

Developing India as Smart Tourism Destination - A Sap-Lap Analysis

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ABSTRACT

Over the years, the term "smart cities" has become a popular word. Generally, a popular notion about smart cities is that these cities use information and communication technologies to deliver services to their citizens. But the thought is more broader the smart cities use information and communication technologies (ICT) for more intelligent and efficient use of resources, resulting in cost and energy savings, improved service delivery and quality of life and address environmental issues. As per Innovation cities index (2015) report Vienna, Toronto, Paris, NewYork, London, **Tokyo, Berlin, Copenhagen, HongKong & Barcelona** are top ten smart cities. All these cities, also has one common dimension, that is, they attract large number of tourists & portrait themselves as smart tourist destinations. India started talking about smart cities just few years back & concept of developing smart tourism destination is still at infant stage. The present paper tries to introspect the futuristic approach of transforming India as smart tourism destination, which is done and analyze with the help of Situation Actor Process–Learning Action Performance (SAP- LAP) tool.

KEYWORDS: *Smart tourism, India, SAP- LAP analysis.*

Introduction

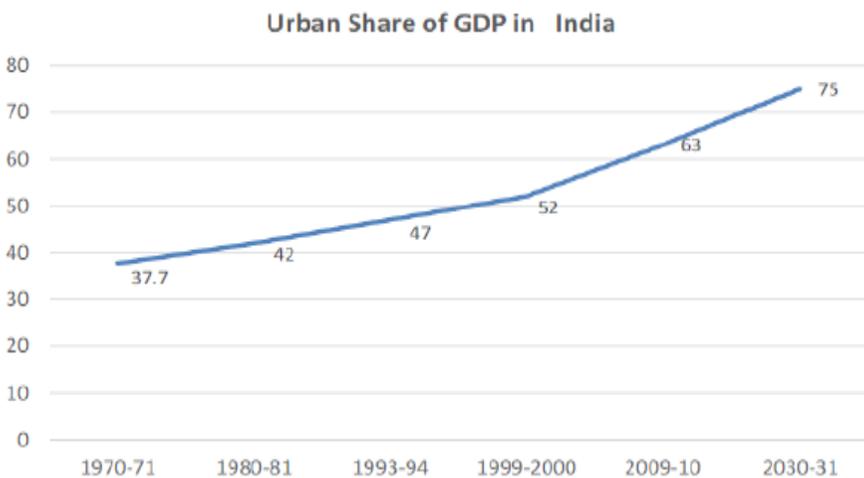
The world in moving through massive urbanization, this phenomenon is widely visible during the commencement of 20th century due to rapid urbanization, development and economic promotion, majority of cities have started witnessing many problems these includes population explosion, traffic congestion, excessive consumption of natural resources, environmental pollution and many other issues & serious problems (**Kim and Han, 2012**). Therefore, to find a durable solution to this, many experiments were carried out, but the sable & durable solution to development was only seek with the origin of Information Communication Technology (ICT). As humans realize that it is one of the most powerful forces of social development in the 21st century (**Okinawa Charter**). Today it a proven fact that discovery of ICT is one of the most important revolution in Human development history after language, print & telegraph and a vital driver for economic and society growth. There are many specialties of ICT as it helps in mass data processing and transmission that perfectly match the needs for to current urban issues. As a result, ICT is widely adaptable for urban development. Now a days Urban digitization is the prime goal of many cities of developed & developing

countries. This is the foundation and first step towards smart city. In November 2008, when global financial crisis is happening, IBM released a report named "Smarter Planet agenda for the next generation of leaders" in New York. In this report, the concept of "the Smart Earth" was proposed. IBM called for using large amount of the next generation of information technology in all kinds of industry (Wikipedia, 2014).

Review of Literature

This is well adopted by many countries of the world, **UK Department of Business, Innovation and Skills** (2013) considers smart cities a process rather than as a static outcome, in which increased citizen engagement, hard infrastructure, social capital and digital technologies make cities more liveable, resilient and better able to respond to challenges. **The British Standards Institute** defines it as "the effective integration of physical, digital and human systems in the built environment to deliver sustainable, prosperous and inclusive future of its citizens". **IBM** (2008) defines a smart city as "one that makes optimal use of all the interconnected information available today to better understand and control its operations and optimize the use of limited resources". **Smart Cities Council** (2015) defined the Smart City as "A smart city is one that has digital technology embedded across all city functions." **Indian Government** (2014) defines that "Smart City offers sustainability in terms of economic activities and employment opportunities to a wide section of its residents, regardless of their level of education, skills or income levels." therefore from the above it is clear that ICT is the key for developing smart cities. In India also today smart cities is a dream that present government has recently pledged. As they want to create 100 smart cities in the country. At first out of 100 the 20 cities were shortlisted.

Fig: Urban share in India's GDP



This is due to keeping in mind that 90 percent of the world's urban population growth will take place in developing countries, with India taking a significant share of that. Urban areas also contribute a higher share of the GDP. The share of the GDP from urban areas in India has been growing, it is also visible from figure 1.

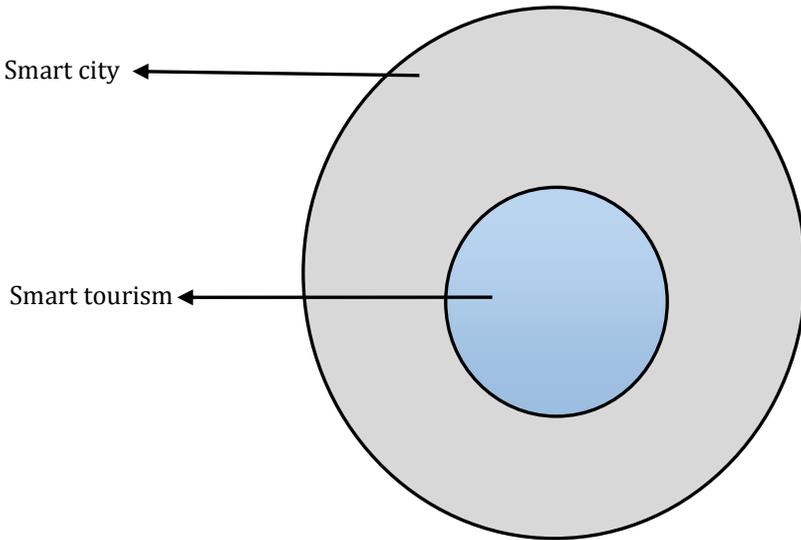
From the above table 1 it is clear that the share of urban in GDP has grown significantly from 37.7 (in 1970-71) percent & it predicted to be 75 (by 2030-31) percent. Further, the **MGI** (2010) report on Indian Urbanization suggest that the Indian population will continue to migrate from rural to urban & the urban share will continue to increase in GDP. **UKTI** (2015) report suggest that by 2032 India needs 11 more Delhi like cities by 2032. Further there report also highlights a huge potential of 1.5 trillion USD global market opportunities for smart cities project to be launched by government of India. Thus, all the above reports suggest that India cities ready to become smart. **Deloitte** (2015) report highlights that Ministry of Urban Development (MoUD), has developed a Draft Concept Note highlighting the criteria for developing potential smart cities and the mechanism for its implementation.

Key highlights include:

- Operational procedures including development of Citizen Reference Framework, Smart City Development plan and Environmental Sustainability Plan
- Selection of smart cities from among
 - ✓ - Satellite cities of four million+ population
 - ✓ - Cities in the population range of one to four million
 - ✓ - All state/ Union Territory capitals
 - ✓ - Cities of tourism/ religious/ economic importance not included above and
 - ✓ Cities having population between 0.2 – 1 million.
- Leveraging instruments enabling smart cities like Energy Efficiency, Demand Management, Improved Access to Information, Environmental Sustainability, use of Clean Technology, use of ICT, participation of Private Sector, Citizen Participation and Smart Governance
- Conditions preceding smart city development including, commitment to tripartite agreement between ULB, State and MoUD; commitment to e-Governance & presence of Citizen's Charter; presence of notified Master Plan; clarity on financing mechanism – own source, grants, PPP and financial sustainability; commitment to environmental sustainability and Disaster Management Strategies.
- Central government support in the form of financial support through viability gap funding, policy support and capacity building support. Financing mechanism including, leveraging schemes by other Ministries; PPP projects;

creation of a fund blending grants from central government, borrowings from multilateral / bilateral agencies and bonds subscribed by national and state level development agencies etc.

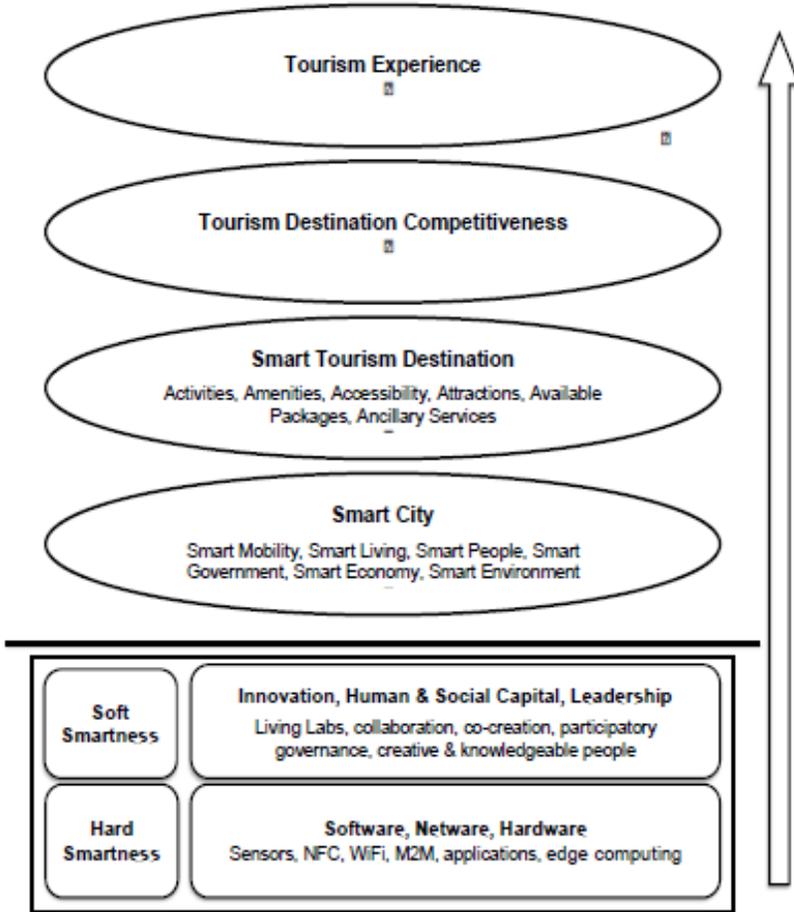
Therefore, from the above it is clear that smart cities will be going to be a big reality of futuristic India & sincere efforts are needed to transform today cities into smart cities as the smart cities will grow the smart tourism destinations will also emerged as these cities selected cities has tourism importance too. As the concept of smart planet is slowly becoming reality. The idea of "smart" was immediately associated with urban development and industrial upgrading. Subsequently, smart tourism destination based on the Internet of things (IoT) technology, came into being. Tourism & hospitality industry has always shown an eagerness to adopt new technology so as to remain competitive with each other. To transform a city into smart tourism destination many cities has adopted new customer friendly technology these includes Advanced Traveler Information Systems(ATIS), Advanced Vehicle Control Systems (AVCS), Advanced Commercial Vehicle Operation (ACVO), and Electronic Toll Collection System (ETC) etc. Even the Asian countries like Singapore have already comes up with "Digital Concierge Programme," one of the key programs of Singapore's "iN2015" plan, which allows visitors to enjoy mobile tourism services anytime and anywhere. In same line, the South Korea has developed a mobile tourist information service system for Seoul city called "I TOUR SEOUL." Even in India the tourism department, railway & transport departments have started using smart technologies & smart mobile has changed the entire scenario in big way. Therefore all these cities are developing the services so as to remain competitive & portrait themselves as smart tourism destination. The development of Smart tourist destinations is crucial for India too as, tourism is solution for many problems. It is the largest service industry & contributions 6.23% to national GDP and also provides 8.78% of the total employment (**Ministry of tourism, 2011**). The smart cities & smart tourism destination are interrelated to each other. Smart cities is consider to be a broader term whereas smart tourism destination is a small part of this big picture. This relationship can be understood with the help of following figure 1. this shows the smart tourism is an activity which uses the smart cities facilities.

Figure 1 Relationship between smart tourism & smart city

Source : Author Creation

As it uses the basic elements from smart city system and also make effort keep this system's operation more smoothly and efficiently just like other significant blocks such as smart government, smart health care, smart education, smart transportation and smart electricity grid. Further, the Smart Tourism Destinations take advantage of (1) Technology embedded environments; (2) Responsive processes at micro and macro levels (3) End-user devices in multiple touch-points; and (4) Engaged stakeholders that use the platform dynamically as a neural system. The ultimate aim is to utilize the system to enhance tourism experience and improve the effectiveness of resource management towards maximizing both tourism destination competitiveness and consumer satisfaction while also demonstrate sustainability over an extended timeframe. **Zhang et al.**(2012) suggest that there are three forms of ICT which are vital for setting up Smart Tourism Destinations, namely Cloud Computing, Internet of Things (IoT) and End-User Internet Service System.

D. Bhullais (2015) presented a model which shows that how a smart tourism can contribute to tourist experience. The Figure 3 shows how smart destination can increase tourist experience. The model presented by Bhullais shows that how we start for hard & soft smartness through IoT in our life. That move ahead with smart cities from smart cities (were smartness of basic civic amenities are taken care of) to smart tourism destination (were all the important component of tourism (7 A's) are taken into consideration) all these leads to tourism competitiveness & ultimately leads to tourism experience.

Figure 3 : Shows how smart destination can increase tourist experience

Source : D. Bhullais (2015)

Therefore, developing smart tourism destination in India is still a future dream. The present paper tries *to investigate & introspect how India as smart tourism destinations can be developed.*

Methodology

The research is based on through review of literature & with the help of SAP - LAP analysis tries to answer the above objective the analysis is one of the effective tool in finding direction to any case.

The SAP-LAP model (Situation Actor Process–Learning Action Performance) is an innovative and holistic framework for case analysis (**Sushil, 2001**). In this model, the case is analyzed with respect to the mentioned heads and their interdependence is studied to gather learning from the case. Based on SAP-LAP framework, following generic steps can be used for analyzing any case.

- **Understanding Situation:** In this step, we bring out key points of the emerging situation of the case in terms of historical perspective, external environment, competition, government policies, market condition, organizational performance and so on.
- **Major Actors and their Roles:** Identification of key actors in the case and their roles, relationships, world views and freedom of choice are to be summarized. Usually, this aspect of case analysis is not well addressed in the traditional case methods.
- **Evolving Process:** In this step, we critically analyze the key process(es) evolving in the case and portray their key issues. The processes could be of any type as discussed previously.
- **Key Learning Issues:** The analysis carried out in SAP framework leads to synthesis in terms of key learning issues for the case. These can be of two types: (i) generic, and (ii) specific. The generic issues are in terms of lessons learnt from the case that can be generalized by synthesizing the lessons from other cases. The specific learning issues are linked directly with the case under consideration and are either expressed in terms of the problem areas or in terms of the objectives to be achieved.
- **Suggested Actions:** Based on the specific learnings of the case, alternatives are to be generated and evaluated. Based on this, actions are to be suggested to improve/resolve the case problem.
- **Expected Performance:** Finally, the impact of suggested actions on performance is assessed so as to justify the actions.

The above methodology can be applied for case analysis using a variety of quantitative or qualitative tools and can be presented in a bullet form or using tabular presentation.

Findings and Analysis

SAP-LAP Analysis

The SAP-LAP Analysis to find out the relationship between the situation-actor-process and with the help of them the learning from this analysis, the action required to improve the performance of the system. The SAP-LAP model (Situation Actor Process–Learning Action Performance) is an innovative and holistic framework for case analysis (Sushil, 2001). In this model, the case is analyzed with respect to the mentioned heads and their interdependence is studied to gather learning from the case.

Situation

Q1. How smart cities & smart tourism destination can be developed ?

The smart cities & smart tourism destination in India is at infancy stage. The idea of smart cities is floated by new government in big way. Thought at

national level P.M.O & Ministry of Urban Development are the nodal agencies whereas, State & Municipal corporations of cities has to draft the proposal for smart cities on set parameters laid by central nodal agencies. In first phase 100 cities were selected based on e-governance, smart energy management, smart water & waste management, smart education & smart health.

Q2. What is the current status of smart cities & smart tourism destination in India?

Currently, out of 100 cities selected, 20 cities were short listed for smart city development in I phase. These are as follows: Ludhiana, New Delhi, Jaipur, Udaipur, Ahmedabad, Surat, Pune, Solapur, Davanagere, Belgavi, Kochi, Coimbatore, Chennai, Kakinada, Vishakapatnam, Bhubaneswar, Jabalpur, Bhopal, Indore & Guwahati. All these cities has tourism importance too.

Q3. What is the potential of smart cities & smart tourism destination?

Smart cities will be an answer to many problems of India & particularly urban India. Further it is cleared from the review that smart cities projects are going to create an investment opportunity of 1.5 trillion for smart cities services providers.

Actor

Q1. Who are the actors in Smart cities & smart tourism management?

Smart tourism service providers – Major service providers are hotels, travel agencies, airlines, transport/ car rental companies, event management companies and convention venues.

Policy Makers- Central & State governments, tourism development corporations, District administration and others nodal organizations involved in planning.

Customers- residents, visitors & all the tourists visiting India.

Q2. What are their views?

All are Positive about smart cities & smart tourism destinations development in India.

Q3. Is there any freedom of Choice?

- Service providers be given incentives or special vehicle for developing smart cities & smart tourism destination so as to remain competitive from other destinations.

- It helps in increase the comfortable level of tourists and will in becoming more competitive.

Process

Q1. What is being done to improve smart cities & smart tourism destination in India?

- Improving the existing infrastructure at identified cities.

- Encouraging Public Private Partnership (PPP) mode for smart cities & smart tourism destinations development.

- Center & state governments will collectively give financial assistance to these projects.
- Improving connectivity of these cities.

Q2. What should be done to improve smart cities & smart tourism destinations in India?

- A new department or cell should be carved or the setup for the smart cities & smart tourism at all level as India is a Big Nation.
- A research cell should be setup for further improvement of smart cities & smart tourism at Centre, State and district level.
- The Indian Universities and Institutes should be encouraged for launching dedicated courses related to Smart cities & smart tourism.
- Students should be made more aware about smart cities & smart tourism concept in India.

Q3. What else should be done to improve smart cities & smart tourism destinations in India?

- Smart tourism destinations suppliers like hotels, travel agencies, airlines, transport/car rental companies, event management companies and convention venues should come forward in developing the smart tourism infrastructure of India.
- Smart cities & smart tourism destinations should closely observe the strategy of their competitors smart tourism destinations & try to develop better product for tourist.

Learning

Q1. What is the key issue related to the smart cities & smart tourism destinations?

- There is a great interest for developing smart cities & smart tourism destinations as India is generating tremendous interest for business in world business community.
- Majority of Indian students are still unaware of smart cities & smart tourism concept.
- Many Indian cities are not prepared to be developed as smart cities & smart tourism as they lack basic civic facilities.

Q2. What are the key issues related to the actors involved in smart cities & smart tourism destinations?

- The smart cities & smart tourism destinations policy makers and service providers should come together to analyze the shortfalls in India's smart cities projects.
- There is a need to frame a dedicated smart cities & smart tourism destinations at all three level.
- All of them should aggressively follow their competitors.

-They should launch an aggressive market campaign to let know youth more smart cities.

Q3. What is the key issue related to the process?

- A systematic path has to be developed to develop the smart cities of India.
- Collectively all the stakeholders should try to bring more and more investment in smart city projects.
- Indian States should identify their key competitors and chalk out plan to compete with them.

Action

Q1. What should be done to improve the current and future state of smart cities & smart tourism destinations?

- Big awareness campaign is needed.
- Government should provide more incentives to encourage foreign investment in India.
- More benefits should be given to international organizations that are developing smart cities & smart tourism destinations.
- The government of these states should establish dedicated institute for smart cities & smart tourism destinations.

Q2. What should be done to improve the actors involved in smart cities & smart tourism destinations?

- Collective marketing plan for cities.
- All should come together to create an international appeal.
- More awareness campaigns are needed general public to develop a positive & pride for their smart cities.

Q3. What should be done to improve the process?

- Attract more smart cities service providers in promoting India's smart cities.
- All the service providers should form a smart cities consortium for promoting Indian smart cities as tourists destination.
- Single window clearance for smart cities development should be there.

Performance

Q1. What will be the impact on the smart cities & smart tourism destination?

- More visitors & tourists will come to India.
- Development of tourism will help Indian states to have more economical benefit.
- Tourism development has a Multiplier effect on Indian economy.
- Contribution in employment generation.

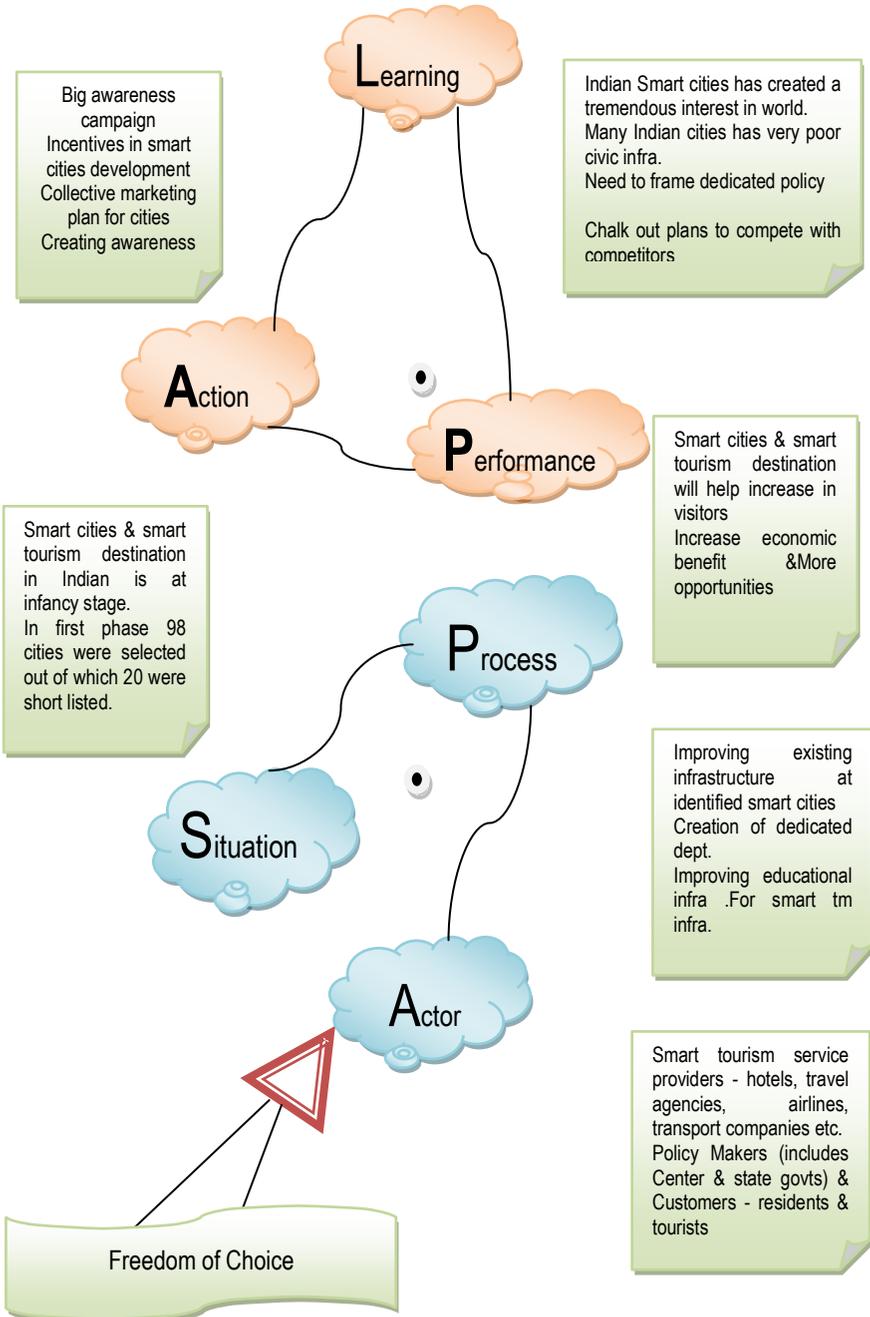
Q2. How will the actors of smart cities & smart tourism destinations be affected?

- More opportunities for them.
- They will enjoy more quality of life.

- This will lead to more diversification & specialization.

Further it can be understood with the help of figure 2.

Figure 2 : SAP-LAP analyses of smart cities & smart tourism destination in India



Conclusion

The world in moving through massive urbanization, this phenomenon is widely visible during the commencement of 20th century due to rapid urbanization & to find a durable solution to this, many experiments were carried out, but the subtle & durable solution to development was only seek with the origin of Information Communication Technology (ICT). The origin of ICT ignite a thought of smart cities & smart tourism destinations. The paper tries to introspect the current state of smart cities & smart tourism destination project in India. For this a detail review of literature was done & based on with the help of SAP- LAP analysis was carried out. The smart cities are an ambitious project of present government. In first phase, Ninety-Eight cities were selected & further out these following cities were short listed for the project. These are Ludhiana, New Delhi, Jaipur, Udaipur, Ahmedabad, Surat, Pune, Solapur, Davanagere, Belgavi, Kochi, Coimbatore, Chennai, Kakinada, Vishakapatnam, Bhubaneswar, Jabalpur, Bhopal, Indore & Guwahati. The finding suggest that the project has a huge benefit for country like India as it gives a competitive to India over others.

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