful time while they dine and get fully satisfied of their meal experience. The F&B outlets in the Berjaya Waterfront Hotel give high priority to the customers as they are well aware that satisfied customers bring repetitive business which helps in the increment of the overall profit of the business. Apart from the world-class service, each of the outlets also reflects a wonderful and elegant ambience for the customers to have the best time of their life with their friends and families.

My Experience during Internship

Me and my eight other friends were selected to do intern in this four-star Hotel through the process of interview. My training commenced from **11th April to 8th October 2015**. During this exposure, I got acquainted with the operational working environment of the hotel that aids in sharpening my skills and abilities to widen my

knowledge. Under this internship program, I was given opportunity to be exposed in all major departments of Hotel which are listed d below:

- Front office department
- Food and beverage service department

I got the opportunity to work as a front desk agent in the front office for four months. Then I was transferred to the Food and Beverage Department where I worked in the Coffee Bar and Palm Lounge and Bistro. My entire experience of the internship was really abounding as I was able to get insights of the daily and vital operations of the hotel. It also gave me opportunity to interact with the guests more directly and portrayed a clearer picture about the professional career in the hotel industry. Through this industrial training also learned how to identify different shortcomings and challenges during day-to-day operations, and how to deal with them in an effective and efficient manner. Hence, it was a phenomenal experience that I will enshrine for the rest of my life.

Front Office department was the first department assigned to me and my other 3 friends by the training manager. On the first day, we were given information about the department by front office manager and introduced to all. Then, we were given a quick tour to the hotel rooms by Assistant front office manager, Ms. Rohani Binti Yacob explaining the types of room and its amenities. Learning in this department was a worth since this department allowed us to learn every details of the day to day operation. While working in this department, I worked as front desk attendants. In Berjaya Waterfront hotel, front desk attendants also perform the work of receptionist as well as front office cashier.

The best thing about this department is that they provide opportunity to the trainees to get acquainted with the Property Management System (PMS) of the hotel. They used the OPERA PMS Version 4.0. Firstly, they gave us a manual regarding the instructions to use the software. Then, the IT department provided username for the software which is required for using the software. At the beginning, it was very difficult to cope with software. Gradually, it becomes easier to use it. During my training period, I encountered with communication problems and biases since the staffs prefer to communicate with their own native language rather than English. This department demands a lot mental alertness and can prove to be very stressful. Beyond these, the whole experience in working front office department was over-whelming.

Some of the duties and responsibilities that I performed as a Front Office Attendant are as follows:-

Morning Shift (7am to 3 pm)

- Read the display board for the day's information.

- Attend briefing from the duty manager for any important information.
- Takeover shift from the staff of night shift and follow-up.
- Read the log book for any things to consider.
- Receive handover float money from the duty manager and count to ensure.
- Ensure the printers and credit card machines are functioning.
- Log in OPERA and open the cashier account.
- Print backup reports, like:-
 - Guest in-house by room
 - Vacant clean rooms
 - Departure list
 - Arrival list
 - Open balance all
 - Guest ledger
 - Not posting allowed
- If everything is ready, then check departure docket and ensure all billing and supporting are attached to the departure registration card. Inform the duty manager if any of the Letter of Understanding (LOU) or supporting is missing.
- Follow up daily traces.
- Perform guest check-out. Ensure all the bills are fully settled and handover any deposits left.
- Follow up departure at 12 o'clock; inform the guest that check-out time is at 12 o'clock.
- Input into the system if guest request for Late check-out (LCO).
- Check the arrivals for the day.
- Co-ordinate with duty manager to assign rooms and prepare keys for the groups.
- Perform check-in by following all the necessary procedures.
- At the end of the shift print journal of all the transactions that have been made in the morning shift.
- Verify the journal report with the copy of transactions and close the cashier account.

- Handover the journal report and transactions to the duty manager and get it checked and approved. Then drop it in the daily transactions box.
- Count the float and hand over to the afternoon shift.
- Follow up with the duty manager and take permission to leave.
- Call security for dropping the money in the safety box
- Drop the money in presence of the security and then sign out.

Afternoon Shift (3pm to 11pm)

- Greet everyone and read the display board for the day's information.
- Attend briefing from the duty manager.
- Takeover shift from the staff of morning shift, and follow-up on any important issues.
- Receive the float money from the duty manager and count it.
- Log in OPERA and open cashier account.
- Print all the back-up reports for the afternoon shift.
- Check all the FIT and group arrivals.
- Follow up daily traces for any important information.
- Check-in guests as per the hotel's procedures.
- Attend to guest complaints and requests.
- If guests want extra bed or extra housekeeping amenities then inform to the housekeeping. Similarly, if guest complain about problems like AC, TV not functioning then inform the maintenance department to solve it.
- If the guest wants to change his/her room then inform the duty manager and accordingly provide a new room if available.
- Prepare manual charge for various travel agencies' bookings.
- At the end of the shift print journal of all the transactions that have been made in the afternoon shift.
- Verify the journal report with the copy of transactions and close the cashier account.
- Handover the journal report and transactions to the duty manager and get it checked and approved. Then drop it in the daily transactions box.
- Count the float and hand over to the night shift.
- Follow up with the duty manager and take permission to leave.

- Call security for dropping the money in the safety box
- Drop the money in presence of the security and then sign out.

Night Shift (11pm to 7am)

- Greet all and read the display board for the day's information.
- Attend briefing from the duty manager.
- Takeover shift from the staff of afternoon shift and follow-up.
- Receive the float money from the duty manager and count it.
- Ensure the printers and the credit card machines are properly functioning.
- Log in OPERA and open cashier account.
- Print the arrival report. Check the arrival docket. Print registration form in advance if there is no form in the docket so that later when guest come check-in can be done more quickly.
- Print the departure report for the next day and guest in-house by room.
- Check all the registration forms of the guests that have checked in on that day. Arrange all the forms in the guest in-house docket as per the floor. Also take out all the forms of the guest who will be checking out the next day. Attach the bills behind the registration card. Put all the departure registration forms in the departure docket as per the floor.
- After 12 am if there is no guest in the lobby, then switch off most of the lights.
- Print out the Letter of Understanding (LOU) for the online bookings for the next day's arrival and attach it with the registration form in advance. Put all of them in the arrival docket as per the alphabetical order.
- Close the valet posting at around 1:30 am once the valet brings the drop money and closing record. Then print the back-up reports.
 - Guest in-house by room
 - Vacant clean rooms
 - Departure list
 - Arrival list
 - Open balance all
 - Guest ledger
 - Not posting allowed

It is very important to print all these reports because when the PMS system is closed for the day one cannot access anything in the system.

- Print journal of all the transactions that have been made before closing the system.
- Verify the journal report with the copy of transactions and close the cashier account.
- Print the journal of all the staff.
- Inform the duty manager so that s/he can close the PMS for the day.
- Handover the journal report and transactions to the duty manager and get it checked and approved.
- Tally and verify journal of all staff with all the daily transactions of the day. Sort the transactions like payment, paid out, master, visa, cheque, city ledger etc. Bundle them separately with their sorting and current date. Photocopy the journal transaction of all. Get it approved by the duty manager. Then tie all of them into one bundle referring as the daily transaction. File the photocopy into the journal record book.
- As soon as the PMS system restarts for the next day print the breakfast report, newspaper report. Give the newspaper report to the bell desk and the breakfast report to the main restaurant or F&B department.
- Clean the counter and keep it neat and tidy. Remove unnecessary or waste papers, top-up all the stationery items for the morning and afternoon shift.
- Prepare breakfast vouchers and key card holders for the day's group arrival, if there is enough time.
- At 6 am turn on all the lights.
- Perform check-outs for the guests leaving early in the morning.
- At the end of the shift, print journal of all the transactions that have been made in the morning.
- Verify the journal report with the copy of transactions and close the cashier account again.
- Handover the journal report and transactions to the duty manager and get it checked and approved. Then drop it in the daily transactions box.
- Count the float and hand over to the morning shift.
- Follow up with the duty manager and take permission to leave.
- Call security for dropping the money in the safety box
- Drop the money in presence of the security and then sign out.

The Relief Shift (12pm to 8pm) is generally provided after performing night shift for a week. This shift is less stressful and thus allows the staff to take some relief in work after a long night's week.

I completed my last two month of internship in F&B service department. When I first came from the Front Office to the F&B Department I found a swift change in the way the department operates. I was quite excited and nervous as I was going to a completely different department and entering a new atmosphere with new faces to work with. Firstly, I was transferred to Salt 'N' Pepper restaurant. Then after a week, I was again transferred to Coffee Bar overlooking Palm Lounge and Bistro as well. Working in F&B service department demands more physical strength than mental. I had this opportunity of learning the POS System i.e. Micros. In this department, I learnt how to make basic hot beverages, to dispense draught beers, punching orders in micros, preparing and settling bills, handling customers and their complaints and preparing daily reports.

Working in this department made me more confident. The assistant managers and outlet manager were very cooperative and helpful. They tried their best to put forth in our training so that we could get more exposure and learning many things as possible. I, mostly worked in morning shifts in this department. Usually, the morning shifts operates the operation of Coffee Bar and Palm Lounge. Besides these two outlets, I was lucky enough to work in all the other F&B outlets as well, but as a part-timer. I got a lot of part-time opportunities. I managed my time to work in other outlets as well and learn about the operations of the other outlets. Every outlet had its own theme and ambience, and the type of guests coming to dine also varied. Therefore, I got the opportunity to deal with various types of guests and experience different service styles and ambience. In that time period I also got the opportunity to get familiar with a lot of staff. I learned a lot from the experiences they shared and thoroughly enjoyed my final days at the Food and Beverage Service Department.

The daily activities that I performed while working in the coffee bar are listed below:

- Collect keys from security for bistro entrance, coffee bar, palm lounge and lounge cabinet along with safe 72
- Take float money from operator room.
- Put the float money at the coffee bar and palm lounge
- Read briefing book for information
- Wipe all the display cabinets and tables at coffee bar, palm lounge and bistro and side table for lamp
- Receive the pastries, breads, cakes and buns. Put the proper name tag for all the pastry items.

- Make sure if have guest at the coffee bar, staff must stand by at the coffee bar.
- Arrange all tables and chairs at palm lounge and bistro
- Check sofa and chairs along with the tables for any damage or shakiness.
- Check items unavailable for foods and beverage.
- Turn on the soft music during afternoon
- Check mise-en-place for coffee bar and all stations in coffee bar, palm lounge and bistro.
- Refill sugar- bowl at all station
- Prepare glassware and ice-buckets at all stations required during operation
- Top-up beer mugs inside freezer at all section.
- Prepare at least 3 wine buckets in front of the nar to chill wine if any order
- Clean the side station drawer to make sure no rubbish and left-over food inside the drawer.
- Wipe tent-card at all tables
- Place ashtray on all table at coffee bar, palm lounge and bistro

To explain my experience in words is very difficult. Though my internship period is for short period of time, but working in Berjaya Waterfront hotel made it a complete worth. Unlike other hotels, BWH never pushed their trainees limited to the back of the house doing petty things. Instead they encouraged their trainees to be in the front to see the operational works as clear as water. In most of the hotel, trainees are rarely allowed to perform in the daily operations of the hotel. But, in Berjaya Waterfront, trainees are trained mostly through the method of on the job training. Firstly, they taught us about process and procedure of the job and allowed us to carry out the tasks under proper supervision. This Hotel is successful in imparting sense of responsibilities on trainees and encourages them to perform well. We made mistakes and they taught us through. I get chance to broaden up my knowledge and sharpen my skills through the interaction with professionals and guests. I had this experience of working in real work environment with professional experts in a good working environment. This internship also helps to bring best out of me. It made me more hospitable, hard working, courteous and sincere. Also, it enhances my creative and tactical abilities to deal with people individually and in mass. They handover the operation of entire shift to the trainee under the supervision of the managers which made us more confident and knowledgeable regarding how to run an operation. We faced the guest complaints but we tried to solve that comes within our understandings. If not, we would seek our supervisor to handle the situations. The six months period

is very short to understand everything but, everything we learnt during this period equals to an achievements.

Problems Faced During Internship

Apart from a good learning experience, we faced different kinds of problems during internship. The first one is communication problem. Malay- officially known as Bahasa Malaysia- is the official language of Malaysia and is spoken in neighboring Indonesia, Singapore, Thailand and Brunei. As a result, most of the hotel staffs are least conversational in English. The hotel staffs and most of the guest preferred speaking in their own native language as they are not able to speak fluent English, neither did they understand properly. Except for few managers most of the staff lacked in speaking good English. So, at times it was very difficult to understand what they were trying to say, and was equally difficult to make them understand what we were saying. The guest would also prefer to communicate with local staffs and Indonesian trainees that pushed us little behind in our attempt to learn. The hotel should work on to provide language training to the staffs or hire staffs that are fluent in English, at least. This will not only help in better communication between staffs from different countries but also help in providing quality service to the international guests.

Secondly, though the staffs were pretty co-operative but they tend to depend on trainees for their works that created unnecessary pressure or workloads on the trainees. Some staffs tried to do discrimination with expatriates on the work as well as off the work. This is the first time when we encountered the feeling of racism and cultural differences. In major departments, there was not enough permanent staff especially in the F&B department. So, whenever there used to be big events the hotel had to bring in a lot of part-timers. The part-timers were not much skilled and used to work irresponsibly at times. They did not care about the standards of the hotel and some used to work without sincerity towards the job. Therefore, the hotel should look towards hiring more permanent staff and bring well qualified part-timers who have at least basic knowledge of service and hospitality. The issue of part-timers was there in almost every department. There was very few permanent staff throughout the hotel. So, the hotel should not only look after saving cost but should hire more permanent staff, as they will be more responsible than the part-timers and offer better service.