

## Strategies for Development of Tourism Industry in Nepal: A Case Study of Pokhara Valley

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### Abstract

This research explores the development strategies of Nepal's tourism industry, with a particular focus on the Pokhara Valley. Considering tourism's vital contribution to Nepal's economy, the study emphasizes evaluating service quality, tourist satisfaction, and stakeholder involvement. The scope centers on key aspects such as the satisfaction levels of foreign tourists, challenges in tourism service delivery, and the roles of both government and the private sector in promoting tourism. Adopting a descriptive research design, the study surveyed 200 respondents, including foreign tourists, hotel owners, travel agents, and government officials, using multiple-choice and Likert-scale questionnaires. Collected data were analyzed descriptively to assess trends, perceptions, and stakeholder viewpoints on tourism development. The findings reveal that while overall tourist satisfaction is high, challenges persist in areas such as infrastructure, service quality, and policy implementation. Tourists particularly appreciate Pokhara's natural beauty and hospitality but express concerns regarding transportation, pricing, and limited governmental support. The study concludes that strengthening infrastructure, revising policies, and enhancing private sector participation are crucial for sustainable tourism growth. For policymakers, these findings offer valuable insights into addressing current challenges and leveraging innovation to advance Nepal's tourism sector.

**Keywords:** Consumer satisfaction, Government role, Private sector, Tourism development, Tourist attraction, Tourism policy.

### 1. Introduction

Tourism is even one of the promising industries in the development of Nepal. Pokhara Valley is rich in natural beauty and culture. As travelers are all different, a range of treks to cater for all types can be utilized to maximize the scope that Pokhara has to offer. Travel and tourism generate jobs and income locally within a country and at the national level. However, with its potential, Nepalese tourism also has problems with wrong infrastructure provision and marginal promotional coverage leading to low-quality services. Understanding of tourists' satisfaction is necessary to enhance more development on tourism services in Pokhara. For most travelers, Pokhara is an end-to-end full-value package as far as transport, pilgrimage site and local experience. Satisfaction depends on the services they receive, like hotel facilities and travel plans, and hospitality. Besides, tourism management success should be also

evaluated according to this from the tourists' perspective regarding ratio quality/price, willing for return and comfort while visiting. Operational management and travel agent's attitude in addition also indicate that improving service quality with right pricing strategy is very essential for enhancing tourist satisfaction (Shrestha & Poudel, 2019; Bhattarai, 2020). Tourism is also heavily played by the govt. and private sector intervention in tourism has its potential for growth. Hoteliers Owners and politicians believe the country's present tourism policy is not sufficient and more needs to be done for an industry in need of help, especially in infrastructure and promotional at international level/ training field. The prevailing problems and the tourist arrivals in Pokhara can be increased if government is more cooperative with NGO/INGO, with good marketing and strategic tourism policy. These are the factors associated with research variables such as infrastructure, Government support and promotional activities which are necessary for sustainable growth of tourism industry. Although Pokhara is one of the principal destinations for tourists in Nepal, as a widely recognized tourist area it has struggled with a lack of local and governmental infrastructure support, poor local roads and electricity services. Despite its enormous tourism potential, a full understanding of what makes the tourists truly happy and how local stakeholders can contribute more directly (hotels owners, government agencies, etc.) is still missing. This void emphasizes the necessity of undertaking studies on critical factors which can impact tourist satisfaction and development opportunities in Pokhara. Thus, this research attempts to address: How satisfied are foreign tourists with Pokhara Valley? What do tourists, guides and government officials think of the state of tourism today? And what lessons can be learned for the sustainable development of this industry?

## **2. Research Objectives**

The main objectives of this research paper are as follows.

- i) To assess the overall satisfaction level of international tourists visiting the Pokhara Valley.
- ii) To identify key challenges and potential opportunities in tourism service delivery based on insights from stakeholders, including tourists, hotel operators, travel agents, and government officials.
- iii) To analyze role of government and private sector in promoting and developing tourism in Pokhara.

## **3. Literature Review**

Tourism development is a structured and collaborative effort aimed at improving destinations, facilities, and services to attract and satisfy visitors. In a destination like Pokhara, key elements such as infrastructure, natural beauty, service quality, and accessibility play vital roles in shaping tourism growth (Tribe & Paddison, 2023). Core components including transportation, accommodation, tourist attractions, and promotional activities are identified as essential drivers of tourism development (MoCTCA, 2022).

Tourist satisfaction serves as a key indicator, reflecting visitors' overall experiences during their stay. It encompasses factors such as hotel service quality, transportation efficiency, the behavior of service

providers, and the condition of tourist sites (WTTC, 2022). Marketing and promotion represent another crucial aspect, focusing on how effectively destinations are showcased through various communication channels to attract both domestic and international tourists (Bhatta, 2025)

Government support and private sector involvement are among the most critical factors driving long-term tourism growth. In Pokhara, collaboration between formal and informal sectors is essential to ensure both development and sustainability, enabling the city to preserve its natural charm while maintaining year-round visitor appeal (MoCTCA, 2022). Together, these concepts provide a framework for analyzing tourism development strategies and identifying existing gaps and potential opportunities for improvement in the Pokhara Valley. Dhakal (2015) emphasized Nepal's immense yet underutilized tourism potential, citing weak infrastructure, political instability, and ineffective marketing as major barriers to growth, and underscored the importance of investing in infrastructure and strengthening global branding to enhance competitiveness.

Khanal and Shimizu (2019) explored health tourism in Nepal, focusing on yoga, ayurveda, and meditation, and found that while these practices have deep cultural roots, the sector faces obstacles such as weak regulation and inadequate infrastructure, underscoring the need for stronger government–private partnerships. Similarly, Mairita et al. (2023) highlighted the importance of communication strategies in heritage tourism, demonstrating that storytelling, digital engagement, and cultural interpretation are effective in attracting visitors approaches that could be beneficial for Nepal's cultural destinations. Bhatt (2025) analyzed the potential for sustainable tourism, identifying Nepal's natural and cultural diversity as key strengths, but noted challenges related to environmental management and policy gaps, recommending enhanced stakeholder cooperation, digital promotion, and sustainable development measures to boost the industry's global competitiveness.

Tourist satisfaction captures visitors' overall experiences, shaped by elements such as service quality, safety, accessibility, and hospitality. Research shows that higher satisfaction leads to repeat visits and positive recommendations (WTTC, 2020). Service quality including accommodation standards, transport, tour guidance, and recreational facilities plays a central role in enriching visitor experiences and fostering loyalty (NTB, 2023). Tourism infrastructure, comprising roads, airports, communication networks, and attractions, is equally crucial, as improved infrastructure enhances convenience and draws more tourists (MoCTCA, 2022) Marketing and promotion through digital platforms, media campaigns, and tourism expos are vital for increasing destination awareness and tourist inflow (Bhatta, 2022; Upadhyay, 2023). Government support through policy formulation, financial backing, and strategic initiatives is essential to strengthen services and infrastructure, ensuring steady growth (MoCTCA, 2022). Likewise, private sector involvement through hotels, travel agencies, and tour operators drives innovation, investment, and service improvements, making it a key pillar of sustainable tourism development (Tribe & Paddison, 2023).

Studies have explored tourism development in Nepal from various perspectives, including sustainability goals (Birendra et al., 2021), infrastructure and policy limitations (Dhakal, 2015), and niche segments such as health and heritage tourism (Khanal & Shimizu, 2019; Mairita et al., 2023). However, there remains a scarcity of research examining how integrated communication and strategic planning together contribute to tourism growth in culturally rich and rural destinations like Pokhara. Existing literature often lacks empirical analysis that combines stakeholder insights with communication strategies suited to Nepal's local context. This study seeks to fill that gap by investigating tourism development in Pokhara through the lens of stakeholder communication, sustainable development practices, and community engagement.

#### 4. Research Methodology

This study adopts a descriptive research design to analyze the current conditions, practices, and perceptions surrounding tourism development in Pokhara. This design is suitable as it allows for a systematic investigation of real-world scenarios without manipulating variables, emphasizing the roles, communication strategies, and contributions of various stakeholders in promoting tourism growth. A purposive sampling method was used to gather data from key participants directly involved in the sector, including 150 foreign tourists, 40 hotel owners, multiple travel agencies or agents, and 10 government tourism officials assuring representation from both service providers and consumers. Primary data were obtained through structured questionnaires and semi-structured interviews designed for each stakeholder group. The questionnaires focused on tourist experiences, communication effectiveness, satisfaction levels, and improvement suggestions, while the interviews with officials and business owners offered deeper perspectives on policies, challenges, and strategic measures shaping tourism development in Pokhara.

#### 5. Results and Discussion

##### *Results*

Table 1: Means of Arrival, Airlines Used, Airport Entry, Transport to Pokhara, and Service Quality Experienced by Tourists

Question	Option	Frequency	Percentage (%)
Means used to land in Nepal	Airplane	120	80
	Roadways	20	13.33
	Footer	5	3.33
	Others	5	3.33
Airways used (if by airplane)	Nepal Airlines	50	33.33
	Indian Airlines	30	20
	Thai Airlines	25	16.67
	Qatar Airlines	35	23.33
	Others	10	6.67
Airport landed in Nepal	TIA	120	80

Transport to Pokhara	Pokhara Int'l	10	6.67
	Gautam Buddha Int'l	20	13.33
	Plane	75	50
	Roadways	70	46.67
	Foot trek	0	0
	Others	5	3.33
Service quality during journey	Excellent	45	30
	Good	60	40
	Average	30	20
	Poor	15	10

(Source: Field Survey 2024)

Table 1 presents most tourists (80%) arrived in Nepal by airplane, indicating air travel as the primary mode of entry. Roadways were used by 13.33% of tourists, while a smaller fraction arrived on foot (3.33%) or by other means (3.33%). Among those who flew, Nepal Airlines was the most used carrier (33.33%), followed by Qatar Airlines (23.33%), Indian Airlines (20%), Thai Airlines (16.67%), and other airlines (6.67%). This highlights Nepal Airlines' dominant role in international connectivity for incoming tourists. When examining the specific airports tourists landed at, 80% arrived through Tribhuvan International Airport (TIA), showing its central role as the primary international gateway to Nepal. Gautam Buddha International Airport accounted for 13.33% of arrivals, while Pokhara International Airport, despite its regional importance, served only 6.67% of tourists. After entering Nepal, half of the tourists (50%) used domestic flights to reach Pokhara, whereas 46.67% chose roadways and 3.33% used other means. None arrived via foot trekking. Regarding service quality during the journey, 40% rated their experience as good, 30% as excellent, 20% as average, and 10% as poor. This indicates that while most tourists were satisfied, there is still room for improvement in enhancing travel experiences in Nepal.

Table 2: Tourist Purpose, Attraction, Experience, and Suggestions Regarding Pokhara Visit

Question	Option	Frequency	Percentage (%)
Purpose of visit to Pokhara	Trekking and Mountaineering	80	53.33
	Pilgrimage	20	13.33
	Research	10	6.67
	Travel and visit	40	26.67
Places visited in Pokhara (Multiple)	Fewa Lake	130	86.67
	Sarangkot	100	66.67
	Thulakot & Kahun Danda	60	40
	Bindhabasani	85	56.67
	Mahendra Cave	75	50
	Devi's Fall	90	60
	Shanti Stupa	95	63.33
	Lekhnath lake clusters	55	36.67
	Other many	45	30
Are the places attractive?	Yes	135	90
	No	15	10
What attracts you most?	Scenery	110	73.33

(Multiple)	Hospitality of people	95	63.33
	Service and cost	75	50
Length of stay in Pokhara	Less than a week	40	26.67
	About a week	45	30
	About two weeks	30	20
	More than two weeks	35	23.33
Quality of hotels stayed in	Excellent	50	33.33
	Good	55	36.67
	Average	30	20
	Poor	15	10
Suggestions to hotel owners	Promote Quality	70	46.67
	Improve Wi-Fi	40	26.67
	Cleanliness is required	25	16.67
	Not good service	15	10
Satisfaction level during stay	According to expectation	65	43.33
	More than expectation	50	33.33
	Less than expectation	25	16.67
	Do not know	10	6.67
Will you recommend Pokhara to others?	Yes	130	86.67
	No	10	6.67
	Do not know	10	6.67
Suggestions for improvement	Travel agents are cheating	30	20
	Taxi drivers are hassling	40	26.67
	Poor roads need improvement	50	33.33
	Room heating needed	30	20

(Source: Field Survey, 2024)

Table 2 shows that the primary purpose of visiting Pokhara for most tourists (53.33%) was trekking and mountaineering, followed by travel and leisure visits (26.67%). Pilgrimage (13.33%) and research (6.67%) were fewer common motivations. Popular destinations within Pokhara included Fewa Lake, visited by 86.67% of tourists, making it the top attraction. Other frequently visited sites were Shanti Stupa (63.33%), Devi's Fall (60%), Bindhabasani Temple (56.67%), and Mahendra Cave (50%). A significant majority of visitors (90%) found these places attractive, highlighting the natural and cultural appeal of Pokhara. In terms of attraction factors, 73.33% of tourists were attracted by the scenic beauty, followed by the hospitality of people (63.33%) and affordability of services (50%). Regarding the duration of stay, 30% of tourists stayed for about a week, 26.67% for less than a week, 23.33% for more than two weeks, and 20% for about two weeks, showing a healthy distribution of short- to medium-term stays. The hotel's quality received mixed feedback: 36.67% rated it as good, 33.33% excellent, 20% average, and 10% poor. Suggestions to hotel owners included promoting quality (46.67%) and improving Wi-Fi (26.67%), while 16.67% highlighted cleanliness and 10% expressed dissatisfaction with service. Tourist satisfaction during the stay was mostly positive, with 43.33% saying it met their expectations and 33.33% stating it exceeded them. A strong 86.67% expressed willingness to recommend Pokhara to others. However, key suggestions for improvement included better roads (33.33%), addressing taxi driver behavior (26.67%), and reducing travel agent

malpractice and heating issues (both at 20%). This indicates areas for policy and service upgrades to further enhance tourist satisfaction.

Table 3: Tourist Evaluation of Facilities and Perceptions of Value in Pokhara

Facility	Excellent	Good	Average	Poor	V. High	High	Reasonable	Low
Transport	22	64	32	32	4	37	45	64
Hotels	40	65	22	23	0	0	0	0
Travel Agents	42	40	55	13	72	37	25	16
Recreation	41	72	17	20	64	31	33	22
Market	9	82	40	19	26	32	64	28
Nature & Env.	123	27	0	0	0	0	0	0

(Sources: *Fieldwork Survey, 2024*)

Table 3 presents the natural environment and scenery received overwhelmingly positive feedback, with 123 respondents rating it "Excellent" and none marking it below that. Hotel services were also favorably viewed, with 40 labeling them "Excellent" and 65 "Good." Transport services showed more mixed results—while 22 rated them "Excellent," a combined 64 rated them "Poor" and another 64 rated the pricing as "Low," indicating dissatisfaction with cost or quality. Travel agents received diverse feedback: 42 marked "Excellent," 55 "Average," and 13 "Poor," suggesting inconsistent service. Despite this, 72 respondents rated their pricing as "Very High," reflecting concerns about overcharging. Recreational facilities were largely well-received (41 "Excellent," 72 "Good"), yet 64 felt prices were "Very High." Market services saw only 9 "Excellent" ratings and a spread across all satisfaction levels, with 64 respondents considering prices "Reasonable." Overall, Pokhara's natural appeal stands out, but improvements in transport cost, travel agent pricing, and market services are needed to enhance tourist experiences.

Table 4: Tourism Business Stakeholders' Perspectives and Future Plans in Pokhara

Question	Option	Frequency	Percentage (%)
Type of Tourist	Religious	4	10
	Mountaineering/Trekking	12	30
	Officials	6	15
	Holiday/Pleasure	15	37.5
	Others	3	7.5
Average Stay	Less than a week	10	25
	For a week	12	30
	About two weeks	9	22.5
	More than two weeks	9	22.5
Average Spending/Day	Less than \$20	3	7.5
	\$20–40	16	40
	\$40–60	12	30
	More than \$60	9	22.5
	Cheap Price	5	12.5
Tourist Expectation	Standard Quality	6	15
	Good Behavior	7	17.5
	All above	22	55
	Yes	30	75
Repeat Visit	No	10	25

Reason for Repeat (If yes)	Quality Service	6	20
	Cheap Price	4	13.33
	Good Behavior	5	16.67
	All above	15	50
Support from Govt/Agencies	Yes	8	20
	No	20	50
	Sometimes (Promo)	12	30
Type of Support (If yes)	Financial	3	7.5
	Technical & Promo	4	10
	Others	1	2.5
Enough Human Resources?	Yes	14	35
	No	26	65
Satisfied with Govt Policy?	Yes	10	25
	No	30	75
Govt Role to Promote Tourism	Public Expenditure	4	10
	Political Stability	5	12.5
	Policy Formulation	6	15
	All above	25	62.5
Future to Attract Tourists	Upgrade Quality	10	25
	Extension of Services	8	20
	Advertisement	15	37.5
	Others	7	17.5
Opinion on Govt Taxes	Suitable	5	12.5
	Insufficient	4	10
	High	22	55
	Arbitrary	9	22.5
Key Factor in Promoting Tourism	Infrastructure	6	15
	Natural Sceneries	4	10
	Advertisement	5	12.5
	All above	25	62.5
Planning Future Investment	Yes	28	70
	No	12	30
Area for Investment (If yes)	Hotel and Lodge	14	50
	Travel and Expedition	5	17.86
	Entertainment	6	21.43
	Village Tourism	3	10.71
Expectation from Investment	Meet Demand	8	28.57
	Meet Competition	5	17.86
	Increase Return	7	25
	Attract Tourists	10	35.71
Promotional Activities	Awareness/Publicity	10	25
	Conferences/Meetings	6	15
	Training	8	20
	Others	16	40
Business Duration Plan	Less than 5 years	5	12.5
	About 10 years	10	25
	Lifelong	18	45
	Do not know	7	17.5
Suggestions for Sector Dev.	Peace & Stability	12	30
	New Destinations	18	45
	Others	10	25

(Source: *Fieldwork Survey, 2024*)



Table 4 shows that most tourists in Pokhara are holiday and pleasure seekers (37.5%) followed by trekking/mountaineering enthusiasts (30%), while religious and official visits make up smaller shares. The average length of stay is spread across different time frames, with 30% staying for a week and 22.5% staying for about or more than two weeks. Daily spending is relatively moderate, with 40% spending \$20–40 and another 30% spending \$40–60. Most tourists (55%) expect all key aspects—cheap pricing, standard quality, and good behavior. The high number of repeat visitors (75%) further affirms service satisfaction, with 50% attributing their return to all positive factors combined. However, government support appears weak, with 50% claiming no support and only 20% acknowledging some help. Among those, only 7.5% mention financial support, while technical and promotional support is reported by 10%. In terms of human resources and policies, 65% believe there are not enough staff, and 75% are dissatisfied with government policies. Despite this, 62.5% feel the government should play a comprehensive role, including public expenditure, political stability, and policy reforms. To attract more tourists, 37.5% suggest increased advertising, and a similar share (62.5%) believes all key factors—like infrastructure, scenery, and promotion—are important. Notably, 70% of respondents plan future investments, with half targeting hotels and lodges. Their main expectations from investment include attracting tourists (35.71%) and meeting demand (28.57%). In terms of promotion, 40% recommend alternative awareness efforts beyond just conferences or training. While 45% plan to continue their tourism businesses lifelong, they urge for peace and stability (30%) and the development of new destinations (45%) to sustain tourism growth in Pokhara.

Table 5: Perception of Government Officials on Institutional Role and Tourism Promotion in Pokhara

Question	Option	Frequency	Percentage (%)
Working Area of Institution	Recording	1	10
	Monitoring	1	10
	Recording and Planning	2	20
	All above	6	60
Area Monitored & Promoted	Pokhara city only	1	10
	Gandaki Province	2	20
	Throughout the country	3	30
	All above	4	40
Key Working Area	Monitoring tourism	1	10
	Monitoring and Investment	2	20
	Planning and Implementation	2	20
	All above	5	50
Types of Programs Organized	Advertisement & Publicity	1	10
	Investment	1	10
	Diplomatic Relations	2	20
	All above	6	60
Satisfaction with Institution's Work	Satisfied	2	20
	Highly Satisfied	3	30
	Average	4	40
	Not Satisfied	1	10
Are Visitors Fully Satisfied?	Yes	3	30
	No	1	10
	Partially Satisfied	4	40
	Cannot Say	2	20

Tourist Number as per Govt Expectation	Yes	4	40
	No	6	60
% of Tourists Visiting Pokhara	All	1	10
	70–90%	5	50
	50–70%	3	30
	Less than 50%	1	10
What Should Be Done to Increase Tourism?	Publicity & Advertisement	1	10
	Development of Infrastructure	2	20
	Training and Awareness	1	10
	All above	6	60
Are Existing Policies & Investment Sufficient?	Yes	3	30
	No	7	70
Is Policy Change Necessary?	Yes	8	80
	No	2	20
Is Private Sector Role Sufficient?	Yes	3	30
	No	7	70
Trend of Tourist Arrival in Pokhara	Increasing	6	60
	Constant	2	20
	Decreasing	1	10
	Random	1	10
Prospect of Tourism in Pokhara	Very High	4	40
	High	5	50
	Not Certain	1	10

(Source: *Fieldwork Survey, 2024*)

Table 5 presents the data from government officials that reveals that most institutions are involved in comprehensive roles, with 60% indicating their working area includes recording, monitoring, and planning. Similarly, 40% of respondents note that their institutions promote tourism not just in Pokhara or Gandaki Province, but across the entire country. Regarding key responsibilities, half (50%) cited involvement in monitoring, investment, and implementation. Most organizations (60%) also engage in a variety of programs including advertisement, investment, and diplomatic relations. While 30% of officials are highly satisfied with their institution's performance and 20% are satisfied, a larger share (40%) rated it average. Visitor satisfaction remains mixed; only 30% believe tourists are fully satisfied, while 40% say they are only partially satisfied, and 20% are unsure. A majority (60%) of respondents believe tourist arrivals have not met government expectations. Interestingly, 50% estimate that 70–90% of Nepal's tourists visit Pokhara, highlighting its significance. To further boost tourism, 60% emphasize the need for combined strategies like publicity, infrastructure development, and awareness programs. However, there's concern regarding government efforts: 70% say current policies and investments are insufficient, and 80% advocate policy changes. Moreover, 70% feel the private sector's contribution is still lacking. Encouragingly, 60% believe tourism in Pokhara is increasing, and 90% agree on its high or very high future potential. This underlines both the strengths and areas of improvement needed to harness Pokhara's tourism prospects effectively.

## 6. Discussion

The results of this study indicate that tourism in Pokhara is in a generally positive but uneven state. A majority of tourists (53.33%) visit for trekking and mountaineering, with major attractions such as Fewa Lake (86.67%) and Sarangkot (66.67%) continuing to draw the highest number of visitors. Notably, 86.67% of tourists expressed their willingness to recommend Pokhara to others, suggesting overall satisfaction 43.33% rated their experience as meeting expectations, while 33.33% found it exceeded expectations. Despite these positive impressions, challenges persist, including weak infrastructure (33.33%) and dissatisfaction with travel agents (20%) and taxi drivers (26.67%), indicating service delivery shortcomings. These observations are consistent with Thapa (2013), who noted that Pokhara's tourism potential is constrained by inconsistent service standards and infrastructural gaps.

The findings also correspond with the SERVQUAL model, which highlights reliability and responsiveness as key determinants of satisfaction; low scores for hotel Wi-Fi and cleanliness point to weaknesses in these areas. Government and institutional roles were found inadequate—although 60% of officials claimed their agencies cover all tourism-related functions, only 30% of respondents were highly satisfied with institutional performance, and 70% deemed policies and investments insufficient. Additionally, 80% of participants called for policy reforms, while 70% felt that private-sector engagement remains limited. These results align with Bhatta (2015), who emphasized that poor governance coordination and weak public-private collaboration hinder tourism advancement in Nepal. From a business standpoint, 75% of stakeholders observed recurring tourist visits, with half attributing this to service quality, fair pricing, and customer experience. Around 70% showed intentions to reinvest, mainly in hotels (50%) and entertainment (21.43%), to meet tourist needs (28.57%) and increase profitability (25%). However, promotional efforts remain scattered, as 40% of respondents stressed the need for more innovative and extensive strategies beyond standard training and meetings. These insights support Shrestha (2017), who asserted that sustained tourism growth and repeat visits depend on consistent service quality and diversification. Theoretically, the findings reflect the Technology Acceptance Model (TAM), which underscores the role of digital promotion in attracting tourists, and the Service Quality model, which reinforces the importance of maintaining high standards to drive satisfaction and retention.

## 7. Conclusion

The overall satisfaction level of foreign tourists visiting Pokhara Valley is largely positive, with many reporting that their experiences met or exceeded expectations—mainly due to the region's natural beauty and warm hospitality. Nonetheless, several areas require attention, particularly transportation, hotel services, and infrastructure, to further elevate the visitor experience. Persistent challenges include inconsistent service quality, inadequate infrastructure, and limited institutional involvement in tourism management. While Pokhara's scenic charm and high rate of repeat visitors are recognized as

major strengths, issues such as unreliable travel services and weak policy implementation continue to hinder growth. Despite these constraints, the study identifies significant opportunities for improvement through service diversification, facility enhancement, and the promotion of emerging destinations. Both government bodies and the private sector play crucial roles in tourism promotion, yet their contributions remain fragmented and insufficient. The findings emphasize the need for stronger coordination, more effective policy frameworks, and increased joint investment between the two sectors. With well-defined strategies, collaborative partnerships, and greater accountability, substantial progress can be achieved in strengthening Pokhara's tourism landscape. Ultimately, while the valley possesses immense potential for sustainable tourism development, its long-term success depends on closing service delivery gaps, reinforcing institutional performance, and fostering cohesive public-private efforts supported by strategic planning, quality enhancement, and focused promotional initiatives.

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