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# Project Report Tourism Area Life Cycle (TALC) of Vagator, Goa MASTER OF BUSINESS ADMINISTRATION (MBA)

Submitted by

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### DECLARATION BY THE STUDENT

I bearing Reg. No hereby
declare that this project report entitled
has been prepared by me towards the partial fulfilment of the requirement for the award of
the Master of Business Administration (MBA) Degree under the guidance of
I also declare that this project report is my original work and has not been previously
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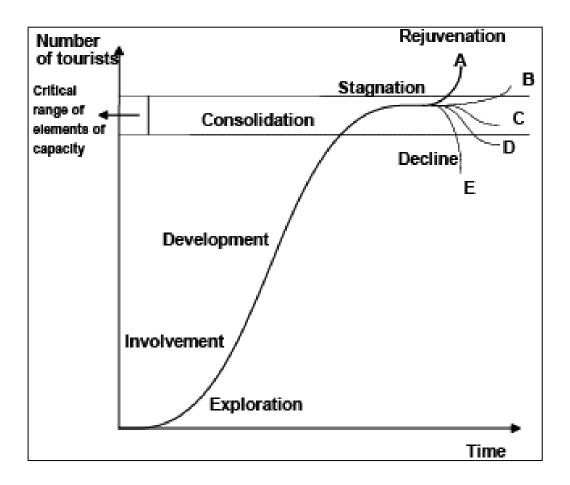
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## Table of Contents

❖ Introduction	1
❖ Literature Review	7
❖Objective of the Study	9
❖ Project Methodology	9
❖ Data Analysis and Discussion	10
❖ Findings	21
Conclusion	23
❖ Managerial Implications	25
*Annexure	27
*References	28

#### Introduction

Tourism is one of the biggest industries in the world. It is a very dynamic industry and changing constantly. Tourist attractions are often fragile and therefore require careful management. A good number of writers have initiated conversations concerning the carrying capacity and sustainability of attractions over the years. One of the most prominent ones is Professor Richard W. Butler, a geographer and professor of tourism. He came up with a model called Tourism Area Life Cycle Model (TALC) which is based on Product Life Cycle concept. The model can be used to study tourist attractions to see how they change over time.



#### Stages in Butler's Tourism Area Life Cycle Model (TALC)

Butler's model for the life cycle of a tourist destination has a number of stages as follows:

#### 1. Exploration

Exploration is the first stage of the model. It is a stage where a very limited number of visitors visit the area. Visitors usually make their individual travel arrangements and the pattern of visitation is irregular. The area may have attracted the visitors, usually the non-local ones due to its cultures and scenic beauty.

In this stage, local people are not involved in money making from tourist-related activities, and therefore, enjoy a very little or no economic benefits from their interactions with the tourists. Some parts of Canadian Arctic and Latin America can be used as examples of the exploration stage. Likewise, some sites in Bangladesh, Pakistan, India, and Saudi Arabia can also be considered in this regard.

#### 2. Involvement

Involvement is the stage where the number of people visiting the area is increasing. Therefore, residents now see economic benefits in providing some facilities such as food, accommodation, guides, and transports to the tourists. As the stage progresses, some marketing efforts to take the attraction out there are in place and a recognised tourist season is somehow realised.

This stage puts pressure on local and national authorities to contribute to the development of the area by providing and improving transport infrastructure and other facilities for visitors. Examples of this stage include less developed islands and less accessible areas in many parts of the world.

#### 3. Development

Development is a stage where the area becomes widely recognised as a tourist attraction, partly because of heavy advertising and promotional efforts. As the attraction is becoming known and popular, investors and tourist companies see opportunities for financial gains. Consequently, more cultural attractions and facilities such as big hotels, restaurants, bars, arenas, and convention centres are developed to supplement the original attraction.

However, in this stage, local residents are most likely to lose their control in the development of the area. Examples of this stage includes some developed islands and areas in Mexico, Turkey, India, Philippines, Maldives, Indonesia, north and west African coasts, and many other places.

#### 4. Consolidation

Consolidation is the stage where the numbers of visitors are higher than the permanent residents. The local economy is dominated by tourism at this stage. Tourism businesses will push for further expansion of the attraction. However, some local people, particularly those who are not involved in tourism development, will be unhappy and oppose tourism activities due to their impact on socio-cultural environment. Examples of this stage can be found in some areas in Barcelona (Spain), Goa (India), Marina Bay Sands and Resorts World Sentosa (Singapore), St. Kitts and Nevis Island (the Caribbean) and many others.

#### 5. Stagnation

Stagnation as the name suggests, is the stage where many aspects of an attraction have reached maximum capacity and cannot grow any further.

Local environment is polluted, and many species can no longer survive. The attractions depend heavily on repeat visitation and substantial marketing efforts are required to keep the business going. Examples include some attractions in Singapore which had a relatively stagnant performance last few year.

#### 6. Decline

After the stagnation stage, the area may face different possibilities. One of the possibilities is decline where the area is no longer able to compete with newer attractions. This decline stage is characterised by weekend and day trips as the attraction has lost its appeal. As tourist facilities disappear at this stage, the involvement of permanent residents in tourism may increase due to the availability of cheaper facilities in declining market conditions. However, the area may completely lose its tourist function eventually. Examples of decline include but of course not limited to Guaíra Falls (Paraguay, Brazil), Sutro Baths (San Francisco), Porcelain Tower of Nanjing (China), Chacaltaya Glacier (Bolivia), and Royal Opera House of Valletta (Malta).

#### 7. Rejuvenation

Another possibility is rejuvenation of the area. However, for rejuvenation to happen, the attraction requires a complete change (Butler, 1980). This change can happen in two main ways as suggested by Butler. Firstly, new man-made attractions can be introduced. Secondly, the attraction can take advantage of the previously untapped natural resources. Support for local and national governments may be necessary at this stage of the cycle.

Santiago (Chile) is a good example of rejuvenation which has experienced a major transformation in the last few years.

#### Benefits of the Model

The model appears simple, logical and internally coherent. Acceptable to government and business planners as a vital easy planning mechanism that enhances predictions for various tourism destinations as demonstrated in different locations (Anthony & George, 1998). Its application in this study is relevant for the following reasons: It offers a preliminary guide to comprehend destination development. evolution where there is none. It pigeonholes scholars to think for sustainability due to the inevitability of change and decline as suggested in the model and its value as a conceptual framework for tourism scholars cannot be overemphasized, especially in developing nations.

It is worthy to emphasize product here is construed to mean natural attractions like lakes, caves, and waterfalls. Each of these can form a single tourism product for tourist consumption or form a single motivating factor for travel. Therefore, the application here entails a tourism area (caves, lakes, mountains, rivers, forests, valleys, etc.) as a product which makes a complete unit (Tooman, 1997) and has the potential to evolve through different stages of the model with the potential of creating an "S" shape as shown in TALC (Butler, 1980).

The common phenomenon associated with researches in relation to TALC is either that the study is testing the application of the model or redeveloping the model to incorporate different ideas (Agarwal, 1997; Lagiewski, 2006), rather than testing its value in tourism planning and development which this study hinges on with examples from eco-

destinations. Secondly, testing the model has gained popularity in locations where tourism has thrived for a long period of time

#### An outline of Vagator Beach

Vagator Beach is the northernmost beach of Bardez Taluka, Goa. It is across the Chapora River from Morjim in Pernem. To the south of Vagator is Anjuna, one of the first hippie haunts of Goa.

Vagator Beach has dramatic red cliffs looking down on the shore and two fresh water springs within a stone's throw of the sea. But Vagator has little by way of seaside accommodation.

Vagator Beach is split into two main beaches by a seaside headland which holds the car park and many stalls selling trinkets, clothes, soft drinks and snacks. As you face the sea, on your right is North Vagator Beach (Big Vagator) and on your left Ozran Beach, more commonly known as Little Vagator Beach.

The tourist traffic is predominantly Western backpackers; however, it has also become popular with Indian tourists, who particularly come to watch the sunset from the rocks. The sunset through rocks is breath-taking from Vagator Beach.

There are a number of restaurants, increasingly catering to both Western and Indian tourists. Some of these are only open in the tourist season.

#### Literature Review

In the eighties, Butler (1980) adapted the life cycle product model to the tourism industry and created the "Tourism Area Life Cycle (TALC) model", He established six stages namely exploration, investment, development, consolidation, stagnation. Stagnation can further progress into decline, rejuvenation or continued stagnation. It is one of the most robust and widely used conceptual and managerial frameworks to be employed in the tourism area. It has been subject to extensive scrutiny, application and criticism and this debate shows little sign of decreasing. The life cycle is complex instrument that needs a detailed set of indicators and is somewhat complex to compute. In the author's opinion various external factors can influence the inflow of tourist at any particular destination that might interpret the accurate analysis of a life cycle. The TALC also has a wider significance beyond a focus on tourism destination development because it challenges the notion of tourism studies having a simplistic theoretical base. As Meethan (2001: 2) commented, 'for all the evident expansion of journals, books and conferences specifically devoted to tourism, at a general analytical level it remains under-theorized, eclectic and disparate.' Similarly, Franklin and Crang (2001: 5) observed: The first trouble with tourism studies, and paradoxically also one of its sources of interest, is that its research object, 'tourism,' has grown very dramatically and quickly and that the tourism research community is relatively new. Indeed, at times it has been unclear which was growing more rapidly - tourism or tourism research. Part of this trouble is that tourist studies has simply tried to track and record this staggering expansion, producing an enormous record of instances, case studies and variations. One reason for this is that tourist studies has been dominated by policy led and industry sponsored work so the analysis tends to internalize industry led priorities and perspectives. Part of this trouble is

also that this effort has been made by people whose disciplinary origins do include the tools necessary to analyse and theorize the complex cultural and social processes that have unfolded.

A destination has myriad opportunities and challenges due to changing infrastructure, development of host attitudes, number of tourists, and severity of impacts, both positive and negative. In order to trace the evolution of a location, the product life cycle model is used to assist management in decision making and in addressing stakeholder interests. The most important reason for the development of the tourism life cycle is to realize that a destination is not static; it changes over time, and the planning process and marketing strategies must also adapt to enable the adjustment process.

Dr. S.B.Patkar (2004), in his presentation on' Impact of Tourism on Goan Agriculture and Environment claims that Goa is in the 'Developing Stage', and cautioned that later it will lead to stagnation and decline. In the long run local people involved in tourism industry will have to face competition with large business houses dealing in tourism products, and if stagnation or decline occurs then local people will suffer, as switching back to agriculture will be difficult'. N K Piplani (2001) reveals, "a region like Goa, a city like Shimla or a leisure spot like the Badkal Lake have reached a maturity level. They no more require promotion and have similarly exhausted their carrying capacity (infrastructural, environmental or social impacts). Their problem on the contrary is of retaining their image, checking the decline and doing away with the negative impacts of tourism. (Noronha Frederick, 1999), 'Industry believes that Goan tourism has not yet reached its "saturation point". Shobhaa De, in her column for the Times of India, questions- Has Goa lost its Groove...? and concludes Goa has after all lost its 'mojo (magic)'. So also, Bradbury Michelle (2010), a British tourist who has been visiting the state for the last 20 years, in his letter to a local daily claim, "Goa has lost it', to her counterparts who offer a much cleaner, safer and more social able destinations. If foreign tourists are wary of the destination, domestic tourists are bitten by the state's holiday image.

#### ❖ Objective of the Study

The following project focuses on the objective of

- 1. To determine the development of Vagator since Goa's liberation i.e 1961.
- 2. To study the various factors which contributed towards the evolution of Vagator beach as one of the popular beaches in North Goa.
- 3. To determine what stage is Vagator presently categorised under.

#### Project Methodology

The project is based on Vagator situated in Goa with respect to the TALC model. The data is primarily collected via personal interviews with the locals and survey conducted. The data also includes information from several online research papers and journals published on Google scholar.

#### ❖ Data Analysis and Discussion

#### Exploration of Vagator

It was back in 1974 the late 60s when the hippie's aka flower child began arriving in the state of Goa.

The first one was Yertward Mazamanian or famously known as Eddie. He introduced the hippie culture and was later followed by many. The hippies preferred to live on the beach because in those days it was not frequented by as many people as it is today. The discovery of the pristine beach ignited interest amongst the locals to organise summer picnics. The native would usually opt for weekdays whereas the weekends would be reserved by visitors from stretch. Due to lack of recreational activities or hotels and resorts the sole reason for the visit would be alluring and appealing beach itself. Not until the mid-1980s did organise tourism began with onset of charter flights.

The Vagator Beach is split into two beaches. As you face the sea, on your right is the Big Vagator Beach and on your left is the jewel of Anjuna or Ozrant Beach, now also known as Small Vagator Beach

#### ➤ Involvement of Vagator

The lethargic nature of Goa only began to change in the mid-1980s with the establishment of charter flights, introducing to the territory a new type of tourism. The packaging of Goa as a major international tourist destination resulted in the number of visitors far exceeding the number of residents and also the region's carrying capacity. At the same time that Goa falls under the impact of massive change, it keeps being vigorously promoted as a tourist paradise. The Vagator beach was influenced by the changing atmosphere and the locals scanned the scope for business opportunities. Back then, Pascoal Pereira a native of Anjuna served snacks

and beverages to the hippies through his hut like shop which was situated in Ozran and was one of the first commercial establishment to cope up with the arriving tourist. Julie Jolly Bar and Restaurant adds to the list of oldest establishments in Vagator which was founded by "iron lady" Julie Albuquerque and her husband. With the guests at the local's doorsteps, it meant demand in terms of food, accommodation, medicines, music, and drugs. Farmers, Toddy tappers, fishermen and the residents in general had new opportunities knocking at them doorsteps. Invariably, their involvement in the tourist's activities was inevitable. Tourism once injected in the system implied development of infrastructure, facilities being provided by government, and with time big industrial houses, star hotels and other stakeholders gradually started taking interest in it.

#### Development of Vagator

Vagator has drastically evolved post arrival of hippies right from development of infrastructure specifically accommodation properties to electronic music festival. The major attractions have been the beach itself and the beautiful churches with its superlative blend of Indian and Portuguese architecture.

KITE FESTIVAL: In January 2003, a two-day Kite Carnival was held at the scenic Vagator Beach with the theme "One Sky. One World". It was organised by Nomad Heritage Travel in collaboration with the Goa Tourism Development Corporation Ltd (GTDC). The festival had 18 international flyers and a number of Indian enthusiasts. Some of the kites featured were a Chinese dragon, a Teddy bear with a pot of honey, birds and even a dog. There was foot tapping music mixed by leading DJs from India and abroad. This was the first time that the kite festival came to Goa

by extending the Jodhpur-Jaipur-Agra circuit that has been in existence for the last few years.



SUNBURN FESTIVAL: Sunburn is a prominent electronic music festival, held since 2007 around the end of December. Its promoters talk about offering "a synergy of music, entertainment, sports, food, shopping and lifestyle that attracts audiences from every nook and corner of the globe. It is the hottest dance music property in Asia." Since December 2013, Sunburn moved from Candolim to Vagator. The Vagator venue is "ten times larger". Its promoters talk of its spectacular sunsets, (natural) landscaping, and good parking.

ROYAL ENFIELD RIDER MANIA: The Royal Enfield Rider Mania is India's biggest biker festival hosted by the iconic motorcycle brand Royal Enfield. Thousands of loyalists ride to Goa during the third weekend of November to challenge themselves and their machines to various tests as planned by the organisers. The three-day Mania has been held at Vagator since 2013. Riders' Mania is the only motorcycling festival in India where

bike riders celebrate motorcycling through art, music, photography and lifestyle along with a number of competitions and fun events.

With a record participation of 5000 individuals, the three-day Royal Enfield Rider Mania 2014 held at Vagator Hilltop from November 21-23, 2014, is regarded the biggest ever gathering of Royal Enfield riders and biking clubs converging from all over the world to take part in an action-packed weekend.



HARLEY DAVIDSON RALLY: Another famous bike that has made its mark in Vagator is Harley Davidson. Bikers from all over the country have been descending on Vagator since 2013 to represent the brotherhood and its values of freedom and self-expression.

It was the largest ever Harley-Davidson Parade in India as 1,200 V-Twins, known as 'hogs', roared in unison and made their way to Vagator to join the party at India Bike Week 2014. The event which took place on the 17th

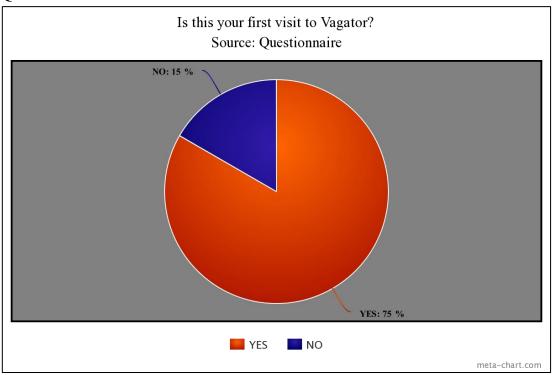
and 18th of January at Vagator, Goa, saw a total of over 8,000 bikers congregate in Vagator!



Mr. Domnic PF Fernandes, an author from Anjuna claims that Vagator still has scope for expanding its business. As per Dominic, the arrival of resorts is Vagator began in the year 2014 such as Casa Playa, Thalassa and Antares being the early players. He even quoted that the locals are pushing to expand the scale of business to cope up with the multiplying arrivals.

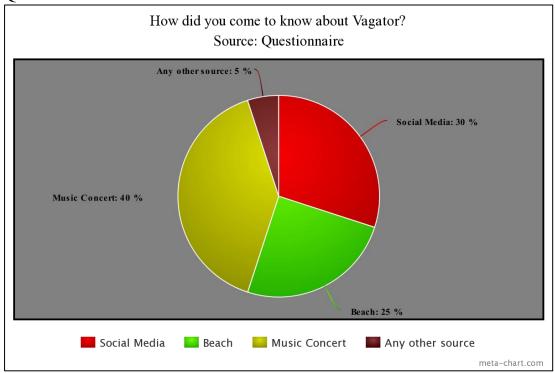
A survey was conducted to find out which category does Vagator falls under.

**Q**.1



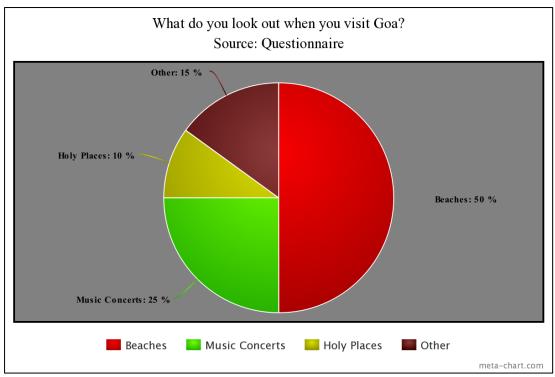
The graph displays the information that 75% of the respondents visited Vagator for the first time whereas 15% had visited in past.

Q.2



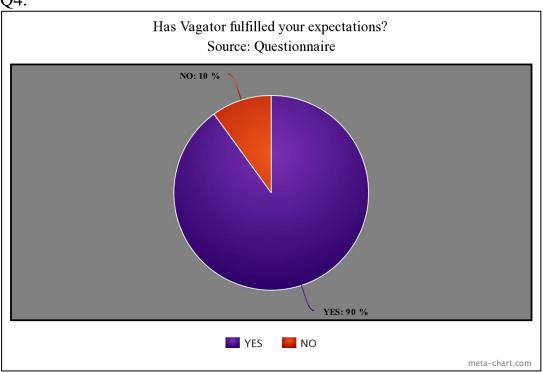
The graph displays the information that 30% of respondents came to know about Vagator by surfing through social media, 25% through the presence of beach, 40% had read or heard about music concert and 5% through other sources.

Q3.



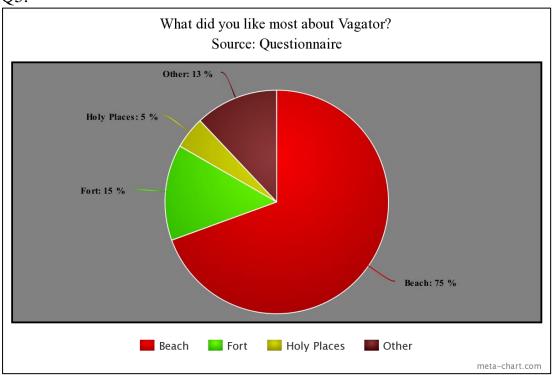
The graph provides information that 50% of the visitors looks out for beaches when they visit Goa, 25% visit Goa for music concerts such as EDM,10% holy places and 15% looks out for other attractions.





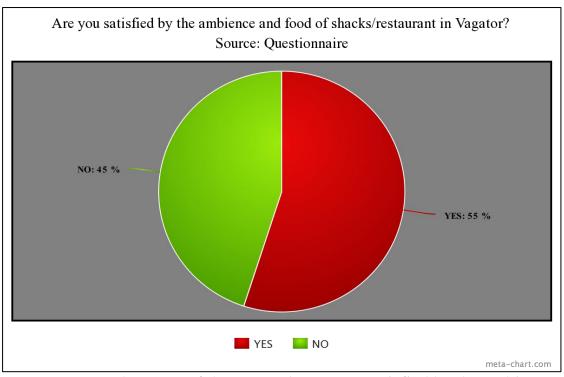
The chart provides information about the satisfaction level of the guests in Vagator. 90% of the respondents were fulfilled by staying in Vagator whereas just 10% didn't had so great time.

Q5.



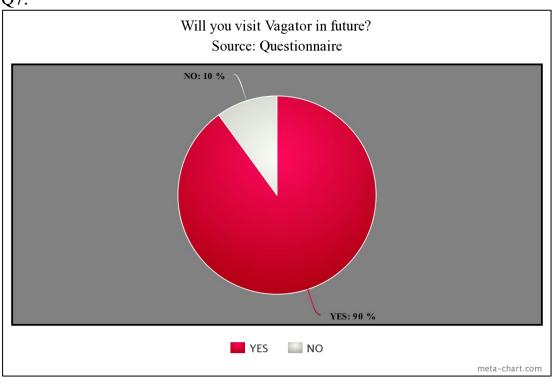
The following graph helped me generate information about the most liked tourist spots in Goa. 75% preferred beach, nearly 15% liked the fort, 5% were pleased by the sophisticated churches and rest 13% were delighted by visiting other attractions.

Q6.



As you can see that 55% of the respondents were satisfied by the ambience of shacks/restaurants situated in Vagator whereas 45% weren't pleased by the same.





The following question aimed to ask if the visitors would re-visit Vagator in future. Majority of them responded positively whereas just 10% might have thought of exploring some other place in Goa.

#### Findings

Vagator has gradually developed as a marvellous tourist destination postliberation. The spot has undergone major changes to cope up with the standards and expectations. Out of the data gathered of the place, the information generated from the it studies the fact that Vagator is still a developing area.

- 1. According to Piku Raj, who's the waiter for 5 years at Fishwing Bar & Restaurant says that the nearly 2/10 visitors visit the restaurant in future (2-3 years).
- 2. After communicating with a couple of taxi drivers a lot of them claimed that the drop-down spot is mostly in Anjuna during the north tour and pick up is in Vagator. This proves that Vagator is gathering momentum and is definitely looking out is that right to tourist hotspot.
- 3. Resorts usually has a membership plans for it guests which allows a certain number of discounts for the visitors on the next visit to any of the resorts which the current resort has tied up with. The Manager of Grandpa's Inn Hotel Bougainville, Mr. Ratnakar Satardekar profess that most of its guests avail the offer at the resort situated in other parts of Goa or sometimes the one's situated out of town.
- 4. According to Suraj Kadkade, a realtor from Siolim who normally engages into the sale and purchase of buildings and land in Anjuna, Vagator and Siolim claims that Vagator is the highlight among the buyers. Outsiders purchase lands in Vagator for sole purpose of commercial use in future. The perimeter set prior to the purchase of a property are sea facing or a cliff or a land which is near to the beach due to its hygiene.
- 5. Vagator Beach has earned the reputation of the ranking amongst one of the cleanest beaches in North Goa thus it stands no space for a sort of objections from the locals with respect to the condition of the beach. As per Kirti Palyekar, there had been conflicts in the past when sunburn was

- initially moved from Candolim to Hill Top Vagator. The uncertainties were being raised due to the ownership of the land but gradually it was settled after paying the needful charges.
- 6. According to number of households in Vagator most of them are in the favour investing into tourism activity related outfits preferably wine stores and Cafe, pubs, water sports amongst the other picked.
- 7. Premanand and Babli Porob, who are the owners of a juice centre in Anjuna says that there are acres of land available which is suitable for infrastructure development. Several locals claimed that Vagator to be a small village but has got the potential for better things if it's marketed accurately. Water sports have been the most sought out activity in recent times in Goa.
- 8. Mr. Priyesh Govenkar, a restaurant owner understands the need for an upgradation of the existing restaurants in Vagator. The tourist as well as locals prefer ambience compare to the food and preferably looks out for a sea facing eateries or lavish interiors. Adding to it, the majority of the restaurants are being owned by outsiders but the number of tourists hasn't exceeded the number of locals in Vagator.

#### Conclusion

Goa has witnessed a significant shift in its tourism activity and thus its described as 365 days tourist destination. The arrival of charter flights had boosted the foreign visitors but gradually go of his been flooding with domestic tourist and they have been major source of income for the state of Goa.

The locals are pushing to expand but are presently on hold due to the ongoing pandemic.

- As per the information generated after interacting with different personalities, we have got to the conclusion that Vagator is a developing place. There are several indicators which highlight that Vagator falls under this category.
- ❖ 2/10 visitors at Fishwing Bar and Restaurant promised to visit the restaurant in future. Similarly, a couple taxi drivers claimed that initial drop is in Anjuna but the pickup is scheduled in Vagator which means the locals come to know about the place of exploring Anjuna. Amongst other factors which proves that Vagator is developing spot are willingness of locals to engage in a tourism related business as they have scanned the beneficial outcome.
- Since Vagator is developing there stands no scope for the place being stagnated or any part of it which requires rejuvenation. Many locals agree that Vagator has got acres of land available which could be used for expansion of business. Considering the following facts business magnate who mostly hail from Delhi are the buyers of the same. The consolidation stage discusses if the place has been heavily exploited or whether there have been any objections raised by the locals with regards expansion of the business. Since Vagator is just progressing into a hotspot nevertheless there have been uncertainties raised in past but were resolved by permanent solutions.

#### Conclusion through survey

A survey was conducted among the visitors in Vagator to determine information about their number of visits, preference, etc.

- Majority of them claim that they visited it for the first time which concludes the fact that Vagator hasn't been completely exploited.
- Adding to it, nearly 90% of the respondents would visit Vagator in future.
   This possibly means that they might have not explored it thoroughly and this concludes that the place isn't stagnated.
- Most of the respondents were in favour that they were satisfied by the
  ambience of the restaurant but little less than half weren't pleased and this
  brings us to the notice that the restaurants not be providing food I up to the
  mark and would probably require changes.
- Question 3 talks about different factors that the visitors look out when they
  visit Goa. Beaches and music concerts like EDM festival are the major
  chunk where is only 15% look out for other attractions and this concludes
  that Vagator has moreover but comparatively lesser, looked out for other
  sources to push tourism.
- Around 25% of visitors came to know about its existence through the beach
  which is a small portion compared to the music concerts, social media
  which accounts to 70%. This draws conclusions that Vagator again is a
  developing place as its natural resources isn't known by visitors prior to
  the visit.
- The chart in question five indicates the preference of visitors. Just 15% like the fort. Now assuming that others haven't visited the fort, this factor indicates that Vagator again in a developing phase or a place which isn't over exploited.

#### **❖** Managerial Implications

1. Promotion of the place via events

Events trigger a boost of tourism. This is the major reason why the role of event in tourism is so important. The events play in the creation and strengthening of the destination image should be taken into consideration. Introduction of events such as exhibitions, expos, crafts, themed markets can be the offerings to range from.

2. Promoting untapped resources of Vagator

Each place has its own peculiarities, and these can become attractions, but you have to find them. he strength of simple ideas is amazing. Mini hikes or treks in Vagator gives many surprises in the attractiveness of simple initiatives that have been able to change the local economies.

3. Use the web, promote tourism on social media and by 'word of mouth'
The web is the main way to get in touch with thousands of potential
tourists and can be used in two ways: by promoting in a general area or
dealing professionally with the interests the potential visitors have and
want satisfied.

This, for example, is the secret of success of sites such as www.tripadvisor.com and www.booking.com in which part of the content is written by the visitors themselves who leave their impressions and opinions on the site.

But when you want to activate a process in a specific area you have to overcome the inertia and perhaps the prejudices that are layered. You must have a strategic plan that can slowly bring your views and interests of to the attention of travellers.

The web functions as word of mouth but every story must have a beginning and you have to monitor everything happening so you can take action on the weaknesses in your strategy and tactics. With a strategic plan with a clear vision of the goal to be achieved, you may be

ready to contact your public starting right from those most interested in your 'spirit of the place'.

In this way portals that tell stories about places and people, can be useful. They can help, in essence, to position and to build a reputation on what is your identity on and off the web, to promote tourism on the web and in the real world.

<b>❖</b> Annexure	
1. Is this your first visit to Vagator?	
o YES	
o NO	
2. How did you come to know about Vagator?	
o Social Media	
o Beach	
o Music Concert	
o Other	
3. What do you look out when you visit Goa?	
o Beach	
o Music Concert	
o Temples & Churches	
o Other	
4. Has Vagator fulfilled your expectations/	
o YES	
o NO	
5. What did you like most about Vagator?	
o Beach	
o Fort	
o Holy Places	
o Other	
6. Are you satisfied by the ambience of restaurants/shacks in Vagator?	
o YES	
o NO	
7. Will ou visit Vagator in future?	
o YES	

o NO

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