

teaching note

Swachh Bharath (Clean India) Campaign and the Indian Tourism Industry: Strategic Challenges and Cultural Impediments

Case Summary

Mr. Manish Gupta, Coordinator for the *Swachh Bharath Campaign*, is in a pensive mood based on the progress of *Clean India* on March 10, 2018. His goal is to follow the mission of Indian Prime Minister Narendra Modi, whose goal is to make India Clean by October 2, 2019, which commemorates the birth anniversary of Shri Mahatma Gandhi. The Clean India Mission is one of the most widely promoted programs of the Indian government. This program is designed to promote tourism resulting in higher employment in tourism related industries.

Keywords: India, tourism, campaign, csr, sanitation, swachh bharath

Target Audience, Case Use, and Learning Objectives

- This case is appropriate for undergraduate and graduate courses in hospitality-tourism management and sustainability.
- This case may also be used as a corporate social responsibility (CSR) module in a Capstone Course in Hospitality-Tourism; Social Entrepreneurship; International Business/Management/Marketing; or Hospitality Human Resource Management / Marketing / Leadership.

Teaching Plan

The following teaching plan assumes the usage of the case in a single 70-90 minute class session.

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| • Opening | 10-15 minutes |
| • Discussion of case | 40-45 minutes |
| • Summary Remarks | 10-15 minutes |

The instructor can also use role play for case discussions.

Topics Covered

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|-----------------------------------|---------------------------|
| • Corporate Social Responsibility | Sustainability |
| • Human Resource Strategies | Leadership and Management |

Learning Objectives

The case should achieve the following learning objectives:

- a. Identify the managerial, cultural, and contextual complexities in the management of Clean India in a hospitality context.
- b. Understand the challenges in developing a CSR business venture.
- c. Apply the triple bottom line framework to evaluate the sustainability of mission-driven hospitality enterprises.
- d. Implement innovative solutions (including human resource practices) to address social issues.

Case Research Methodology

1. Data Sources

- a. **Primary:** Primary data was obtained from the following sources:
 - i. Interviews with villagers in Atraulia and Azamgarh, UP, India
 - ii. Personal visits to the Clean India Locations by the researchers
- b. **Secondary:** Published reports provided by the campaign; reports available online from various media sources, local media clips (print and television); and comments from customers

2. Extent of Disguise: None.

3. Relationship with Host Organization/Protagonist: None.

The authors are not related to the Clean India Campaign in any manner. It was an "arm's length transaction" in all aspects. This is entirely an academic case study with no conflicts of interest.

Suggested Student Assignments:

The case can be used without any specific assignment question. However, we have had good success using four questions to guide students' reading.

- Compile a list of at least five countries where similar clean campaigns were introduced.
- Explain the significance of the Clean India campaign success on Indian Tourism.
- Select the action you would take for Clean India if you were in a position as the coordinator for the campaign.
- Analyze the Clean India Campaign using SWOT analysis.

Analysis

1. Compile a list of at least five countries where Clean Campaign was introduced.

Singapore

The 'Keep Singapore Clean' campaign was one of the first campaigns mounted by the Singapore government. It was launched by then Prime Minister Lee Kuan Yew on October 1, 1968. The month-long campaign aimed to make Singapore the cleanest and greenest city in the region by addressing the problem of inconsiderate littering.

New Zealand

The '100% Pure New Zealand' campaign has been very

effective. The campaign is based on a strong proposition backed by relevant and credible images. Even after ten years, it remains a relevant campaign for New Zealand's image.

South Africa

South Africa joined the UN Environment's 'Clean Seas' campaign by committing to measures in 2017 that banned plastic bags, monitored new marine reserves, and held drives to increase recycling.

Dubai

Dubai Municipality launched its 'Clean up the World' campaign with the goal of spreading environmental awareness. Its activities included cleaning public places in the emirate including beaches, parks and Dubai Creek with the participation of companies, schools, organizations and government departments.

Fiji

The Fiji government rolled out the national campaign – 'Fight the Bite, Clean up Fiji' which is aimed at destroying mosquitoes.

2. Explain the Significance of the Clean India Campaign for success of Indian Tourism.

The increasing importance of attaining a clean India was felt necessary for boosting tourism, which is a key factor in economic development and employment generation. One aspect that had traditionally impacted tourism in India, both international and domestic, relates to hygiene, which had become a major hurdle in fully realizing the contributions of tourism in solving socio-economic challenges. Cleanliness and public hygiene are universally regarded as indispensable norms that must inform and permeate all tourist destinations. Adequate personal and environmental cleanliness have a major impact on the image of India as a tourism destination choice.

3. Select the action you would take for Clean India if you were in position of Coordinator for the Clean India campaign.

If I were in the position of Coordinator for the Clean India Campaign, I would have motivated volunteers to check local sanitation conditions and offered appropriate incentives, as necessary. I would have chosen a trained workforce for the behavioral change in society. I would have employed the participatory process of the community on self-analysis where people are informed about the ill effects of inadequate sanitation – how it can adversely affect human life if proper facilities are not used.

4. Analyze Clean India Campaign by using SWOT Analysis*.

The Clean India campaign is evaluated using SWOT Analysis as mentioned following:

**SWOT stands for Strengths, Weaknesses, Opportunities and Threats*

Strength

The Clean India campaign accomplishes the following:

1. Promotes greater numbers of tourists
2. Increases the economic growth of the city
3. Follow the rule to maintain tourist attraction sites
4. Develops the infrastructure and transportation of the city
5. Improves destination image
6. Increases awareness of cleanliness methods
7. Has strong support from ruling political party
8. More budget allocation for Clean India campaign

Weakness

1. Rural residents are less aware of these specific sanitary practices
2. No proper maintenance is specified
3. The campaign was implemented in only a few areas
4. Increasing rate of pollution

Opportunities

1. 1. Scope of attracting each additional tourist
2. 2. Protect tourism resources
3. 3. Use the budget allocation to develop new strategies
4. 4. The majority of MNCs have created Clean India campaign funds so campaigns can be implemented to promote tourism

Threats

1. Sustainability of interest and priority
2. Unpopular tourist sites are not included in the campaign
3. Attitude of local residents towards Clean India campaign is not favorable
4. Local political party pressures

Discussion Points for Mr. Gupta's Three Options:

- **Option 1:** *Should Mr. Gupta expedite the process by involving more local business organizations using government released funds and invite major Indian corporations and celebrities to implement the national agenda in the rural sector?*

This options requires extensive social goodwill and a vast network of local connections. India is a large country with 1.2 billion people and is the home for vast diversity in cultures, political units (29 states and several union territories), languages (16 official languages and over 246 dialects), religions, food, political affiliations (several regional parties), geographical differences, agriculture products, ethnicities and social norms. Thus, it would be a major challenge to implement Clean India campaign uniformly across the country. One must accept the fact that there will be some regional differences in the rate of success of this project. In other words, some parts of India would experience greater success than others at a given time. So, Mr. Gupta should identify the geographic areas where he

can achieve maximum impact in the fastest way and implement the Clean India program in those areas first. Then, he should develop alternate strategies for other areas where the implementation process may take more time and resources. Mr. Gupta should identify a unique set of solutions for each set of challenges depending on the nature of the local problems and locations.

The class can be encouraged to study the diversity of India from different perspectives than those presented above (student teams can choose their own perspective or their teacher can assign one depending on his/her expertise about India) and identify the areas where success is most likely. Then, they can identify Clean India implementation strategies for these identified areas.

- **Option 2:** Should Mr. Gupta divide the project into urban and rural areas? This will enable him to build urban programs by relying more on UNICEF (UNICEF, 2018) aid since they have access to international expertise and technology and financial resources. The rural programs could be implemented by local NGOs, communities, and local businesses since they know the geography, local politics, and cultural values of these areas best.

It would be an interesting discussion in the classroom. The class can choose its own preferred urban area to implement the Clean India campaign. Based on the nature of the chosen urban area, the class can discuss its likelihood of success as well as the pros and cons of the process.

A similar program can be extended to a chosen rural area. This option could be a challenge if students are not familiar with rural India. The case instructor should make an informed decision to make the class engaging and academically rigorous.

It would be an exciting opportunity to teach a class where urban vs. rural areas are compared for the implementation of the Clean India program. This discussion can also be extended to the urban and rural areas of the country where this course is being taught. Then the class can compare and contrast the findings with the Indian scenarios.

- **Option 3:** Should Mr. Gupta continue the current practice of working with local politicians and NGOs at the current and less-than-desired pace because of local conflicts of interests between public sanitation needs versus local educational and healthcare needs? Could this garner the much-needed local support while at the same time meet the national goals for the Clean India campaign?

This option is the least politically damaging choice but it may not achieve the desired results at the desired pace. Such a dilemma can be commonly expected in the implementation stage of most strategic choices. The pace of implementation of any strategy often must be tempered with the realities of

ground zero. In other words, centrally developed strategic choices must be adjusted and revised to meet the local needs and challenges.

The class can be challenged to discuss the question: which is more important – meeting the set strategic goals at any price (cost) or adjusting and revising the goals to meet the realities on the ground? How important is it to address the local concerns for successful implementation? Should the building of public toilets take precedence over the building of local schools, roads, and hospitals as demanded by rural India? What are the pros and cons of each?

Epilogue

The strategies which were adopted to improve the Clean India campaign improved the sanitation value chain. The Village Swachhta Index (Village Cleanliness Index) was developed to reflect aspects of ODF, SLWM, visual cleanliness, stagnant water, etc. Based on the prevailing sanitary conditions and improvements, *panchayats* (village governments) had been asked to rank themselves on a quarterly and monthly basis on a scale from 0 to 10. The index was available for 130,000 villages. To accomplish the sanitation goals, several institutions worked with the Tourism Ministry, namely UNICEF (UNICEF, 2016), World Bank, BMGF, Tata Trusts, as well as several NGOs including Water Aid Coordination among the institutions is important to avoid duplication of efforts; therefore, UNICEF effectively performs this role (Aijaz, 2018).

Success Stories of Clean India:

The women and children of Brahmpura village in Darbhanga, one of the most backward districts of the state of Bihar, no longer have to use public spaces for defecation. This has been made possible because of the successful and replicable model formulated by Mr. Anand Jha and his team, which helped build over 1,500 toilets in seven villages across the district. They selected a cluster of Dalits, a segment of the local population, from the Brahmpura-Bhatpura panchayat (county), and identified families without toilets. The local suppliers not only provided sand, cement, brick, and other building materials but also became stakeholders in the entire operation. Within the first month, toilets were built for 100 families. The Brahmpura model was adopted by all 550 villages of the Darbhanga district until every village was declared sufficient regarding public sanitation (Raza, 2017).

Across **22 panchayats(counties) of Makhdumpur** situated in Bihar State's [Jehanabad](#) district, nearly **14,000 women** have become the harbingers of **social change**. Organized into **1,000 self-help groups (SHGs)** operating in different villages of the region, these women have taken charge of **cleaning up the area and convincing people to build toilets and end poor public sanitation practices**. Their journey was filled with challenges from men in the village who believed that a toilet was unnecessary and especially should not be purchased with bor-

rowed money. Sometimes, the men purposefully damaged toilets under construction to show their disapproval (Bihar Tourism Board, 2018).

The city of Port Blair, located in the eastern part of India, became the fourth successful public sanitation urban local body in India. This was largely achieved because of the initiative to build community toilets. At the beginning of 2016, an extensive door-to-door survey found that poor sanitation was more prevalent and unchecked in the outskirts and remote areas of Port Blair. The study found that 1,600 households did not have access to toilets. The Clean India initiative of the state government enabled Port Blair to successfully achieve this goal of providing toilets to each household (Daily Hunt, 2018). The State of Sikkim, located in northeast India, became the first state to declare successful public sanitation in 2017. Two other states, Himachal Pradesh in the north and Kerala in south, also achieved successful public sanitation.

In a boost to the government's 'Clean India Abhiyan,' a private company based in the city of Pune built toilets for rural areas out of thermocol. Apart from thermocol, these toilets were coated with cement and built in two hours. Managing Director and Chairman of the Mane group of companies, Mr. Ramdas Mane, gifted toilets to newlywed brides from poor backgrounds. He started building these toilets based on what he learned from his original business of building thermocol recycling machines. His toilets were supplied all over the country, and as of 2018, he has supplied over 22,000 toilets all over the country. He was given various awards by different organizations and governments for this innovation. (Times of India, 2018).

Suggested Readings

Suggested readings may include additional and helpful reading materials beyond what is cited in the case and teaching notes.

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Exhibit 1

Tourism maps of India showing points of tourist's interests

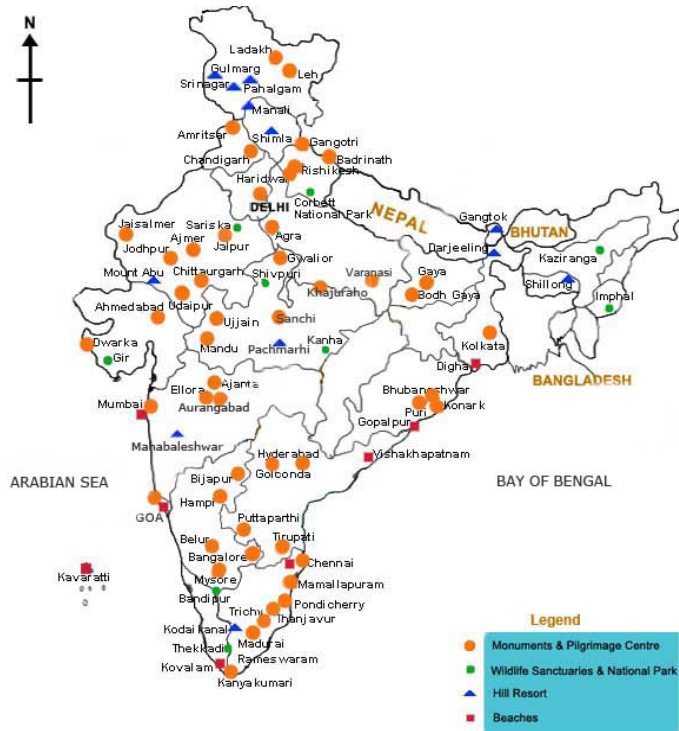


Exhibit 2

Map showing all 29 states of India and Union Territories and their names.

