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**CHALLENGES AFFECTING THE TOURISM INDUSTRY IN
PAKISTAN**

Case Study: Faisalabad Serena Hotel

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ABSTRACT

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<p>The purpose of this thesis was to conduct to find the challenges faced by tourism industry in Pakistan. Tourism plays vital role in economic growth of a country. The countries of world, where there is nothing for tourists or traders are lagging behind from other nations of the world. Pakistan is one of those countries which rich in historical places, natural beauty, and uniqueness in handmade items and also of green forests. Present study was conducted to find the challenges being faced by tourism industry with special focus on hotel industry.</p> <p>To explore the topic literature was reviewed and on the basis of reviewed literature semi structured interview was developed to counter check and verify the point of view of the scholars. Case study of Faisalabad Serena Hotel from province Punjab was selected, and prepared an interview to find out the challenges affects the hotel and tourism industry.</p> <p>An empirical part of the study consisted of the qualitative research, which will describe in detail by semi structured interview. The empirical part gives the description of the flow of the empirical work done and the result of the research. The interviews conducting from hotel manager of Faisalabad Serena Hotel will be used as a tool for collecting data.</p> <p>In the conclusions chapter, the negative and positive finding of the research was explained analysis of Faisalabad Serena hotel. The selected hotel was personally visited by the researcher. The responses were labeled or categorized and is to find the solutions of the challenges such as security, terrorism, safety, facilities, services, infrastructures, political-ly and socially, which will allow the industry to get boom.</p>		
Key words Challenges, factors, Faisalabad Serena Hotel, hotel industry, terrorism, tourism Industry		

ABSTRACT
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1 INTRODUCTION

Tourism is vast business in all over the world. God gives natural gifts to all the countries so that people from different countries has chance to visit to other countries and see the beauty of nature in different climate and weather. Tourism and hospitality industry play important role in the economy of the countries. 21st Century provides the modern facilities to the tourists for their smooth travelling and hospitality.

Tourism is a service based industry comprising a number of tangible and intangible components. The tangible elements include transport, foods and beverages, tours, souvenirs and accommodation, while the intangible elements involve education, culture, adventure or simply escape and relaxation and the occupation of providing local services such as entertainment, accommodation and catering for tourists (Parks 2072).

Tourism is an inseparable combination of economic and socio-cultural issues. It has a tremendous potential for earning foreign exchange, generating employment, increasing tax revenue and promoting business activities like transport, fruit production, agriculture, crafts, hotel industry, entertainment and productive services.

Tourism in Pakistan, as we find it today, has been shaped among other things by its history, land, economy and socio-cultural traditions. The researcher deeply pondered upon the fact and he has taken the course of hotel management. The study was taken on the line to find the challenges Pakistan faces in tourism industry with special emphasis on hotel sector.

Pakistan is one of the developing countries in the world, which is full of natural scenes as well as historical buildings and have attraction for the tourists of the world but the due to lack of resources and internal administrative matters is unable to get benefits from the God gifted resources. This situation has been highlighted in the books, magazines and newspapers.

[Pakistan offers great variety in its climate, from cool mountain pastures beside the glaciers, through windy plateau, to warm river valleys and burning deserts. Arriving in Karachi Islamabad or Lahore, the first impression is tree-lined streets

and well-watered gardens. But only the central strip of Pakistan from Lahore to the mountain slopes north of Islamabad is favored with refreshing natural rain and moderate temperatures; most of Pakistani agricultural land is the result of extensive irrigation] (Shaw 1996).

The above quoted lines indicate that Pakistan is a potentiated country of the world. “The traders of northern areas claim great loss in business because of the less number of tourists (Dailyjang.com 2010).

Pakistan has a multitude of tourist attractions for the lovers of adventure and culture, including awe inspiring mountain peaks, lush green and unspoiled valleys, lakes, centuries old Indus and Gandhara civilizations, Buddhist shrines and unpolluted coastal line which offer immense attractions for tourists. These assets are being capitalized for the promotion of tourism economic development and poverty alleviation in the country.

The large the purpose of conducting this study was to get an insight into the predicaments faced by the tourism industry Pakistan and its subsequent effects on the hotel business. This study as a result offers suggestions for audaciously overcoming those predicaments in order to perk-up the hotel business. The scope of the study was restricted, only catering the challenges faced by the tourism industry and its effect on the hotel business. The pertinent research material has been acquired from the books, magazines, newspapers, journals and other expositions in Lahore Central Public Library along the material available on the internet.

The major problem to be taken on in this study was to establish the challenges affecting the tourism industry in Pakistan particularly the hotel sector. The idea was to get an insight and unearth the predicaments which are affecting this money producing country, to be presented to the administration of the tourism industry along the policy makers at the government and private level. The hotel industry of Pakistan is facing several challenges; therefore the area of research will try to address this issue by giving them the ideology and possible ways to do so, using Serena Hotel in Pakistan as a research project. This research work will focus on the factors affecting on Serena Hotel. The Serena Hotel is facing different kinds of problem like, political instability, lack of proper infrastructure, marketing incompetence and security issue.

There are also many challenges and constraints in this research work, especially in this project the qualitative research method shows the meaningful findings.

2 TOURISM AND THE HOTEL INDUSTRY

The Theoretical and academic framework have been established in this chapter. The study was intended to locate the challenges faced by the tourism industry and their resulting effects on the hotel business in Pakistan. It was necessary to study a number of preceding literature work in order to explore the topic. The related literature is reviewed in this chapter along the establishment of the foundations of the study.

The United Nations World Tourism Organization (UNWTO 2002) explains the domestic tourist as a ‘traveler’ visiting a destination in his country of residence for at least twenty four hours, but less than one year for the purpose of recreation holidays, sports, business, meeting, conventions, study, visiting friends or relatives, health, mission work or religious. The Oxford Dictionary tells us that the term ‘tourist’ was used as early as 1800 A.D Dictionaries universal treats tourists as a person who makes journey for the sake of curiosity; for the fun of travelling or just to tell others that he has travelled (Oxford Dictionaries).

2.1History of the world hotel industry

The history of hotels is very old when people started to make inns for the travelers. Since the beginning of time, people have traveled for commerce, religion, family, health, immigration, education and recreation. As cited by Texas Tech University, the word hospitality comes from the Latin root meaning "host" or "hospice." The university further noted that the first hotels were nothing more than private homes opened to the public. Most, unfortunately, had poor reputations. Under the influence of the Roman Empire, inns and hotels began catering to the pleasure traveler in an effort to encourage visitors (Scribd.com).

The first inn located in America was recorded in the year 1607 and lead the way with many other firsts in the hospitality industry. The first publicly held hotel (the City Hotel) opened in

New York in 1792. The first modern hotel (the Tremont) opened in Boston in 1809 and the first business hotel (the Buffalo Statler) opened in 1908 (Scribd.com)

Eventually, from then on, more hotels were built and this gave birth to the hospitality industry which also led to the classification with the star system. The star system was assessed the price, the hotel's standard of service, and the hotel's facilities offered. In the past, hotels were just normal houses offered for guests to stay in. Some were in the form of inns. These were situated near ports for sailors to spend their night during their short breaks in the country. Usually the room just consisted of a bed that was big enough for two people (Scribd.com)

There were few hotels in Pakistan in the start. It is said that Cecil Hotel, located at Mount View Road Murree was a summer retreat of a British Army Colonel. It was built in 1858 and is therefore one of the oldest surviving hotels in Pakistan. It was converted as Viceroy's summer place in 1940 and in 1957 it was converted into a hotel by a Rawalpindi based businessman. Lakhani Group bought it in 1998 through an open auction and is the current owners. The industry of hotels in Pakistan was no very large to begin with, the major players are off course. The pearl continental Sheraton, Marriot, and Holiday inn chains and the Serena hotels chains which is basically at the most prominent spots (History of hotel industry 2009).

2.2 The impact of tourism on the hotel industry

Hotels are the core and essential part of tourism, the largest industry in the world. The hotel industry has been growing its importance from economic and socio-economic point of view. The impact of tourism on hotel industry focused primarily on economic and socio-cultural aspect. The impact made by tourism therefore depends upon the volume and profile characteristic of tourists (their length of stay, their preference, purpose of visit travelling styles etc.) together with the characteristic of the Hotel industry styles (facilities amenities provided, its structure, cuisine etc.) is equally important as it determines the degree of its strength to tourism and tourism development (sumedhakalia.wordpress.com 2009).

Ellsworth M. Statler- The Henry Ford of the modern hotels says, "The guest is always right" some might contradict this but this statement reflects the ultimate challenges being faced by hotel professional to provide services that meet ever changing need and demands of the guests. Enterprises known as the travel and tourism industry, the travel and tourism industry is a vast group of business with one goal in common providing necessary or desired products and services to traveler's. A numbers of hotel properties provide food and beverage service, recreational service and more such facilities. According to the international standards there are, as estimated 10 million guest rooms available to tourists around the world. According to UNWTO 2002 Madrid, Tourism has now become the world's largest industry, ahead of automobiles and petroleum products.

3 TOURISM IN PAKISTAN

This chapter is going to explain the theoretical part of this thesis in detail. It will begin with some information related to tourism industry in Pakistan, and component of the tourism industry. The chapter will depend much on tourism in Pakistan related books, articles and some internet pages for its achievement.

3.1 The importance of tourism

There are the best Pakistan's mountains, rivers, deserts and national parks for the adventurous and those interested in the great outdoors. In the north of the country, four great mountain ranges meet, offering some of the most challenging and scenic mountaineering, trekking and jeep safaris in the world. Five huge rivers flow in the south to the sea, forming the flight paths for migrating birds and providing exciting white-water rafting and boating. What is more, Pakistan is un-spoilt. Tourism is in its infancy, yet the four principal cities offer first-class hotels, with simpler but adequate accommodation available elsewhere.. (Shaw 1996.)

Pakistan also offers rich and varied sceneries. One finds spectacular mountain ranges and towering peaks which offer unequalled opportunities for trekking and mountaineering while its forests and lakes are a delight for bird watchers and nature lovers. Tourism in Pakistan, as we find it today, has been shaped, among other things by its history, land, economy and socio-cultural traditions (Ahmed 2004).Pakistan has potential in archaeological, religious, culture, and pleasures and in entertainment tourism. Pakistan is the meeting point of three high hills ranges and land of three big religions. It is famous for green vallies, in the world oldest civilization and big deserts. (Paknews 2005).

For the nature lover, this is a land of spellbinding beauty, for the adventure seeker, this is a terrain that challenges the most daring of spirits, for the historian, there are excavations, museums and artifacts aplenty. Such is the variety Pakistan offers, a country with an area of 803,950 square kilometers and a population of some 114 million. Everywhere, you will meet friendly and hospitable people, welcoming you to their homes (Rehman, 2005.)

Tourism is the most an important and quickly growing industry in the world. It is an important means of job creation, poverty reduction, income generation, foreign exchange earnings and promotion of cross-cultural consecration and cooperation. Tourism consists of several service activities including transportation, communication, hospitality, catering, entertainment and advertising and the quality of these services that the usefulness of tourism promotion efforts depends. Pakistan has wonderful potential for tourism by asset of its long rich history, cultural mixture, geo-strategic position and attractive landscapes. The tourism products offered by the country can be categorized into four types: religious tourism, archaeological and historical tourism, adventure tourism and conventional tourism. (Rehman 2005).

3.2 Religious and archaeological tourism

Pakistan is the crucible of two of the great religions of the world: Hinduism and Buddhism- and support of another, Sikhism. Gurdwaras at Nankana Sahib and Hasanabdal are a great attraction for Sikhs all over the globe. Then there are shrines of Sufis and saints, which attract a large number of pilgrims from different regions. These include the shrines of Data GanjBakhsh, Shah Hussain, Mian Mir, BahauddinZakaria and Baba Farid in Punjab, and Lal-Shahbaz Qalandar and Shah Abdul Latif Bhattai in Sindh (Hussain 2004).

Pakistan is the frame of two ancient civilizations the Indus Valley Civilization and the Gandhara Civilization. In particular, the excavations of the Gandhara civilization represent one of the oldest remains of the Buddhist culture in Asia and are of special spiritual significance for the Buddhists living in the affluent regions of East and South East Asia. Then there are monuments built by successive dynasties and rulers, particularly the Mughals. These in-

clude the Royal Fort, Badshahi Mosque, Shalimar Garden, Tombs of Emperor Jehangir and Empress Noor Jehan, Rohtas Fort and the Shah Jahan Mosque (Tariq Hussain, 2004)

3.3 Components of the tourism industry

Though there are many definitions for tourism, it could be simply defined as a “travel and stay of a non-resident”. In order to travel to a particular area there must be a reason. For example a person may travel for leisure, business, visiting friends and relatives, health, education etc. He/she chooses a destination for one or the other reason. Transport is necessary to travel and accommodation to stay at the destination.

In the developed world, today, all these components have reached their peak in satisfying their customers’ needs aided by modern technology. These components have also come a long way to offer a range of products which suit the needs of multitude tourists around the world, and are still working hard to cater to an ever changing test of them. The role of intermediaries between the customer in the originating market and the supplier of the various products and services in the destination is of significance for both independent and packaged travel. (Bennett, Roe, Ashley, 1999)

Tourism is often seen as an industry where foreign interests dominate. Yet this is a misrepresentation in many ways. Overall tourism is characterized by small and medium sized businesses. The operators in originating markets and this applies to Europe, Canada and Japan. Large companies are less characteristic of other outbound markets. These tour operators will work with ground handling companies in the destination, who may devise and set up all the details of the package and the foreign company’s role may be only to market that product in the originating market. Such ground handling companies are typically small and are often locally owned (Bennett, Roe, Ashley, 1999)

International transport companies, primarily airlines, cruise companies and car rental. In Europe and Canada airlines are often linked with the tour operator, with the tour operator owning

an airline and frequently travel agencies as well, the latter in order to secure distribution for their products. Car rental companies are normally franchise arrangements with the actual business being locally owned and operated. (Bennett, Roe, Ashley, 1999)

International hotel companies however, these chains are relatively poorly represented in developing countries and even when they are, the hotel is commonly owned by local interests. The role of the international hotel company is limited to management, typically on a 10 to 25 year management agreement which allows the management company to exit e.g. if losses are being incurred. There are locally owned regional and national hotel groups including India, East and Southern Africa (Bennett et al. 1999).

There are numerous trade associations within tourism representing different components of the industry, mainly national or local in character. Among the international bodies are the UNWTO Based in Madrid, the UNWTO is a United Nations agency which has governments as members. The membership is biased towards the developing world. The UNWTO has a Business Council with a modest private sector membership. World Travel and Tourism Council (WTTC), an organization of Chief Executives of large travel related multi-national companies which have been active in promoting environmental responsibility via Green Globe. This is now a separate for profit organization.

International Hotel and Restaurant Association (IHRA) based in Paris with a membership of national associations, individual operators and hotel schools, and the International Hotels Environment Initiative (IEHI), a nonprofit program of the Prince of Wales Business Leaders Forum, headquartered in London. Pacific Asia Travel Association (PATA) which is a distinctive body in that it is a regional organization with an extensive membership drawn from both the public and private sectors. There are other regional organizations such as the Caribbean Tourism Organization and the Regional Tourism Organization of Southern Africa, but these tend to be driven more by the public sector rather than the private sector (Bennett et al.1999).

3.4 Economy and tourism

Pakistan is not considered along with the poorest countries of the world any more. Notwithstanding this very fact still many of the features in Pakistan are not too different from the remaining third world countries. One of the few similar features is the unfavorable balance of payments. Only one fourth of the population of Pakistan is considered literate, i.e. can read and write (Ministry of tourism 2005). Nevertheless, the people as well as the government are firmly determined to overcome these economic issues in the minimum possible time period and at the minimal resource cost as well. In the development of the countries possessing ample tourist attractions, tourism plays a significant role. Tourism industry like many other industries has several economic benefits. The tourism development can result in the allocation of income amongst assorted income groups and also benefit underdeveloped regions and unprivileged classes of the society. (Ministry of tourism 2005)

However, the current government of Pakistan has revealed a favorable attitude towards tourism. Tourism is going to attain the first position in International trade (Khurshid 2003). Because of its grave importance even the closed economies like China and Albania etc. were strained to open their doors to the tourism. Considering these facts, it is high time for Pakistan to pay the due attention to the tourism and give it the owed priority. Or else it may be too late for Pakistan to exploit its one of the lucrative resources.

4 CHALLENGES AFFECTING THE TOURISM INDUSTRY

Tourism Industry in Pakistan is disjointed by the large number of small businesses and small number of large businesses along with a considerable participation of the government agencies both at the Federal and Provincial level. A great deal of involvement by several Federal and Provincial government agencies play a significant role in the development of the tourism sector. Synchronization of mutual or related responsibilities can often prove to be challenging (Shahab 2009). The roles and the responsibilities can be better clarified by working towards an established agenda within Federal and Provincial governments on the national coordination of tourism development. One of the major challenges is to ensure an effective coordination between the Federal and the Provincial government for the realization of marketing and development strategies. The Federal government is addressing this issue by holding inter- Ministerial meetings of Provincial Tourism Ministers at regular intervals.(Shahab-Nama 21st Ed.)

4.1 Industry quality

The government is working along the industry in order to ensure the development of the steady national system of the top practice certification, to get the stakeholders on board to share the information as well as collaborate in the delivery and promotion of the quality programs in the industry. Alignment of the tourism products and experiences with the consumer demand has become a considerable challenge for the tourism industry, considering the increased segmentation of the market consisting of various groups within a single market seeking different and varied experiences (United Nation World Tourism Organization, 2002).

At present, the diffusion of the tourists to non-traditional tourist destinations is very low across Pakistan. The development of a new forte of tourism products is very vital as well as the need to improve the attractiveness of local tourism infrastructure, in order to tackle the issue of low dispersal of tourists. Increasing the awareness about the non-traditional tourism products is also of utmost importance (Ministry of Tourism, 2005).

Pakistan's tourism sector faces an issue of a severe shortage of skilled personnel. Though on the whole the growth in tourism employment may broaden but these gaps could still hinder the future growth of tourism. This could cause any trouble only when the industry shifts to high yield and niche markets requiring higher level skills. The capability of the institutional structure to deliver these skills will be the main issue.

4.2 Tourism infrastructure

Development and endowment for the provision of the infrastructure at times presents complexities in public as well as private sector. These difficulties are the result of the poor coordination at different government levels, comparatively lower proceeds and the incapability of the private infrastructure provider to confine all the investment benefits (thenews.com.pk 2011). For the sake of the development of the tourism infrastructure they need to be coordinated at the national level which can only be achieved if the government and industry work towards a mutual agenda.

The admittance of the cut-throat international aviation is significant to the projections of the tourism growth. Pakistan has taken on a lenient and a competitive approach regarding the air services policy, which has sustained a great deal of inward tourism growth. The conciliation for the 'open skies' agreement is allowed by the Aviation Policy, keeping the national interest integral, to reach to the most moderate arrangements possible (Ambreen 2008).

In order to improve the competitiveness of the tourism sector and to form acquainted public policy decisions and sound research and statistical base is of grave importance. An extensive variety of public research sources for tourism industry is provided by government which benefits both public and private sector. Though cracks in the information have been acknowledged within the current statistical collections. These gaps are identified in the regional demand and supply side data and forecast, and tourism yield data at national and provincial levels (Ambreen 2008).

The hotel industry has experienced a decline across Pakistan due to terrorist activity. The Marriott bombing in Islamabad on September 20, 2008 has damaged the industry. The hotel business has been facing low room occupancy since September 2008. Hotels in the twin cities have seen a decline of customers from 40 to 60 percent after 9/20/2008. The Marriott bombing is the worst terrorist attack on an international hotel since the 9/11 attack. The suicide bomb attack against the hotel killed over 50 people and injured more than 250. This demonstrates the recurrent and growing threat to the international hospitality industry. All segments of the industry are bearing the burden, from five star hotels to small rental rooms (scribd.com).

The famous five stars hotels in the tourism and hotel industry of Pakistan today are Pearl Continental, Marriot, Sheraton and the Holiday Inn hotel chains. There has always been a prospective for tourism in Pakistan, as the region has no shortage of cultural tourist attractions. However, due to current security issues in Pakistan, the industry has been extremely affected. The international decline and oppose poor laws and situation in Pakistan have also affected the economy. The most blast at Marriot Hotel Islamabad, and Pearl Continental in Peshawar, Pakistan.

Islamabad's strictly secured Marriot Hotel blast due to a huge suicide truck bomb on September 20th, 2008. It was reported that the hotel building was badly damaged and 53 innocent people killed and hundreds of injured by this suicide attack. Stephen Graham reported that targeting that an American hotel chain Marriot has been one of the largest terrorist attacks ever in Pakistan. To continue, he stated that these attacks took place at a time when Pakistan was distress "over a wave of cross-border strikes on militant bases by U.S forces in Afghanistan" (Graham 2008).

Pakistan Minister for Interior Rehman Malik, reported that there were meeting and dinner arranged for newly elected Prime Minister, President of Pakistan and other leaders and military chiefs at the evening. However, because of the terrorist threats, the place was changed in the last moments (dailyjang.com.pk 2010).

Kim Barker wrote the article "Marriot bombing shatters sense of sanctuary in Islamabad" in the Chicago Tribune that before the terrorist attack, as much as any luxury hotel in Southeast Asia, Marriot in Islamabad was home for almost every foreigner in the capital city. After the "brazen suicide attack," (Barker 2008) the country as a whole has become a much sadder place. Barker also claims that a lot of the foreign residents in Islamabad are most likely to give up their settlements and escape to a safer place. Families and friend of those killed in the attack, many of those who even worked at the hotel will have to suffer from the unbearable loss and grief. Barker has also stated that the government of Pakistan will have to convince the world that it can fight terrorism as the country "slowly slips in the abyss" (Barker 2008).

5 THE IMPACT OF TERRORISM ON THE TOURISM INDUSTRY

This chapter is going to explain the impact of terrorism on tourism industry in Pakistan in detail. It will begin with the different aspects which affects the society, economy and politics and discuss the terrorism incident which had happened on the hotel industry in Pakistan. It is badly affected the Pakistan tourism and hotel Industry. The chapter will depend much on books, articles and some internet pages for its accomplishment.

5.1 Security issue

The impact of terrorism on a country's economy may be massive, towards deflation, homelessness, unemployment, crime and other economic and social evils. In the world the conflicts and crisis are part of our everyday lives. The problems, challenges and hurdles are always here and they always will be. The involvement of tourism and travel to both developed and developing countries is now so great that any decline in the level of activity in the industry is a cause of concern. The impact extends beyond activities directly connected with tourism, particularly airlines, hotels and catering, to sectors that supply in-between, so that all sectors of the economy are affected to a greater or lesser scope. In the modern-day world, when there is no security, issue of terrorism persuades tourism industry is of a great importance. (Impact of terrorism on tourism 2009.)

Saddurdin Hashwani, Chairman of Pakistan Service Limited, announced that he vows to rebuild the Pearl Continental Hotel after its recent attack. He has agreed that the country is facing a "war-like situation" and will have to drive out the extremists and terrorists out of Pakistan for its survival. He also claimed that he would not be seeking compensation from the government and to safeguard Pakistan's reputation at an international level he will willingly re-build the Pearl Continental within two months just has he built the Marriot Hotel within three months after the September 20th attack. Hashwani has also reported on B.B.C that foreigners and visitors will be given "foolproof security" at our hotels in Pakistan but the gov-

ernment as its responsibility will have to maintain security outside. He also said the "No one would visit Pakistan if such situations continue" therefore the government should not take security issues lightly as such incidents are clearly "blocking investments" in Pakistan, causing a negative imbalance on the country's economic activity (Saddurdin 2008).

Security threats present a serious consideration for executives in the Hotel Industry in Pakistan. Fred Burton has explored the issues that surround these threats in the overall securities of the Hotel and Hospitality industry. Burton's research views hotels as targets, through the eyes of terrorists. "Islamists view hotels as places of vice" (Burton 2008), as men and women gather freely, drink alcohol, and commit acts that are against the Islamic religion.

The recent hotel bombings have shown that terrorist groups in Pakistan have continuously been targeting five star hotel chains for the simple reason of attacking Westerners and other foreign travelers that stay at these properties. As a result of the terrorist attacks, Pakistan's government has heightened its security measures, particularly in the major cities of Islamabad, Peshawar, Karachi and Lahore, in order to ensure the health and welfare of its people (Burton 2008).

Taking pre-emptive security measures is emerging as a "corporate legal imperative and failure to do so opens companies up the possibility of damaging litigation" (Burton 2008). Burton adds that traditional security measures such as security cameras and improved training of guards are a danger for the industry. Thus, hotel owners should call for the use of more proactive security measures that are more physical and less cultural. Such security measure includes baggage screening, key checks, and identifying "standoff areas" that may bother guests at first but turn out as an advantage for them soon or later (Burton 2008).

Security analyst Hassan Askari has argued that Pakistan's hotel management has not taken security threats in its cities seriously. The result has only been a higher death toll for Pakistan. The aftermath of the recent attack on Peshawar's Pearl Continental hotel was a result of this reason. Askari has commented that in comparison to other upscale hotels in Pakistan, security

at the Pearl Continental has been proven to be "extremely poor" (Voice of America News 2009).

Swat, in the North West Frontier Province (NWFP) also considered "Pakistan's Switzerland" (Ht Syndication) was once a great attraction for foreign and domestic tourists. Today, the city is facing a sporadic curfew as it is in the "grip of violence with militants demanding implementation of Islamic laws in the country." (Ht Syndication) Swat, the lost paradise of Pakistan, had once had "more than 5,000 people linked to the hotel industry." (Ht Syndication). Syndication also reports that more than fifty restaurants in the city have been closed down. However, due to lack of tourism in the city today, these people are now jobless (htyndication.com 2009).

Kuwait News Agency (KUNA 2009) reports how terrorism has badly struck Pakistan's tourism industry and resulted in a "loss worth USD 400 million" (KUNA 2009). N.W.F.P Minister for Tourism, Syed Aqil Shah, has said that militancy has affected the tourism sector the most and the industry is suffering a loss of USD 50 million annually. He also argued that Pakistan has "matchless tourist resorts but due to extremism and militancy, tourists are not visiting the country" (KUNA 2009) Pakistan's N.W.F.P and northern Kashmir regions, which were once "hotspots" for tourists, have also been severely hit by terrorism for the same reasons, such as extremism and militancy (KUNA 2009.)

5.2 The negative impact of terrorism on the tourism and hotel industry

The hotel industry has witnessed a rapid decline across Pakistan, particularly in the twin cities after the devastating Marriott blast on September 20th 2008. The representatives of hotel industry also express grief that whenever the security situation is about to settle down, yet another terrorist activity takes place thus impose a setback to their business. A hotel owner said that customers had gradually started visiting hotels when the recent blast in Quetta had again dissuaded them to do so. "People are so terrified here in Islamabad after repeated blasts that

wherever a terrorist act might take place, it has a direct impact in the Capital," he observed. (Shaheen 2008.)

The seminar observed theme "Tourism Responding to the Challenge of the Climate Change" was practically across the world to make the international community awareness of the importance of tourism and its social, cultural, political and economic values by the support of the UNWTO. Federal Minister for Water and Power and Tourism Raja Pervaiz Ashraf was chief guest on the occasion that launched the exhibition. (dailytimes.com.pk 2008)

The elements of anti-tourism debated: Addressing the ceremony, Pakistan Tourism Development Corporation (PTDC) Managing Director Brig Amanullah, NHA General Manager Tariq Mehmood Pirzada, Tourism Secretary Ali Arif and Richard Casting from South Africa highlighted special factors of climate changes affecting the tourism sector. They said due to the global warming and lawlessness, tourism was a mainly victim of climate change. They said climate change imposed socio-economic stresses on tourists, often leading them towards criminality. The term of global warming worse than terrorism, the speakers said climate change had become a globally proved occurrence. They recommended different remedies to get tourism back to its place while fighting against adverse environmental changes. In this regard, they said, capable facilities for visitors should be improved and awareness programs held globally (dailytimes.com.pk 2008).

5.3 Efforts to promote tourism

The minister said the government was fully aware of the fact how the current circumstances were marring touristy. He said it was suitable time to distinguish that tourism was declining in Pakistan. He said the government was taking proper actions for revival of tourism industry in the country (Efforts to promote tourism 2008). Pakistan's tourism sector faces a variety of further challenges. Changing the international consumer patterns towards shorter holidays and the emerging trend of choosing destination closer to home is one of the major challenges amongst others. These inclinations in particular, present major challenges for destination like

Pakistan, and entail efficient marketing approaches as well as sufficient and well-organized air services to make sure that market share is not windswept. In order to promote the tourism in Pakistan we must initiate efforts at individual as well as national level (Abdadi, 2010)

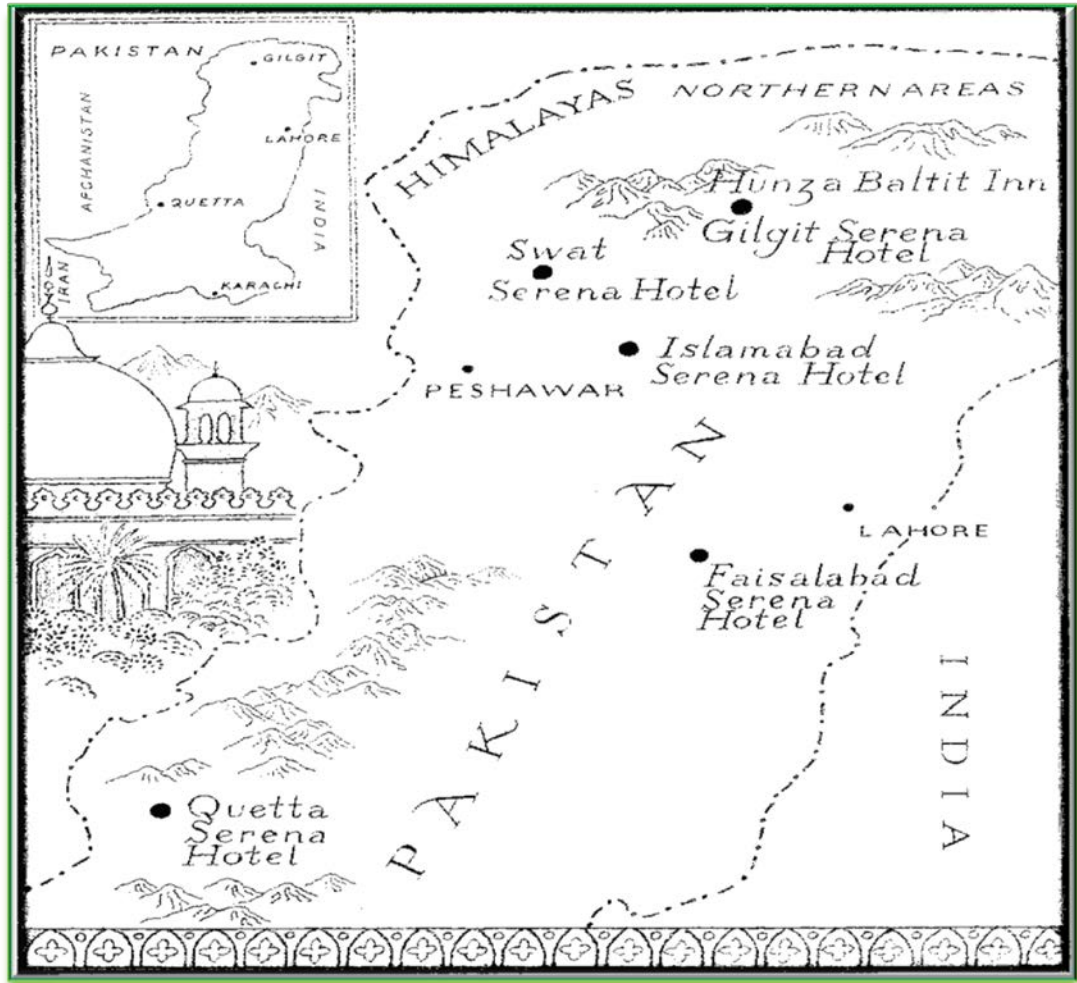
6 CASE STUDY. FAISALABAD SERENA HOTEL

The Faisalabad Serena Hotel is the architect of fabulous hotels. This hotel is a mere reflection typical of Pakistani of cultural heritage also depicting the skills and craftsmanship. Being state-of-the art building, the hotel beautifully combines traditional systems equipped with latest technologies. The true spirit of the hotel is reflected in the aesthetics of the public areas, corridors, rooms and restaurants with special emphasis on trademarks of Islamic architecture. The hotel is a remarkable blend of architecture with rich, elaborated and vivid designs where the artisans have really showed their magic on the ceilings, floors, walls and furnishes.

The Faisalabad Serena Hotel pays particular care and attention towards the security and well-being of hotel guests. There has been an all-time alert security system with up-graded high tech, and a revised Crisis Management Plan in place so as to tackle any unforeseen incident. The hotel is strategically surrounded by grounds that prevent direct access by any of the treks. Inside of the hotel has several measures has been taken into serious account to make sure that unexpected events never happen.

6.1 Location of Faisalabad Serena Hotel

The Faisalabad Serena Hotel is the exclusive of marvelous hotel. It is situated in the Faisalabad city in the province of Punjab. The hotel superbly combined customary systems equipped with newest technologies. The hotel reflects culture heritage of Pakistan and also portray the skills and craftsmanship. (Graph 1) is showing the map of the Faisalabad Serena Hotel.



GRAPH 1. Map of Faisalabad Serena Hotel (scribd.com)

The Serena Hotel Faisalabad is taking good care and pays proper attention towards the security and well-being of hotel guests. There has been an all-time alert security system with upgraded high tech, and a revised Crisis Management Plan in place so as to tackle any unforeseen incident. Below is a graph of the outside view of Faisalabad Serena Hotel (Graph 2).



GRAPH 2. Outside view of Faisalabad Serena Hotel

6.2 History of Faisalabad Serena hotel

The Faisalabad city, previously named Lyallpur, with a population of over five million, is located in the province of Punjab, North East of Pakistan, in a cotton and wheat growing area. Because of the wealthy textile industry, the city is known as Manchester of Pakistan.

The President of Pakistan General Muhammad Zia-ul-Haq has launched Serena Hotel in 1987. Serena Hotels in Islamabad, Swat and Gilgit are located amidst the most attractive areas of Pakistan and furnish mostly to the travelers for holiday purpose. The building of Faisalabad and Quetta Serena Hotels have been designed and built according to the Serena standard. Below is the (graph 3) hotel street gallery.



GRAPH 3. Hotel Street Gallery

6.3 Serena mission statements

Our mission is to create buildings of outstanding ethnic design offering the highest standards of service and product, providing management and our team members with an environment which enables all of us to deliver operating standards beyond the level of our guests' expectations, resulting in satisfactory returns to our stakeholders (scribd.com).

Faisalabad Serena Hotel is a place where the genuine care and comfort of the guest is their mission. They pledge to provide the finest personal services and facilities to their guests who will always enjoy a warm, relaxed, yet refined ambiance. An inside view of Serena's Hotel room in (Graph 4).

Motto at Faisalabad Serena Hotel is "Together we strive to become what we were meant to be.

Serena Vision Statement

[The Goal of our organization is to meet and exceed guest's expectations.]



GRAPH 4. An inside of Hotel Serena's room

6.4 The Faisalabad Serena Hotel

Faisalabad Serena Hotel is close to the city's business district, on a quiet road surrounded by beautiful gardens. Two kilometers away from the teeming bazaars (markets), the Hotel is a haven for peace and serenity in the city renowned for quality textile production. The ravishing interior of the Hotel is based on dazzling marble floors with pulsating maroon, ochre and green print pattern - a true reminiscent of spacious old city homes of Faisalabad; Chinioti Sofas with vibrant floral tapestry made locally in Faisalabad; Traditional Ceramic lamps giving the place a majestic yet cultural touch and feel all together; A huge, stunning brass lamp hangs in the lobby, offsetting the brick walls, whereas the floral tiles accentuate doorways around a matching floral print sofa (scribd.com).

The courtyard is another treat for the Hotel guests; the brick floored courtyard is decorated with fragrant, flowering terracotta and a central fountain fashioned after an olden-times Persian wheel (Rehat). The vibrant colors add to the overall warm and friendly ambience of the premises. In this way, interior of the Faisalabad Serena Hotel is a true representative of domestic culture. All Hotel visitors can witness a burst of tradition throughout the building as well as enjoy a truly magnificent experience.

6.4.1 Hotel facilities

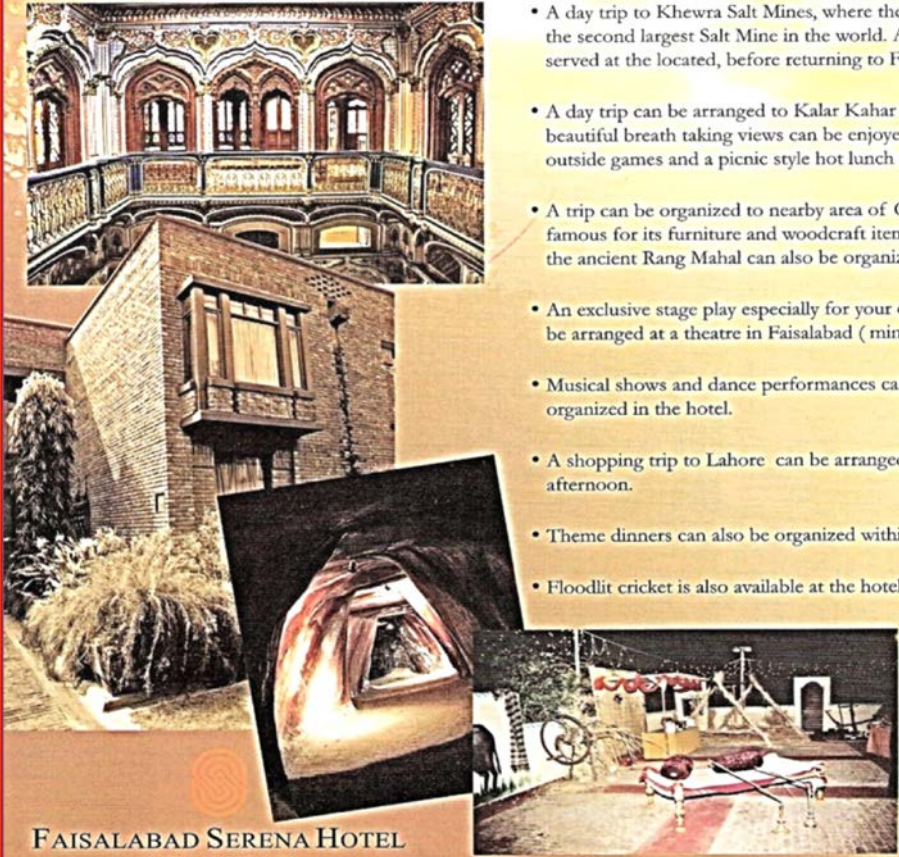
The Faisalabad Serena Hotel provides the quality services for their customers and also offer International standard to the tourist and businessman and play important role in the culture and leisure tourism industry. There are 144 Guestrooms including Suites, Limousine Airport Transfer Service and an executive floor and jasmine floor; offering additional facilities, such as a Private Lounge and access to Business Center and Meeting Rooms, Lyallpur Coffee Shop; Fine-dining Restaurant serving Pakistani and Continental Cuisines along with Hi-Tea and live music (serenahotel.com).

The Faisalabad Serena Hotel also provide the services for their customers East Asian food, Xuelian Restaurant with Chinese, Japanese, and Thai specialty cuisines, Jharoka; Café and Ice Cream Parlour, Seasonal Barbeque at the Basant Court; featuring traditional, provincial food with live music, Lobby Lounge, serving tea, coffee, and light snacks, Health Club, Tennis Court, Squash Court, and Gymnasium .There is shopping arcade, conference and events center, 24-hour business center, currency exchange, room service, valet & laundry and high definition T.V. with local and international channels (serenahotel.com).

6.4.2 Marketing of Faisalabad Serena Hotel

The department of marketing of Faisalabad Serena Hotel offers good marketing on the International level through the print and electronic media, the company prints the colorful and new designed beautiful brochure for marketing purposes. The (Graph 5) is a brochure explaining the activities at Faisalabad Serena Hotel.

*So much to do
... at Faisalabad Serena Hotel*



Faisalabad Serena Hotel can organize a lot of activities for its guests which include but are not limited to the following:

- A day trip to Khewra Salt Mines, where they get to visit the second largest Salt Mine in the world. A hot lunch is served at the located, before returning to Faisalabad.
- A day trip can be arranged to Kalar Kahar Lake where beautiful breath taking views can be enjoyed as well as outside games and a picnic style hot lunch can be served.
- A trip can be organized to nearby area of Chiniot, famous for its furniture and woodcraft items. A tour of the ancient Rang Mahal can also be organized at Chiniot.
- An exclusive stage play especially for your company can be arranged at a theatre in Faisalabad (min 50 pax).
- Musical shows and dance performances can also be organized in the hotel.
- A shopping trip to Lahore can be arranged, for the afternoon.
- Theme dinners can also be organized within the hotel.
- Floodlit cricket is also available at the hotel itself.

FAISALABAD SERENA HOTEL
UAN: 111-133-133

GRAPH 5. Brochure explaining activities at Faisalabad Serena Hotel (scribd.com)

7 RESEARCH METHODOLOGIES

Research methodology involves undertaking a research study to find answer to a question, and then require that the process is being undertaken within a framework of set of philosophies and uses measures, methods and techniques that have been chosen for their validity and reliability. The meaning of Philosophies is approaches. For example quantitative, qualitative and the intellectual discipline in which have been trained. Validity and reliability also involve that actual procedures have been applied to find answers to a question and reliability means the quality of a measurement procedure that provides accuracy and repeatability. (Research Methodology 2002).

The qualitative research method will used with an analysis of the research study, the data collection involves the reference using the internet, textbook references, scholars analysis from the past researches, secondary data and observations and own interviews.

7.1 Qualitative research method

Qualitative research is a form of technical research. In general terms, scientific research consists of an analysis that finds answers to a question, methodically uses a predefined set of procedures to answer the question, collects data and produces findings that were not resolute in advance and create conclusion that are applicable beyond the direct boundaries of the study.

Qualitative research divides the characteristics. In addition, it seeks to understand a given the problem of research. Qualitative research is particularly useful in achieve ethnically specific information about the opinions, values, behaviors, and social framework of particular populations. Qualitative research method will be used logically to perform a structured research which will engage moving out of interview with personally directed involve with the Faisalabad Serena hotel. The interview meeting will be expected at collecting actual information regarding phase of Serena hotel which affect the customer inflow (Veal 2006).

This research focus on gathering a big deal of precious information few of the cases are limited and some are rather large. According to Veal qualitative research work probably at people honestly involved in the tourism state of affairs as people explained their feelings without any bounded to a structure work that might be too hard for each one to reply (Veal 2006, 193)

The qualitative research methodology provide us depth of occurrence of the industry that is to be studied is called Leisure tourism and it is experience that motivate grant it superiority on the other kind of research. Its facilitate to those who read to know the process of interview effortlessly, distinct with the quantitative research method which might engage statistically trained individuals to read the whole report and findings (Veal 2006, 195). Particularly the kind of interview process will be semi structured interviews.

7.2 Semi structured interview method

Semi structured interviewing is an important term used to narrate a range of different types of interviewing generally connected with qualitative research. The main quality of semi structured interviews is that they are more elastic structure instead of structured interviews that restrain a structured progression of questions that to be asked in anyways of all interviewees. These enclose topics, themes, or areas to be covered during the session of the interview, rather than a sequenced script of generalized questions. (Semi Structured Interview, 2012)

7.3 Presenting the expert interview

The research interview was conducted with the General Manager of Faisalabad Serena Hotel, at Faisalabad. The age of the interviewee is 49. The conclusions will be extracted based on the qualitative research method that was used. The other information which the researcher got by different resources was also very helpful in knowing what are the challenges and their impact on the tourism and hotel industry of Pakistan.

7.4 Presenting the General Manager Interview

1. Do you think hotel industry in Pakistan has a large turn over?

Pakistan Tourism industry has a long history and hotel industry is one of the major pillars, Hotel industry plays important role in the economy of Pakistan. This industry depends on country's situation, few years back the condition is much better because the situation in the country is good and it produced large turn over but now the this industry is declining and facing difficulties .

2. According to your hotel record, the number of tourist visiting your hotel is increasing or decreasing every year?

According to our hotel record, the number of tourist visiting hotel is random some time going up and sometime down because there are some reasons and issues that has to be addressed, some of belong to the government and some are related to our marketing policy.

3. What tourists feel when they are visiting your hotel?

We have a four star hotel. Tourist visiting our hotel they feel comfortable and relax and they came again after their first visit. We have nice environment and pleasant location, we have some special security protocols and many facilities that can push visitors to come again.

4. Do you think that tourism in Pakistan has increased this year or not?

I thing, now a days the condition is not good enough, but I hope this year tourism in Pakistan will increased, because if tourism increase the hotel industry directly get benefit from it. Some time it depend on political and economic condition, if we have good relation with India then we have some good chances for tourist visiting our county

5. Do you really think that if tourism is affected then ultimately hotel industry has to suffer as well?

Tourism and Hotel industry are interdependent, if anyone affected the other is also have to face its after affects, hotel industry suffer more than tourism because its directly hit the employment and working staff. If we have less visitors we have to reduce the labor and this will create unemployment issue.

6. What are the factors according to you that are affecting the tourism industry and Hotel industry of Pakistan?

Pakistan has many places for tourism like mountain, river, sea, forest and beautiful landscape that attract tourist for visiting Pakistan. But the tourism industry is not progressing as it ought to be. Factors affecting the tourism and hotel industry are politically uneven, lack of proper infrastructure, Terrorism, inability to face natural disasters and rising inflation.

7. What actions should Government take to reduce such factors affecting tourism and hotel industry of Pakistan?

Government should focus on development of transportation, communication, electricity and the promotion of tourism. Attract the tourist who already visited Pakistan and now stop visiting due to security reason this issue should handle properly. Tax frame work also important, government should give some relaxation for this industry. Government should arrange festival to attract tourist because Pakistan have diverse culture and it would be easy attract tourist. Government should use electronic and print media for advertising and promoting tourism in Pakistan.

8. What is the economic impact on the country when the hotel industry is affected?

Economic impact on the country does matter to the hotel industry, if the impact is positive then this will helpful for the hotel industry and if it will negative then hotel industry have to pay the price, but right now the economic condition of Pakistan is not good enough. Government taxation policy affecting hotel industry badly and inflation rate is too high and buying power is on a lower side, rate is too high that domestic customer ratio are going to be minimum.

8 CONCLUSION AND RECOMMENDATIONS

In conclusion, the hotel and tourism industry and by and the large the aim of the study was to figure out the challenges faced by the tourism and hotel industry in Pakistan. The conclusion narrates the basis of the findings:

Tourism and hotel industry in Pakistan has been massively affected by terrorism. The sky-hiking prices are making the purchases beyond possible for the ordinary customers as well as the tourists. The market is at the halt due to the non-availability of the Pakistan made items and goods. All the markets and businesses especially the hotel business has been highly affected by the government policies, mostly adversely. The decline in the quality of good produced has had its effect as the traders do not compromise on quality and the prices as well for that matter. Corruption at the government level is also a major reason to fuel the decline in the industry. In this modern date and time the new inventions like the airplanes and the state of the art communication systems has reduced the distance. The world is a global village now. Information from hundreds of thousands of miles away can be accessed by just one click on the computer. Such circumstances make it almost impossible for the current activities to affect the businesses in the country.

The following are the recommendations on the basis of the findings by this research. The control on the eradication of terrorism is to be controlled by the government of Pakistan. The price instability and fluctuations should be controlled. Local manufacturers need to be encouraged by the government to maintain their business as it has an overall and direct effect on the tourism and hotel industry. The quality of products should be controlled and uniformed through the institutionalization by the government. Extermination of the corruption is needed to be done as no country can prosper under a corrupt system. Certain policies should be formed so as to attract the traders as well as tourists to visit Pakistan. The business can be increased by implementation of the few above recommendations which in return would result the tourism and hotel industry to flourish and prosper.

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Interview: Manager of Faisalabad Serena Hotel

Research: The challenges effects on hotel and tourism industry

Interview type: Semi structured Interview

- Do you think hotel industry in Pakistan has a large turn over?
- According to your hotel record, the number of tourist visiting your hotel is increasing or decreasing every year?
- What tourists feel when they are visiting your hotel?
- Do you think that tourism in Pakistan has increased this year or not?
- Do you really think that if tourism is affected then ultimately hotel industry has to suffer as well? And Hotel industry of Pakistan?
- What are the factors according to you that are affecting the tourism industry?
- What actions should Government take to reduce such factors affecting tourism and hotel industry of Pakistan affected?
- What is the economic impact on the country when the hotel industry is affected?