Systems Approach to Change Management for Sustainable Tourism Development in Bangladesh

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ABSTRACT

Tourism has been considered as the largest industry in the world, which is contributing towards employment generation, wealth creation and pursuing social benefits. Growing concern about the impact of human activities upon the environment, increased awareness of and concern for global environment have intensified the demand for sustainable tourism and their focus on balancing of: profit-driven motives, preserving and enhancing the social as well as ecological balance. Based on secondary materials and content analysis present study evaluated existing status of sustainable tourism development and explored important change strategies for future improvement of tourism sector in Bangladesh. The study recognized different views of change management and various strategies for obtaining sustainability in tourism industry. The present study identified the institutional networks, challenges in the way of applying systems approach to change management for sustainable tourism development and suggested important options for overcoming the impediments to operate through the proposed strategic framework in Bangladesh.

KEYWORDS

Sustainable Tourism • Change Management • Institutional Networks • Policy Support and Financial Facilities • Triple Bottom-line Approach

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1. INTRODUCTION

Tourism constitutes a key industrial sector for employment generation, wealth creation and pursuing social benefits. It is considered as one of the growing sectors and largest industries in the world (United Nations, 2005). This industry has immense potentiality for employment generation, growth and innovation. During the post-Second World War era, tourism industry has become a worldwide phenomenon. At that period, demand for the tourism products has increased enormously and tourism as a growing industry has attracted the interest of many entrepreneurs and governments, especially, government of many developing countries to come-forward for investment in this industry (Tosun & Timothy, 2001). Growing concern about humanity's impact upon the environment, increased awareness of and concern for global surroundings have intensified the demand for tourism industry and their sustainability focusing the balancing of: *profit-driven motives, preserving and enhancing the social as well as ecological balance.* The new shape of market demands and desire for a unique experience characterized by standardization of products, places and information, have given rise to new forms of tourism that are more personalized, customer driven and focused on sustainability of the destination (Willams & Shaw, 1998). This is alternatively termed as sustainable tourism.

Present study focus on how change management can be applied for sustainable tourism development in Bangladesh by using institutional networks and Systems Approach to Tourism Operations in Bangladesh. More specifically the study aim to achieve following objectives:

• To identify the present status of tourism sector in the light of Sustainable Tourism and identify the gap for bettering the present situation.

- To find out linkage among the different institutions in the network of administering the tourism activities in Bangladesh and determining the needs for proper coordination among them.
- To explore the prospects of applying the systems approach model in the sustainable tourism development in Bangladesh.

2. LITERATURE REVIEW

Bangladesh has been trying to develop tourism sector as one of the potent instruments to increase the competitiveness in the local and global market. Development of the tourism sector have multiple impacts in the overall development ofa country including integration of economic, social, cultural, political, and ecological arena(Gallopin, Funtowicz, O'Connor, & Ravetz, 2001). All these concepts in aggregate connotes the notion of sustainability and sustainable operations in any discipline. *Sustainability requires the constructive articulation of the top-down with the bottom-up approaches or grassroots initiatives for development that necessitates the simultaneous consideration of the local and the global dimensions and their interactions for broadening the spatial and temporal horizons to accommodate the need for intra-generational as well as inter-generational equity.* The systems approach can offer more useful analytical approaches than others in dealing with these issues, as systems view provides way of thinking in terms of interconnectedness, interrelationships and interdependence that leads to the generation of surpluses in consideration with the purview of global contextual perspective. For being ahead of competition or at least to keep pace with the continuous demand of the market it is inevitable for the contemporary organizations to master the changes or to adapt to the ongoing change process. It has been found in a study that 70% failure rate for all change initiative programs are due to organizational failure to address the human component of change (Beer & Nohria, 2000). Success through change of an organization depends on successful ending and transition — a way to bridge gap from the ending to the new beginnings — that requires to deal with varying degrees of negative emotions such as fear, denial, shock, resentment and stress etc. An effective change management helps people to overcome negative and psychological emotions and convert them to positive motivation, hope and enthusiasm (Woodward & Buchholz, 1987).

It is expected that there should be right alignment among the various subsystems of the total system of an organizational entity to run through dynamics of operations. But tourism sector of Bangladesh are facing multifarious constraints in the way of right alignment among the vari-

ous institutions to apply the appropriate change strategies for sustainable tourism. As per the assumption of the open systems approach every organization should have a continuous contact with greater environment for determining and applying the policies and strategies for long term survival. But it has been found that National Tourism Organization (NTO) in Bangladesh which is considered as key policy making organization relating to tourism sector in Bangladesh are facing multiple complexities in maintaining continuous surveillance on the environmental factors and considering environmental changes in policy and strategy determination as well as implementation. Bangladesh has many tourist attractions including archaeological sites and monuments, resorts, hill tracts, world's longest unbroken sea beach, the largest terracotta temples, historical and modern cities. She is offering opportunities for sport tourism like angling, water skiing, river cruising, rowing and surfing. She has largest mangrove forest — Sundarban — in the world which is rich with wildlife and game bird. These are few attractions out of innumerable beauties. But the country is losing colossal amount of revenue every year due to lack of proper initiatives to attract the world tourist (Anwar, 2012). Another study identifies that in spite of having immense potentials Bangladesh could not reap benefits from the international tourists markets as an attractive destination due to discrepancies in the degree of initiatives to attract tourists. Till to date the GDP contribution from the earnings of tourism is less than 1 percent which is very dismal not only from the viewpoints of the tourism development but also from the overall development of the country (Hassan, Ullah, & Chowdhury, 2013). The study of (Das & Chakraborty, 2012) explored the prospect of nature based tourism, research based tourism, culture based tourism, and eco-tourism in Bangladesh. Vis-à-vis it is identified that to optimize the potential benefits of tourism both by the public and private initiatives sagacious tourism plan based on research and evaluation should be framed with central level coordination and policies for integrating tourism industry with other sectors such as agriculture, industry, transportation and social services.

Therefore, it is evident from the abovementioned scenario that Bangladesh has immense potentials for tourism industry development which could not be exploited due to multifarious problems and complexities. Present study explores the means and ways to utilize all these prospects into the reality by integrating change management concepts, systems approach model and institutional networks for sustainable tourism development. The findings of the study may be used for policy improvement in the various national level institutions including concerned ministries, NTO and other organizations in the micro level operations. Future researchers may get new directions for conducting research

in the tourism development of Bangladesh. The academicians and student in the field may also be benefitted by the findings of the present study through updating their knowledge.

3. METHODOLOGY

Present study is based on the secondary data and materials. Here various sources of data collected from published sources such as journals, research monographs, reports, internet surfing, electronic publications including websites of relevant organizations have been consulted relating to the change management, systems approach, sustainable tourism development and other conceptual issues on tourism discipline. Basically present study can be attributed as a descriptive, exploratory and theoretical research. In using the data from existing research materials, specific citation methods have been used. Moreover, the study mainly focuses on the potentials for using the concepts of change management; institutional networking and systems approach model for sustainable tourism development in Bangladesh.

4. RESULTS AND DISCUSSION

4.1. DEFINING SUSTAINABLE TOURISM DEVELOPMENT (STD) AND THE WAY TO ATTAIN SUSTAINABILITY

To understand the term sustainable tourism development, it is essential to explore how the idea evolved. The issue of sustainable development is burgeoning which came into the forefront of discussion, nearly three decades back. In the 1980s numerous changes in the human living have occurred unpredictably and silently. Elements of risks and uncertainty were visible in different human activities which adversely influenced global environments. To understand of these realities the concept of sustainable development in the development literature has come into head point of discussion.

Sustainable Tourism includes multitudes of definitions such as eco-tourism, green travel, environmentally and culturally responsible tourism, fair trade and ethical travel etc. World Tourism Organization defined sustainable tourism as *"tourism which leads to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems* (WTO, 1996).*"*

World Commission on Environment and Development defined sustainable development as *"development that meets the needs of the present without compromising the ability of future generations to meet their own needs* (World Commission on Environment and Development, 1987).*"* According to Triple Bottom Line approach to sustainable tourism, comprehensive attainment of economic, environmental and social goals should be integrated into the concept of sustainability (Dwyer & Faux, 2010). From the above definitions it is evident that there is a strong nexus between economic development, environmental protection and socio-cultural development. It is increasingly understood that, irrespective of its sector of operations, an enterprise must be environmentally sustainable for being economically and socially sustainable. Contemporary sustainable development theory distinguished between the environmental, economic and social aspects of sustainability and recognized inter-relationships among them in contributing to the total sustainability, as such, these should not be considered in isolation. Sustainable tourism development is also based on the same principles of inter-generational and intra-generational equity, concerning itself to the preservation and enhancement of the destination's combined ecological or physical, socio-cultural, and economic systems. In 1987, United Nations Environment Program (UNEP - Tourism Programme, 2008) provided following guidelines for sustainable tourism practices and management that can be applied to all forms of tourism, including mass tourism:

- While maintaining essential ecological processes and helping to conserve natural heritage and biodiversity, optimal use of environmental resources constitute a keyelement in tourism development.
- Respect the socio-cultural ethos of host communities, preserve their cultural heritage and long-established values, and contribute to inter-cultural relationship and tolerance.
- Providing socio-economic benefits to all stakeholders in consistence with the principles of fairness, justice and equity through ensuring viable, long-term economic operations like creating opportunities for employment and income generation, social services to host communities, and contributing to poverty alleviation.

Thus, it is apparent that humankind must shoulder the responsibility to make the world rich in biodiversity, filled with the plants, the animals and ecosystems on which all living things depend and conserve all of these systems and subsystems by recognizing the complexities of present needs and carefully balancing those with the needs of future generation (Mellow, 2002). To bring balance it is indispensable to emphasize on the establishment of community controlled enterprises where host community will determine the ecological, economic and socio-cultural issues related

to the tourism development and the way for balancing them. Cultural sustainability includes preservation of arts, society's values, attitudes and beliefs. Social sustainability is the subset of cultural sustainability that includes maintenance and preservation of social relations and reinforcement of cultural systems (Low, 2003). Due to the nature of the enterprises a sustainable tourism development should be based on coordinated actions between the different sectors involved (APEC and PATA, 2002).

Achieving sustainable tourism is not a sudden spurt and hit or miss approach rather it constitutes continuous process that requires constant monitoring of impacts, introducing preventive and/or corrective measures whenever necessary (Ijeomah & Aiyeloja, 2009)

However, an enterprise should evaluate the positive and negative environmental, economic, and socio-cultural impacts of its tourism operations and change operational strategy in essential case to enhance the benefits and reduce the harmful effects of operations. A set of recommendations has been developed by UNEP in partnership with the United Nations World Tourism Organization for sustainable tourism development, based on 12 principles (UNEP, 2007): *obtaining economic viability* and pursuing positive performance, ensuring *local prosperity* of the host destination through enhancement of the visitors spending in various forms, *equity and justice in the employment practices* through increasing number and quality of local jobs and abolishing all kinds of prejudices, *distributing economic and social benefits* in the recipient community and alleviation of poverty, *visitors' fulfillment* through providing satisfaction, experience, safety and all kinds of delighted and potential tourism services, *local control* by engaging and empowering host communities in planning, decision making and other managerial affairs, *community wellbeing* by enhancing and strengthening the quality of life, *cultural richness* and preserving the originality of a culture along with its beauty and distinctiveness, *physical integrity* to enhance the quality of landscapes by avoiding the physical and visual degradation of the environment, *biological diversity* in the totality of genes, species, and ecosystems of a region that provides intrinsic aesthetic and spiritual value to the mankind, *resource efficiency* through proper acquisition and utilization of resources and reduction of the use of non-renewable energy for long term competitiveness as well as ecological sustainability, and finally ensuring *environmental purity* by containing all kinds of pollution.

Sustainable tourism provides high level of tourists' satisfaction and ensures meaningful experience, increase awareness about sustainability and promote the concept of balance tourism development. Moreover, sustainability should be ensured in justifiable manner in all landscapes, whether urban or rural, in traditional or ecological camp and in the unique protected or places with natural beauty.

In the light of the above discussion, Bangladesh is facing numerous problems in developing the sustainable tourism. Although sustainable tourism is appealing conceptually and has been broadly embraced by academics, policy makers and practitioners but none is taking the full responsibility to make sustainable tourism as part of our life and tourism in the country. Lack of social and political commitment is one of the important factors that are adversely affecting the sustainable tourism operations and development(JCI, UIU, 2010). Out of other problems poor infrastructure and administration in roads and rail communications, climatic changes, natural catastrophe like storms, floods and earthquake etc. are notable to have significant negative impacts on the sustainable tourism development. Some man-made catastrophe like hill cutting, deforestation and indiscriminating use of the forest resources, wild life destruction by different human interventions, destruction of the water bodies by industrial wastage and other human initiated activities are destroying the ecological balance and creating inconsistency with triple bottom-line approach to sustainability. Natural scenic beauty has been considered as the core service of tour products where service quality and security have been considered as the additive factors to provide entertainment and amusement to the tourists. Bangladesh as tourists' destination is not well equipped in terms of security and maintaining service quality (Ahmed, Azam, & Bose, 2010). Sustainable tourism development contributes to the reduction of poverty, provides employment opportunities for local people and creates markets for the locally produced goods. For obtaining sustainable tourism development Bangladesh needs to take the short and long term market development initiatives, efficient sustainable planning and pragmatic management policy and their proper implementation with monitoring, evaluation and feedback (Ferdaush & Faisal, 2014).

4.2. CHANGE MANAGEMENT AND ITS CONTRIBUTION IN SUSTAINABLE TOURISM DEVELOPMENT

There is no unanimity to describe the theories, approaches, processes and methods of change (Young, 2004). Change becomes ongoing phenomenon in the companies and active driver in business life. Change management is generally referred to as a well thought-out approach to shifting individuals, teams and organizations from present state to the desired state. It is an organizational process aims at empowering peoples to accept and embrace the change in their current business environment (Hiatt J.). To understand change management processes in reality it is essential to make convergence into the two fields: an engineer's approach to improving business performance and

FIGURE 1: Convergence of fields in the Change Management Process.
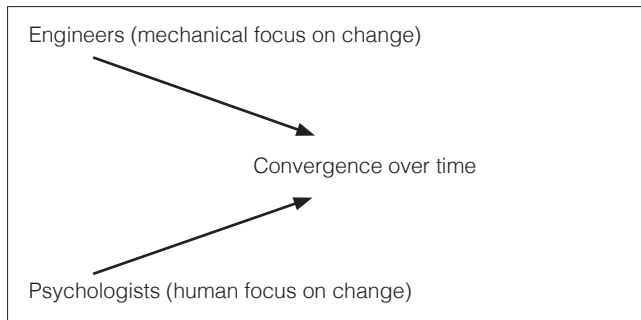
a psychologist's approach to managing the human-side of change.

The mechanical system perspective emphasizes on observable, measurable business elements that can be changed or improved overtime, including business strategy, processes, systems, organizational structures and job roles etc. According to this approach like a clock, each of the mechanical pieces can be changed or altered to produce a predictable and desirable solution and change can be gradual in continuous process improvement methods such as TQM, or radical, as advocated in business process reengineering. The limitations of an engineer's approach is to isolation of the "peoples" problem from the mechanical problem and then designing a quick fix for the perceived problem for improvement of the organizational processes, systems or performance. Psychologist's approach to change concerned with how humans react to their environment. It is focused on how an individual thinks and behaves in a particular situation and is exposed to change. Employees respond to the change positively, if they understand the purpose and consequences of that change (Williams & Williams, 2007; Burns, 2008). If an organization fails to plan, communicate, and implement change strategies effectively and train people in implementation process, the change process carries little benefits and adversely affects employee morale, engagement, retention and other kinds of performance. An effective and efficient change management process accelerate speed of operations, improve organizational performance, enhance employee involvement, morale and satisfaction, give them pride of their accomplishments and achievement motivation. So, the policies relating to change are to be formulated by ensuring the participation of peoples of an organization, issue of change should be communicated to the employees throughout the process of its implementation and through obtaining feedback continuous and discontinuous development are to be achieved.

The extreme application of either of these two approaches, in isolation, lead to the failure. An exclusively *engineering* approach to business issues or opportunities

results in solutions but rarely can be implemented effectively, on the reverse direction an exclusively *psychologist* approach results in a business receptive to new things without an appreciation or understanding for what must change for the business to succeed.

Thus, a convergence and contributions from both the engineering and psychology fields are inevitable for successful design and implementation of business change in all area of operations. Simultaneously, a business should continuously examine its performance, strategy, processes and systems to recognize what changes are essential for survival and accordingly should understand the implication of a change on its employees considering their culture, values, history, willingness and capacity for change. Because, peoples are ultimate force to execute the change programs and make the new processes, systems and interventions come to life in the business (Hiatt & Creasey). The tourism sector in general with special focus of Bangladesh is not an exception rather it requires application of convergence approach to change for sustainable tourism development.

Organizational change process is not a one-time easy task rather it requires careful planning, motivation and professional execution (Kotter, 1996). Large scale change in an organization does not take place overnight, rather it takes long time, patience and phases of implementation in order to obtain its actual outcome. In fact, change is inherently painful. It requires strict balance between harmony and discord, comfortable and risky.

In many cases very little attention is paid to the social aspects of change process, although social side constitutes important characteristic in the change initiatives. Knowledge of embedded change management structure and process create organizational nimbleness through changing capability of an organization and improving ability to respond quickly and effectively to new situations. It also provides congenial work atmosphere, openness, trust and team spirit among the employees that in turn, contribute to the reduction of errors, huge competitive advantage in today's fast changing world, sustainability of operations and expected return on investment.

By considering broad perspective and integrating practical operational needs the definition of change management comprise six themes that cover an extensive area of involvement(Ernst and Young, 2004). Process-oriented definition of change management applies *combination of the integrated and interrelated systems and processes through planning - implementation – stabilization and control.* Results-oriented definition confirms that *all the systems and sub systems work through networks* aiming to achieve predesigned objectives and specific results. According to the cause-oriented definition *all kinds of resisting forces along with their sources* need to be identified and *all pos-*

sible conflicts are to be eliminated in the achievement of the adaptive goals. As per the system-oriented definition it can be attributed as the *aggregation of processes, instruments and techniques with positive linkage* among the various subsystems that *create nexus between the organization and its external factors.* Stakeholder-oriented definition focused on preserving, maintaining and extending the *interest of all stakeholders for long-term survival of the enterprises.* Planning-oriented definition holds that it requires *planned process of interventions to transform the culture, systems and behavior of an organization at the desired direction for improving efficiency, problem solving mechanisms and self-renewing capability.*

All definitions mentioned above are complimentary that needs to be applied for sustainable tourism development in Bangladesh through creating positive networking relationship among various institutions involved where various stakeholders interest are to be maintained and enhanced adaptively in the dynamics of environmental changes. And a convergence between engineers view and psychologists view must be attained and change programs must be communicated among all the concerned parties with consideration of their social implications.

4.3. INSTITUTIONAL NETWORKS AND SYSTEMS APPROACH TO SUSTAINABLE TOURISM OPERATIONS IN BANGLADESH: A FRAMEWORK FOCUSING THE APPLICATIONS OF CHANGE MANAGEMENT

Every organization is influenced by its surrounding forces within the purview of broad operational domain. Enterprises in the tourism sector are not in exception. Systems Approach views an organization is comprised of various systems and sub-systems to attain overall objectives in the dynamics of changing atmosphere that receives input from the external environment, transform them into output by using various processes and disposed of outputs to the greater environment. It is one of the important instruments to understand the dynamics of organizations and organizational changes. System Approach is referred to as an organized unitary whole that constituted by two or more interdependent parts, elements or subsystems and identifiable by boundaries of its environmental supra-systems (Kast & Rosenzweig, 1985). Basically, there are two types of systems: open and closed. A closed system is self-contained and isolated. Open systems maintain continuous interaction with the environment and receives information for feedback and attainment of a steady state dynamic equilibrium. Open system belong to social system that are interactive, unstable, indeterminate, self-organized, dynamic and non-linear. Social, economic and political factors of different dimen-

sions make the open systems more complex that requires interactions among greater number of objects in a complex manner to produce several possible solutions appropriate for different goals. It requires considering synergy of interactions between interconnected elements which results in new emergent property in the system. In the dynamics of environment and complicacy of the systems analysis of causality is not enough rather new interrelations might be required to discover for solving the emergent problems (Beauchamp, 2007). It is identified in another study that systems approach to management makes explicit impact of managerial functions on the market forces, resources of the firm and the value chain to link managerial actions for broader concerns of ethics and societal welfare. Towards this end an entrepreneurial manager evaluates and pursues opportunities for value creation and capture by mastering the risk and marshaling human, capital and other kinds of resources determined by risk/reward profile of the corresponding opportunity and various other factors including the skills, capabilities, and desires of the managers as well as the competitive environment and degree of regulation and deregulation (Bagley, 2010).In the contemporary change management and organization development disciplines the meaning of system is taking integrated approach comprising whole aspects of influencing factors that have immediate and far reaching consequences on the organizational performance (Brown & Harvey, 2006). To deal with complex adaptive system appropriate governance is essential; otherwise, due to intrinsic system characteristics it would inevitably come into collision and return back to its original steady state. For dynamic and long-term sustainable relationships no formal control system can provide the best answer rather through time to time assessment of the real outcomes and effective feedback would be the best solution for time based appropriate long-term strategies. The strong stability and inertia inhibits the system from reacting swiftly and forced with too strong shocks, risks inducing and disruptive process or firmly putting the system onto an unpredictable evolutionary path. Therefore, instead of trying to strengthen stable equilibrium, the organization should direct towards bounded instability for creating a planned chaos, welcoming a deliberate disorder and using instability positively for new possible futures and creative destruction which it should try to provoke in the existing structure of the organization. Thus , rather than a perfectly planned corporate death with firmly stable culture, the released creativity with diversification and reinvention of products, processes and services leads an organization in continuous re-invent in multiple ways. Governing a complex system requires an adaptive attitude rather than rigid, deterministic and authoritarian style. It dictates an experimental path to governance guided by the idea of exploring different scenarios, enforcing alternative actions,

monitoring the outcomes, testing the predictions and learning for effective achievement of the desired objectives. Evidently, rules and actions are considered necessary, but it is important to ensure a capability to change them dynamically for reacting in short times to the changes that may occur in the systems or in the external environment (Baggio & Sainaghi, 2011).

Tourism in Bangladesh has been operating through the network of various institutions at different levels which constitutes the combination of systems and subsystems. Bangladesh first recognized tourism as an important industry through framing National Tourism Policy 1992. By considering the prospects of tourism, the country has many facets as vacation land, which is reflected in its archaeological sites, historic mosques and monuments, resorts, beaches, picnic spots, forest and wildlife etc. Bangladesh offers many opportunities for the tourists like water-skiing, river cruising, hiking, rowing, surfing, yachting, sea bathing and other kinds of entertainment which are closely related with nature of the country. But these multi-oriental prospects could not realize at expected level due to the paucity of promotional measures and poor institutional networks and their weak structure in the country.

At the apex level Ministry of Civil Aviation and Tourism (MOCAT) is involved to promote and facilitate tourism industry with the help of other concerned ministries. Ministry of Foreign Affairs helps promoting and facilitating the tourism affairs through its network of missions abroad and many other wings by gathering, analyzing, processing and disseminating information and fostering friendly relations with other countries. For ensuring security of the tourists, Ministry of Home Affairs plays active role. The Ministry of Information is playing a catalytic role through disseminating tourism related information at home and abroad by using print and electronic media through its various departments and institutions. The Ministry of Cultural Affairs is keenly responsible for preservation, research and development of national cultural heritage, fine arts, archaeology, architecture, sculpture, and library resources under government control which are innately related to the tourism industry. This ministry also organizes cultural agreements, exchange cultural teams with foreign countries, and preserve as well as enhance folk culture, folk literature and folk museum. The Ministry of Environment & Forests is basically responsible for conservation & development of flora, fauna, forests and forests resources, wildlife and sanctuaries, plantation of exotic cinchona and rubber, botanical gardens, management of environment and ecology as well as marketing of forest produce. This ministry is also a member of the United Nations Environment Program (UNEP) that helps to maintain relationship with international bodies, organize treaties and agreements relating to environmental and ecological

affairs. Ministry of Communication involves for improving roads, highway and railway communication which is inevitable for the promotion of tourism industry. Ministry of Industries is facilitating the entrepreneurship and enterprise development in the tourism sector through providing technical, training and incidental assistances. The Chittagong Hill Tracts (CHT) is a special region of Bangladesh where in spite of having ethnic, cultural and environmental diversity, various tribal and non tribal population are living by keeping communal harmony and peace through maintaining own ethnic cultural, religious and linguistic identity for a long period of time. Combination of these identity and diversity practices and ethnic originality make this region a distinct place of tourists' attraction. To preserve the originality, beauty and heritage of this place Ministry of Chittagong Hill Tracts Affairs is in functioned. The affairs and initiatives of tourism development by different ministries mentioned above are patronized by Ministry of Finance through approval and disbursing of finance. Ministry of land is entrusted with land administration, management and development. This ministry can play the assisting and coordinating role in the development, settlement and allocation of government owned (khas) land and important sites beautification for the attraction of tourists with concerned organizations and other ministries. Bangladesh is a riverside country having a wide network of waterways that include national waterways, inland water transport, ports, and ocean shipping and other kinds of water way communication which is one of important reasons for attraction of international tourists. It is also closely related with our heritage and innate part of the culture of rural Bangladesh for which Ministry of Shipping is responsible. Ministry of Education frame policies and coordinate among various academic institutions of the country that may provide assistance in education related tourism and in support of coordinating other related activities. Ministry of Religious Affairs promotes brotherhood among various religious beliefs of the country people and may assist in tourism development related with different religious attractions, practices, saints and holy places. The Ministry of Youth and Sports are involved in the development of youth and sports of the country along with promoting the sports tourism and youth exchange programs among the various countries. The Ministry of Local Government and Rural Development ensures people's participation for bottom-up planning in infrastructure development that improves the socio-economic condition of the country which leads to the development of tourism industry. The Ministry of Liberation War Affairs is an important ministry to uphold glorious history of the war of independence and language movement to the national and international tourists. Proper coordination among above ministries is very much essential to operate through the systems approach

framework for sustainable tourism development by using the concept of change management.

Bangladesh Tarlatan Corporation (BPC) is main facilitating institution in Bangladesh under the Ministry of Civil Aviation and Tourism which is considered as only National Tourism Organization (NTO) for promoting Bangladesh as one of the attractive tourist destination, developing prospects of tourism and ensuring support facilities for establishing enterprises in the tourism sector. NTO is also responsible for improving tourism infrastructures, creating awareness among the people regarding tourism, publications of different materials for promoting the industry and providing training to the potential tourism personnel in different operational aspects in the country. Under the purview of operational activities of NTO establishing or acquiring hotels, restaurants, rest houses, picnic spots, camping sites, theatres, amusement parks and facilities are notable that attract the visitors towards the country. Besides all these services, NTO organizes different readymade and tailor-made package and sightseeing tours like educational tours for school students, wildlife tours to Sundarbans, beach tours to Cox's Bazar, archaeological tours to Mahasthangarh, Paharpur Buddhist Monastery and Rajshahi Varendra Research Museum, river cruise to Chandpur and Jamdani village, Rupshi etc. Although NTO has been established to promote policies and facilitate environment for tourism industry development in Bangladesh practically it has been found that this organization is playing competitive role with small scale tour operators throughout the country. It is evidently contradictory to the objectives of its establishment. Association of Travel Agents of Bangladesh (ATAB) is an association of travel agents community in Bangladesh which is undertaking various activities to uphold the travel and tourism by using their networks of 1400 travel agents located in major cities of the country. ATAB plays the important role in building relationship between government and member organizations by policy determination, upholding the interest of the member organization sand escalating infrastructure for the travel and tourism industries development. It also helps member organizations in establishing networking relationship with other member organizations, mobilizing opinions of the members, representing different councils, committees, bodies, ministries and other international forums as well as travel agents community throughout the world. For the improvement of the professional standard ATAB arrange seminars and workshops by experts from home and abroad, organize fairs, send delegates in international tourists fair and meetings of the foreign associations of tour operators and agencies. Tour Operators' Association of Bangladesh (TOAB) is another association which is involved for promoting tourism industry in the country. The name of other notable associations involved in

FIGURE 2: Systems Approach to Tourism Industry in Bangladesh
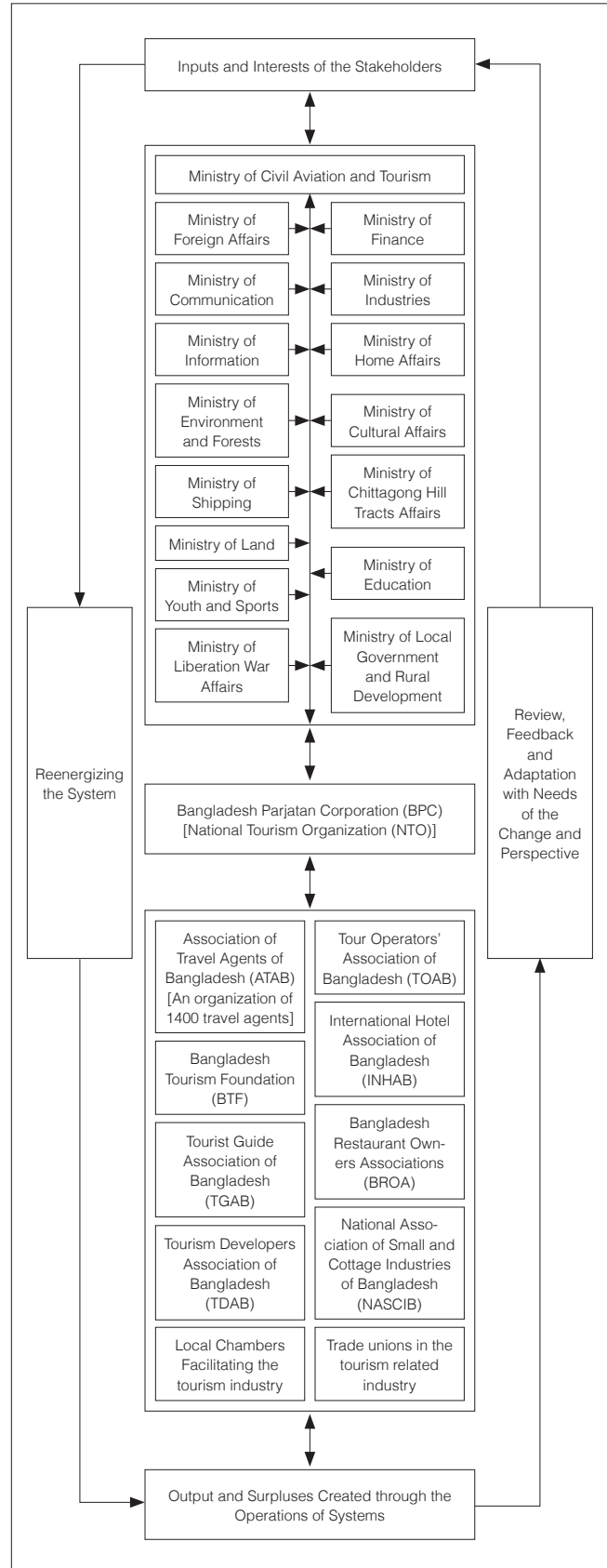
the tourism industry developments are: Bangladesh Tourism Foundation (BTF), International Hotel Association of Bangladesh (INHAB), Bangladesh Restaurant Owners Associations (BROA), Tourist Guide Association of Bangladesh (TGAB), Tourism Developers Association of Bangladesh (TDAB) and National Association of Small and Cottage Industries of Bangladesh (NASCIB) for facilitating small and cottage industries in the tourism sector of Bangladesh.

Various enterprises in Bangladesh are involved for facilitating tours and tourism related activities at operational level in Bangladesh. These enterprises are linked with any of the tourism associations stated above those are involved for serving the interest of their members and promoting tourism industry in Bangladesh.

4.4. CHALLENGES IN THE APPLICATION OF SYSTEMS APPROACH TO CHANGE MANAGEMENT FOR SUSTAINABLE TOURISM DEVELOPMENT TO OPERATE THROUGH DIFFERENT INSTITUTIONS

The above figure shows that by using the systems approach framework all the institutions should continue their operations by considering the physical inputs available to serve the clients and taking the cognizance of the interests of stakeholders that may also serve as the inputs in the initial stage of service planning. At the ministry level Ministry of Civil Aviation and Tourism (MOCAT) is involved to facilitate and control the tourism industry in Bangladesh. Other ministries depicted in the figure plays their supporting role as and when necessary for facilitating the plans and programs of MOCAT. But Bangladesh has been facing multifarious problems in obtaining STD through the application of systems approach and change management concepts. The important problems are depicted below:

- Although it is stated in the National Tourism Policy 2010 that one inter-ministerial coordination and implementation committee under the leadership of MOCAT and with membership from National Tourism Council, Tourism related ministerial committee and Tourism advisory committee will work for implementing the tourism policies but in reality this coordination committee is facing manifold problems in their operations. Poor coordination among tourist, local community and policy makers is another problem.
- Richter & Richter, (1985)found that all the South Asian countries have mixed public and private involvement where facilities are owned and operated by government and tour industries are operated in private sector. Government agencies are designed both to compete with and to encourage private enterprise. Competition with private sector by government agencies that were

actually responsible for facilitating and coordinating the activities among different institutions lead to the generation of rivalry and conflicts of interests between these two kinds of institutions which are in the long-run detrimental for the tourism industry development more specifically in the STD of Bangladesh.
- Historically, Pakistan inherited poor infrastructure after separation from undivided India in 1947, Bangladesh after separation from Pakistanin 1971inherited the same that still could not develop in an expected extent for STD. With this historical background other notable adversely influencing factors are endemic political instability, fragile and ill equipped political systems, strong supra level bureaucratic red-tapism and insufficient resource possession inhibited the long term tourism planning, programs and supportive infrastructures development (Richter W. L., 1978; Cheong, 2008; Alam, 1983).
- Most of the developed countries use community participation as an innovative practice in the long term tourism development plan but this option is not utilized properly in underdeveloped countries like Bangladesh. These countries are also largely dependent on the consulting support from the developed countries in their long term tourism planning which again are tied with high cost financial and technical support divorcing the local interest, culture and heritage that create multiple impediments through high cost in developing STD friendly infrastructure and other environmental developments. Metropolitan experts are also not aware of the local culture and environment. Environmental problems in developing countries are further aggravating due to unjustifiable use of many natural and environmental resources by general people for their livelihood and short-term economic benefits at the expense of long term sustainability of development.
- Failure to identify tourist generating countries, determining demand of the future tourists, establishing facilities, transportation systems and other infrastructural supports like resorts, hotels, motels, restaurants and accommodation facilities and lack of ensuring security for the tourists are other notable problems that are constraining long term STD in Bangladesh.
- Bangladesh could not promote itself as an attractive tourist destination to the international tourist community due to poor promotional and marketing activities. Prospects of tourism from regional and international cooperation like SAARC, BIMSTEC, UNWTO and other economic community of the world due to lack of expected diplomatic relations, communication and collaboration, failure in organizing tourism fare and failure in participating different international tourism fare and

upholding image of the country to global world through embassies and high commissions of Bangladesh located in different countries of the world.

4.5. OVERCOMING THE IMPEDIMENTS FOR SUSTAINABLE TOURISM DEVELOPMENT USING FRAMEWORK OF SYSTEMS APPROACH TO CHANGE MANAGEMENT

Well thought out and sagacious blue print with farsightedness and vision of all institutions involved along with continuous surveillance of the influencing forces may go a long way to cherish the dream of establishing and running the competitive tourism industry in Bangladesh in the cutthroat competition of the world tourism market. Bangladesh can take multiple initiatives for STD with long term visionary processes that are mentioned below:

- MOCAT along with Bangladesh Parjatan Corporation, the only national tourism organization of Bangladesh are involved in framing all kinds of policies and facilitating implementation of all programs for the development of the tourism industry in the country. Under these institutions many other associations and operative institutions are involved to facilitate the tourism functions at the field level. All the enterprises at the field level operate by making effective linkage with the institutions mentioned above. Effective coordination among above institutions at different levels local community, tourist and policy makers should be ensured so that long term, sagacious strategic plans can be framed and implemented.
- All policy level institutions along with BPC the national NTO should play the role of guardians and facilitators in assisting the field level tour operators in preparing the level playing field of competitions rather than involving themselves with unhealthy competition and rivalry with private sector enterprises. To do so these institutions should have continuous surveillance with global environmental changes with open communication and adapt to the contemporary competent policy framing in consistent with the global demand.
- Historically, inherited backwardness need to be removed with dynamic maneuvering and gradual shift in macro environmental factors like healthy political practices, reducing bureaucratic tangle, framing and implementing favorable and legal and policy structure, acquiring strategic resources from innovative sources for supportive infrastructure development to meet the contemporary needs of tourists from multiple sources.
- For innovations in the strategic long term tourism planning practices community participation should be ensured as a regular practice to diversify the services by using local advantages and resources. In case where metropolitan experts need to be employed for STD in the country should be consistent with country interests, culture, economic conditions, expertise and technology. Income generating by local people using local resources should be prioritized long term interest for ecological balance and conservation of the local resources reservoirs rather than short term income earning of the local people at the expense of environmental degradation.
- Identify tourist generating countries and determining demand for the future tourists, establishing facilities, innovating transportation systems and other infrastructural supports like resorts, hotels, motels, restaurants and accommodation facilities and ensuring security for the tourists for long term STD in Bangladesh.
- Promoting Banglades has an attractive tourist destination to the international tourist community with dynamic diplomatic relations, communication and collaboration with international organizational networks like SAARC, BIMSTEC, UNWTO and other economic community of the world and upholding image of the country to global world through embassies and high commissions of Bangladesh located in different countries of the world and organizing tourism fare and participating different international tourism fare for innovations in the STD in Bangladesh.

5. CONCLUSION

Humankind must shoulder the responsibility to conserve all the systems and subsystems of the environment to make the world rich in biodiversity, filled with the plants, the animals and ecosystems by balancing the needs of present generation without compromising the needs of future generation which is alternatively termed as sustainability of operations in an industry. This is true for all industry irrespective of the nature and destination, more specifically it is foremost to ensure the balance among *profit-driven motives, preserving and enhancing the social as well as ecological objectives*. So, it is indispensable to establish the tourism enterprises where the ecological, economic and socio-cultural issues must be balanced. To achieve this goal a sustainable tourism development in a country should be based on coordinated actions among multilevel operations in the pyramid and in different sectors involved where effective change management strategies play the dynamic and catalytic roles. Present study identifies important challenges in the application of Systems Approach to Change Management for Sustainable Tourism Development as strategic framework in Bangladesh to operate through different institutional network and

suggested important strategies for STD that can be practiced for innovations in tourism operations.

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