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# TOURISM INNOVATIONS

An International Journal of Indian Tourism and Hospitality Congress (ITHC)

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## Editor's Note

On the occasion of National Conference of Indian Tourism and Hospitality Congress at Auro University, Surat (Gujarat) we are delighted to announce the first issue of tenth edition of *Tourism Innovations-the Journal of Indian Tourism and Hospitality Congress*. It is truly a delightful moment to reflect the evolving issues of tourism with contemporary date, high excellence and original research papers together with significant and insightful reviews. This journal aims to be intellectually vibrant, engaging and open, and to the same time integrative and inspiring.

Over the last few decades, Tourism studies has evolved highly disintegrated and concentrated into different theme capacities, or strengths. The academics consideration has resulted in the publications of hundreds of referred articles in media. nonetheless *Tourism Innovations* is specifically devoted to evolving subjects in tourism and hospitality industry not only in India but all across the globe.

Our special thanks to all the members of the Advisory Board and the reviewers who have endlessly helped and reinforced in many ways and have given their valuable time and other commitments. Lastly, our heartiest gratitude to all the contributors for their solid support for research creativities, and all the readers who have continuously shown their interest in the concerned journal. We look forward to accept your manuscripts and fruitful response for more developments.

There is no doubt that currently global tourism and hospitality is passing through the most difficult time in view of Coronavirus outbreak and economic slowdown in some countries. Here we envisage great role of research in shaping the industry in such tough time. 'Tourism will fight back and survive' by going through this phrase 'domestic and regional tourism' can be seen as tourism saviors.

*Chief Editors*

**Prof. S.P. Bansal**

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# An Analytical Study of IRCTC in Promoting Tourism and Upgrading Catering Services towards Travelling Commuters in Indian Railways at Gwalior Railway Station

Manoj Kumar Yadav

## Abstract

IRCTC is a subsidiary wing of Indian Railways responsible for ticketing, promoting tourism and providing catering services to travelling commuters of Indian Railways. For better control and effective management, the Indian railway network is decentralized into 16 railway zones. It sells around more than 5 lakh tickets everyday which makes the IRCTC site second busiest site in the world. Apart from ticketing, it also manages tourism and catering related services for domestic and international tourists and travellers. Besides conventional tourism, nowadays it also offers adventure tourism and customized tours. Recently, IRCTC launched "Rail Tourism India" to provide direct catering and tourism packages to its users. This research study reveals about the challenges faced by IRCTC and what measures IRCTC can take for making the travel passengers' meal experience and moment of truth better. Tools like One way ANOVA and Descriptive analysis are used to draw the inferences.

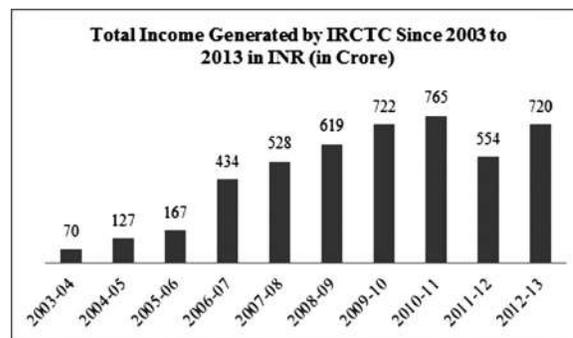
**Keywords:** Rail Tourism, PSU, MICE, Moment of Truth, Meal Experience, Single-Window Platform

## Introduction

The network of Indian Railways is third largest railway network in the world. The milestone in the growth phase of Indian Railways can be traced back in year 1853 when it started its first journey of 53 km from Mumbai to Thane. As compare to any other mode of transport, Railway is considered as cheapest and affordable mode of transport for millions of passengers, particularly for long run journey. For better management, Indian Railway is divided into 16 railway zones and 73 railway divisions throughout the nation.

Indian Railway plays a significant role in the social and economic growth of India. Upto 2013, Indian Railways served to 1.4 crore passengers every day and during the year 2015 it increased to 8.101 billion passengers. As a result, the revenue generation of Indian Railways is also increased gradually. IRCTC is a subsidiary body of Indian Railways responsible for managing catering and tourism services besides ticketing. The revenue growth rate of IRCTC, from year 2003 to 2013, can be seen in the below given bar chart. Conventionally, ticketing is the major revenue source for Indian Railways but as time passes Indian Railways increases its revenue sources particularly by offering tourism and catering oriented services. Initially, catering venture was handled by Indian Railways and its Zonal points but from the year 1999 the responsibility of catering was handed over to

the newly formed IRCTC. Nowadays IRCTC organizes budget and deluxe tour packages for domestic as well as foreign tourist via different high speed and luxury trains.



Source- India Tourism Statistics at a Glance, 2017

Apart from travel related activities, earlier Indian Railways was also managing its catering services through departmental catering units available on different Railway Zones. In broad spectrum, the work profile of railway from ticketing to catering was vast and completely different in nature. As a result complaints from travelling commuters are obvious but these complaints started increasing day-by-day, particularly meal and beverage related complaints. To strengthen the marketing efforts and service capabilities in the areas of rail catering,

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hospitality and passenger amenities a corporate entity IRCTC was formed.

IRCTC, formed on 27<sup>th</sup> September 1999, is a Schedule “B” PSU Enterprise under the direct control and supervision of Ministry of Railways. But it obtained the certificate for commencement of Business on 2<sup>nd</sup> December 1999 and full flesh functioning was started on 01 August 2001. IRCTC is an extended arm of Indian Railways to upgrade, professionalize and manage the catering and hospitality services of Indian Railways on railway stations, trains, and at other locations. IRCTC was formed with an aim and objective to promote domestic and international tourism through the development of budget hotels, special tour packages, information and commercial publicity and global reservation system. The five inherent activities of IRCTC are- catering; hospitality; internet ticketing; travel & tourism; and manufacturing packaged drinking water (i.e railneer).

Currently, IRCTC manages more than 1500 specialized hospitality professionals and a widespread network across India. IRCTC works as a *single-window platform* for managing multifaceted, most prominently hospitality, tourism and travel related concerns. During the last decade, the corporation has made significant progress in catering, travel and tourism segment of business. The revenue turnover of this segment (except departmental catering units) has almost double due to significant strides made in the domestic tourism.

In new catering policy 2010, the business of catering and hospitality run by IRCTC is limited to Food Plazas, Food courts and Fast Food Units on railway network nationwide.

Besides railway catering, IRCTC also manages its catering services at various offices, institutions and at high-end events and functions. Apart from catering, IRCTC also promotes tourism sector by different means of efforts, for instance introduce new trains, air fare arrangement, extension of route of exiting trains, new tour packages, organization of MICE events and so forth.

All above given areas of development collectively promote tourism and hospitality services for Indian national and international tourist arrivals. But yet the share of Indian in International Tourism Index is floating around 1.2% which is extremely low as compare to other countries. This research paper is written in an attempt to determine the catering and service quality through assessment of expectation and perception of travelling passengers who used to purchase meals and beverages from IRCTC operated outlets.

**Tourist Arrival in India**

Tourism is important for the country’s economic growth and from the perspective of employment. According to WTTC, tourism generated around 15.24 lakh crore rupees or 9.4 % of India’s GDP in year 2017 and supported around 08% of its total employment. In addition, WTTC also forecasted the growth of tourism in India at an annual rate of 6.9% to Rs. 32.05 lakh crore by the end of year 2028- it means 9.9% of GDP. All these figures clearly reveals about the role and importance of tourism and its related component in the growth and development of the country. The growth rate of inbound tourism from year 2000 in India can be seen in below given Table 01.

**Table 2 Inbound Tourism- Foreign Tourist Arrivals (FTAs), Arrivals of NON-Resident Indians (NRIs) and International Tourist Arrivals (ITAs) 2000-2017 (till June)**

Year	FTAs in India (in Millions)	Percentage change over previous year	NRIs Arrivals in India (in Millions)	Percentage change over previous year	ITAs in India (in Millions)	Percentage change over previous year
2000	2.65	6.7%				
2001	2.54	-4.2%				
2002	2.38	-06%				
2003	2.73	14.3%				
2004	3.46	26.8%				
2005	3.92	13.3%				
2006	4.45	13.5%				
2007	5.08	14.3%				
2008	5.28	04%				
2009	5.17	-2.2%				
2010	5.78	11.8%				
2011	6.31	9.2%				
2012	6.58	4.3%				
2013	6.97	5.9%				

2014	7.68	10.2%	5.43		13.11	
2015	8.03	4.5%	5.26	-3.15%	13.29	1.4%
2016	8.80	9.7%	5.77	9.67%	14.57	9.6%
2017(P) (Jan-June)	4.89	17.2%				

(P) Provisional, @ Growth rate over Jan-June 2016

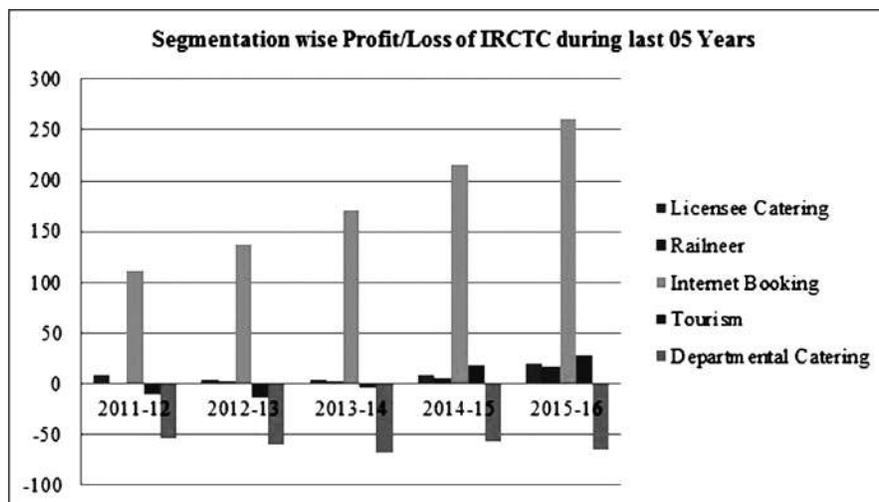
Source - A) Bureau of Immigration, Government of India, for 2000-16 and B) Ministry of Tourism, Government of India, for Jan-June 2017

The role of IRCTC in the growth and development of railway catering and hospitality services towards travelling passengers can never be denied. For detail reference, Table number 2 and 3 can be referred to see segment wise break-up of last five years' profit and loss in the various business segments of IRCTC.

**Table No. 2**

Business Segment	2011-12	2012-13	2013-14	2014-15	2015-16 (P)
Licensee Catering	9.42	3.20	3.97	8.22	19.44
Railneer	-0.82	0.45	2.65	5.52	16.71
Internet Booking	111.02	137.51	171.62	215.59	260.41
Tourism	-10.83	-12.98	-4.68	18.65	28.15
Departmental Catering	-53.59	-59.84	-68.23	-57.32	-65.66
<b>Total</b>	<b>55.20</b>	<b>68.34</b>	<b>105.33</b>	<b>190.56</b>	<b>259.05</b>

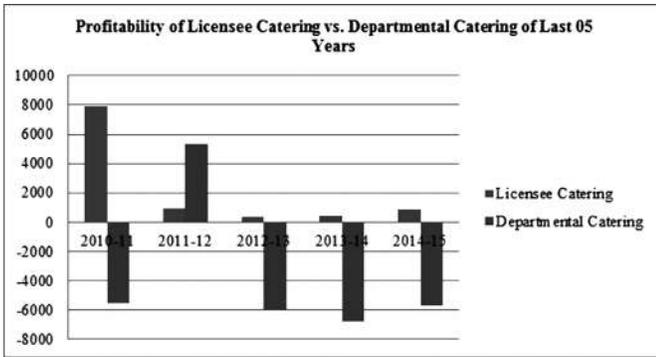
Source - India Tourism Statistics at a Glance, 2017



**Table No. 3**

Particulars	Years (Profit/Loss)				
	2010-11	2011-12	2012-13	2013-14	2014-15
Licensee Catering	7874.18	941.75	319.97	396.59	822.37
Departmental Catering	-5546.84	-5359.79	-5984.12	-6823.40	-5732.16

Source - India Tourism Statistics at a Glance, 2017



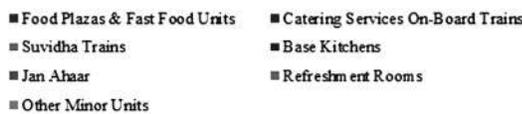
Since its inception and still IRCTC continuously putting all efforts for the betterment of passengers’ overall meal experience and moment of truth. It provides catering provision via different on-board and off-board mechanisms. Its efforts in terms of number of outlets on railway stations and on-board catering provisions can be seen in below given Table 04.

Table No. 04

1	Food Plazas & Fast Food Units	186 units
2	Catering Services On-Board Trains	50 trains
3	Suvidha Trains	01 train
4	Base Kitchens	04 kitchens
5	Jan Ahaar	13 units
6	Refreshment Rooms	03 stations
7	Other Minor Units	113 units

Source - India Tourism Statistics at a Glance, 2017

No. of Catering Units Managed by IRCTC on Indian Railways, as on 30th September 2015



Source - India Tourism Statistics at a Glance, 2017

IRCTC works hard to take new initiatives in various fields to encash new opportunities in railway and non-railway segments to sustain its high level of performance, simultaneously also emphasis on existing business segment for betterment and improvement. Today, IRCTC operates more than 200 outlets throughout the Indian railway network.

### Literature Review

Railway catering is almost identical to airline catering due to various factors, most prominently in terms of target market segment i.e. travelling passengers. The difference lies in both industries only in the average spending power of passengers. Generally, the average spending power of airline commuters is quite high as compare to railway passengers. **R. Archana and M.V. Subhain (2012)** stated in their study, titled “Study of Passenger’s Satisfaction with Respect to the Catering Facilities Available at Raipur Railway Station” that there are three dimensions of perceived service quality by airline commuters i.e. cuisine, seat and safety. These three identified dimensions collectively play a significant role in overall passengers’ satisfaction.

**Mohd. Zahari, M.S, Salleh et al (2011)** stated in their research work that retaining old passengers and attracting new passengers is an important strategy to survive in this competitive business era. They concluded that flight meals/food service plays an important role in generating business for airlines.

**Geethika and Shefali Nandan (2006)** identified in their research work, titled “Determinants of Customer Satisfaction on Service Quality: A Study of Railway Platforms in India”, that refreshments and behavioural factors are counted as most important determinants that determines the passengers’ satisfaction with the provided service quality on railway stations.

Catering not only plays a considerable role in transport catering segment but it also forms a key component in welfare catering sector too. **Firenze A, Morici N et al (2009)** concluded in their research work “Patients Evaluation of Hospital Food Service Quality in Italy: What Do Patients Really Value”, that the satisfaction level of patient regarding catering in private hospital was 80% and that of public hospital was 50%. Resultant, the catering services in public hospital needed to be improved.

**Cronin and Taylor (1992)** revealed in their research work “Measuring Service Quality: A Re-examination and Extension” that perceived service quality led customers to satisfaction and also stated that this is the service quality which actually an antecedent of customer satisfaction.

**Bitner and Hubbert (1994)** revealed in their research study that the customer’s perception is an important dimension of service quality. The service quality varies with profession and customers’ perspective; thus the definitions of service almost formulated in accordance with customers’ perspective.

**M. Joseph (2000)** stated in his work “Customer Satisfaction in Southern Railway, Madurai Division” that the service quality of meals and beverages served in Indian Trains must be improved to make the passengers satisfied. For improvement, he suggested for frequent and random

inspection of catering units by railway officials and local NGOs.

**Gronoos (1884)**, counted as a pioneer in conceptualization of the service quality, revealed in his research work that technical, functional and reputational quality are considered as major concern for service quality. Later on **Gronroos (1988)** stated that the overall perception of quality was a disconfirmation of a customers' expectation and evaluation of a service offered. The same assertion is continuously maintained by world renowned authors Parasuraman, Zeithaml and Berry (1988) in their research work.

**Chang Ee Ling and Cyril De Run (2009)** stated in their research work that supporting services, products and promotional efforts are few major variables for customer satisfaction. On the flip side, they stated that convenience, services, satisfaction and associate costs are primary determinants of customer loyalty. The findings of the research work concluded that service providers must look beyond price wars to keep their customers satisfied and loyal.

Service is most important concern for **T and A. Stephen (2012)** they stated with the help of Railquail model in their research study that reliability, assurance and empathy are three major concerns for travelling passenger.

**Aggarwal R. (2008)** discussed in his research work that the behaviour of employees play a significant role in overall satisfaction of guest. He said that in Indian Railways, the impact of catering staffs' behaviour work as a determinant for passenger satisfaction.

### Statement of Problem

The facility of on-board and off-board catering improves a lot after the involvement of IRCTC in catering services of Indian Railways. Now it is convenient for passengers to place their orders via mobile number as well as on-line booking portal but yet there is a need of further development in the sector of generosity in the behavioural aspect of railway catering staff, food quality and waste treatment in an attempt to meet passengers' expectation level. This research paper confers about the pre-determined standard level of catering with on-going reality and describes how passengers of Indian Railway can be better satisfied by its catering and hospitality services.

### Objectives of the research

- ❖ To study the role and impact of catering services in passenger's overall *moment of truth* and *meal experience* cycle.
- ❖ To find out the impact of different catering dimensions (preferable travel mode, travel frequency, purpose of travel, class of travel, travel itinerary, purchase preference and ASP) over the passengers' overall satisfaction level.

- ❖ To evaluate the passenger satisfaction level among the travellers of Indian Railways with the services of IRCTC, particularly catering and hospitality services.
- ❖ To observe the passengers' post purchase behaviour towards the offered catering services and hospitality services provided by IRCTC.

### Period of Study

This research study was conducted in between the month of July, August, September, October and November 2019

### Sources of Data Collection

The primary data for this research work has been collected through questionnaire and personal observation of travelling passengers. In questionnaire, 20 questions (divided into 05 parts- each contains 04 questions) were used to collect the response and feedback in respect to catering services provided by IRCTC. For questionnaire, the *sample size* of the study was around 75 respondents but proper and complete responses were received from only 43 respondents. The sample selection was done randomly who travelled via express and Mail trains. The sample composition was consists of those travellers who travel towards Delhi meanwhile passes from Gwalior railway station. On the flip side, the secondary data has been collected from newspaper, magazines, CAG report, articles, relevant websites, previous research papers and annual report of Indian Railways.

### Data Analysis and Interpretations

The data analysis of this analytical study is based on the hypothesis testing- finding the differences between variables then analyze these variables on the basis of their mean and percentage score. In reliability statistic, the Cronbach's Alpha is .724. Additionally, collective response of travelling passengers in regard to five major questions which included in questionnaire is briefly explained below-

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.745	.724	20

**Question 01** Do you prefer to purchase meals and beverages from the catering service providers during the travelling hours, irrespective to authorized or unauthorized vendors?

**Remark-** From all the chosen respondents from captive market segment (i.e. railway commuters), around 65% respondents accepted that they mostly prefer to purchase meals and beverages during the journey hours. On the opposite side 30% respondents responded that they do not prefer to purchase meals and beverages during the journey. And remaining 05% respondents said that sometime they prefer to purchase but not always.

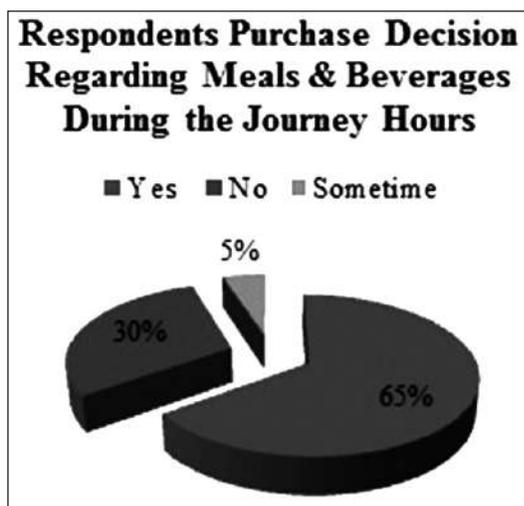
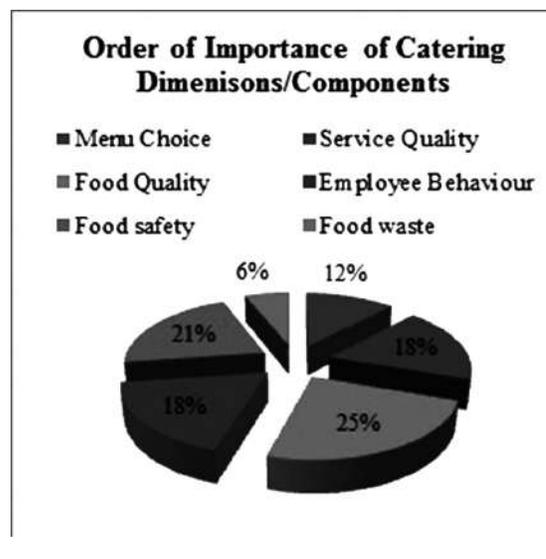
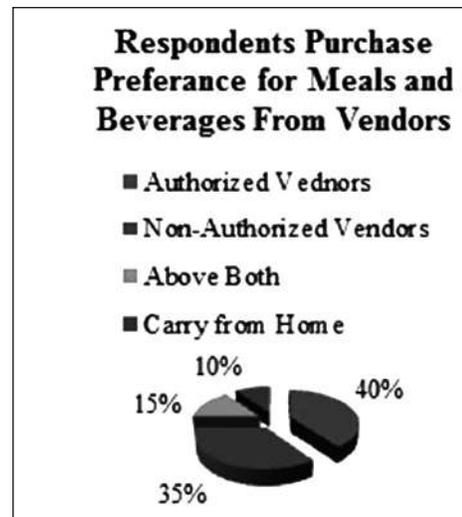
**Question 2** From whom, authorized or unauthorized vendors, you would mostly prefer to purchase meals and beverages during the travelling hours?

**Remark-** Around 40% respondents accepted that they mostly purchase meals and beverages from authorized vendors only (or IRCTC affiliated vendors) particularly due to safety and quality assurance. In contrary, 35% respondents said that they purchase from local vendors/ non-authorized vendors and 15% accepted that they purchase from both authorized as well as unauthorized vendors. The remaining 10% respondents claimed that they mostly prefer to carry food from their home because it is more safe and hygienic as compare to vendors' food.

**Question 03** How do you wish to rate the various catering dimensions (menu choice, food quality, service quality, employee behaviour, food safety and food waste) of Indian railway catering services in order-of-their-importance?

**Remark-** For 25% passengers' food quality is highly important followed by food safety (21%), service quality (18%) and employee behaviour (18%) as compare to other dimensions. 12% respondents claimed that menu choices also form a significant role in catering services after food quality and food safety. On the flip side only 06% respondents have given weightage to food waste and said it also plays a significant role in catering related services apart from other stated core components.

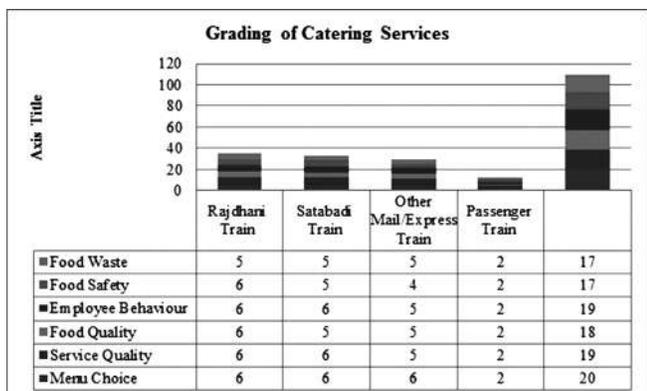
**Question 04** How do you wish to grade the various catering oriented, in regard to menu choices, serving method, food quality, employee behaviour, food safety and food waste, services provided by IRCTC and its authorized vendors.



**Passengers' Overall Satisfaction with Provided Catering Services**



Source - Author



**Remark-** The overall facility of catering and its related components are highly acceptable in Rajdhani trains followed by Satabadi and other mail/express and passengers trains. The collective response of all respondents is somewhat like-

Catering Components	Marks	Overall Percentage	Ranking of Catering Components
Menu Choice	20 marks out of 40, it means 50%	16.67%	01 <sup>st</sup> Rank
Service Quality & Employee Behaviour	19 marks out of 40, it means 47.5%	15.83%	02 <sup>nd</sup> Rank
Food Quality	18 marks out of 40, it means 47.5%	14.95%	03 <sup>rd</sup> Rank
Food Hygiene and Food waste	17 marks out of 40, it means 42.5%	14.17%	04 <sup>th</sup> Rank

All selected respondents collectively gave 61.62 % marks out of 100% to catering and its related components. Yet catering components are lacking behind with 38.38% marks which is not a good indication of passenger satisfaction. The above given response figures clearly reflected that respondents have gave maximum marks to menu choice followed by service quality, employee behaviour and food quality. Food hygiene and food waste dimension get minimum marks and placed on 4<sup>th</sup> position. But remember the entire response scenario varies with type of train.

**Question 05** How do you want to evaluate the overall catering services provided by IRCTC, its co-partners and unauthorized vendors to travelling passengers?

**Remark-** In terms of overall passenger satisfaction, 35% passengers are not satisfied with various catering services provided by authorized (or IRCTC/Indian Railways affiliated) and unauthorized vendors. 20% passengers are extremely dissatisfied with catering services and 20% passengers gave their neutral response (neither fully dissatisfied nor completely satisfied) with catering

services of Indian Railways. Only 10% passengers are strongly satisfied with provided meals and beverages whereas 15% passengers are very satisfied.

**Distribution of Catering Dimensions and Response Figures of Travelling Commuters and Passengers**

Catering Dimensions		Frequency	Percentage
Preferable Travel Mode	- Rail	37	85
	- Bus	02	05
	- Car	02	05
	- Air	02	05
	- Water	-	05
Travelling Frequency	- On daily basis	01	02
	- Once a week	03	07
	- Once a month	22	51
	- Once in half year	06	14
	- Once in a year	11	26
Purpose of Travel	- Business	08	19
	- Leisure	35	81
Class of Travel	- Sleeper Coach	27	63
	- AC Coach	16	37
	- General Coach	-	-
Travelling Itinerary	- Pre-planned	17	40
	- On the Spot	08	18
	- Both	17	40
	- Not Sure	01	02
Food Preference	- Carry food from your home	28	65
	- Purchase from catering vendors	08	19
	- Both	07	16
Purchase Preference	- Authorized Vendors/IRCTC affiliated Bodies	30	70
	- Unauthorized Vendors/Local Vendors	02	45
	- Both	11	25
Purchase Frequency	- Once a day	23	54
	- Twice a day	08	18
	- Thrice a day	05	12
	- Round the clock	01	02
	- Never	06	14
ASP	- Below Rs. 500	29	68
	- Rs. 501 - Rs. 1000	06	14
	- Rs. 1001 -Rs. 1500	07	16
	- Rs. 1501-Rs. 2000	01	02
	- Above Rs. 2001	-	

The result of hypothesis testing reveals-

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Travel Mode	Between Groups	2.415	3	.805	2.122	.140
	Within Groups	5.690	15	.379		
	Total	8.105	18			
Travel Frequency	Between Groups	2.231	3	.744	.552	.654
	Within Groups	20.190	15	1.346		
	Total	22.421	18			
Travel Purpose	Between Groups	.507	3	.169	1.039	.404
	Within Groups	2.440	15	.163		
	Total	2.947	18			
Travel Class	Between Groups	.343	3	.114	.456	.717
	Within Groups	3.762	15	.251		
	Total	4.105	18			
Travel Itinerary	Between Groups	.310	3	.103	.113	.951
	Within Groups	13.690	15	.913		
	Total	14.000	18			
Food Preference	Between Groups	.729	3	.243	1.502	.255
	Within Groups	2.429	15	.162		
	Total	3.158	18			
Purchase Preference	Between Groups	.939	3	.313	.398	.756
	Within Groups	11.798	15	.787		
	Total	12.737	18			
Purchase Frequency	Between Groups	4.922	3	1.641	1.081	.387
	Within Groups	22.762	15	1.517		
	Total	27.684	18			
Average Spending Power	Between Groups	.308	3	.103	.265	.849
	Within Groups	5.798	15	.387		
	Total	6.105	18			

H<sub>00</sub> Statistically there is no significant difference between passengers’ satisfaction level and their preferable travel mode.

Result - One way ANOVA clearly reflects that statistically there was no significant difference between passengers’ satisfaction level in respect to their preferable travel mode. The significance value is 0.140 (p= .140) which is above 0.05 and F(3,15)= 2.122

H<sub>01</sub> Statistically there is no significant difference between passengers’ satisfaction level and their travelling frequency.

Result - One way ANOVA clearly reflects that statistically there was no significant difference between passengers’ satisfaction level in respect to their travelling frequency. The significance value is 0.654 (p = .654) which is above 0.05 and F (3,15) = .552

H<sub>02</sub> Statistically there is no significant difference between passengers’ satisfaction level and their purpose of travel.

Result - One way ANOVA clearly reflects that statistically there was no significant difference between passengers’ satisfaction level in respect to their travel purpose. The significance value is 0.404 (p = .404) which is above 0.05 and F (3,15) = 1.039

H<sub>03</sub> Statistically there is no significant difference between passengers’ satisfaction level and their class of travel.

Result - One way ANOVA clearly reflects that statistically there is no significant difference between passengers’ satisfaction level in respect to their class of travel. The significance value is 0.717 (p = .717) which is above 0.05 and F (3,15) = .465

H<sub>04</sub> Statistically there is no significant difference between passengers' satisfaction level and their travelling itinerary.

Result - One way ANOVA clearly reflects that statistically there was no significant difference between passengers' satisfaction level in respect to their travelling itinerary. The significance value is 0.951 ( $p = .951$ ) which is above 0.05 and  $F(3,15) = .113$

H<sub>05</sub> Statistically there is no significant difference between passengers' satisfaction level and their food purchase preference.

Result - One way ANOVA clearly reflects that statistically there was no significant difference between passengers' satisfaction level in respect to their food purchase frequency. The significance value is 0.756 ( $p = .756$ ) which is above 0.05 and  $F(3,15) = .398$

H<sub>06</sub> Statistically there is no significant difference between passengers' satisfaction level and their purchase frequency.

Result - One way ANOVA clearly reflects that statistically there was no significant difference between passengers' satisfaction level in respect to their purchase frequency. The significance value is 0.387 ( $p = .387$ ) which is above 0.05 and  $F(3,15) = 1.081$

H<sub>07</sub> Statistically there is no significant difference between passenger satisfaction level and their average spending power.

Result - One way ANOVA clearly reflects that statistically there was no significant difference between passengers' satisfaction level in respect to their average spending power. The significance value is 0.849 ( $p = .849$ ) which is above 0.05 and  $F(3,15) = .265$

**Table 3- Descriptive Analysis of Satisfaction Dimension**

S. No.	Rating Scale	Percentage					Mean Score and SD	
		SU	US	SA	VS	SS		
1	Menu Choice (Food)	9.1	20.5	59.1	9.1	-	2.70	.773
2	Menu Choice (Beverages)	2.3	18.2	56.8	20.5	-	2.98	.707
3	Menu Choice (All Round Snacks )	-	20.5	43.2	29.5	2.3	3.14	.783
4	Food Quality	11.4	25.0	52.3	11.4	-	2.64	.838
5	Service Quality	9.1	13.6	31.8	40.9	4.5	3.18	1.040
6	Food Hygiene and Safety	4.5	15.9	45.5	27.3	2.3	3.07	.876
7	Prices of Meals & Beverages	4.5	36.4	47.7	4.5	2.3	2.62	.764
8	Food Waste Disposal	11.4	25.0	47.7	4.5	6.8	2.69	1.000
9	Employee Behaviour	4.5	11.4	56.8	27.3	-	3.07	.759

Note. SU- Strongly Unsatisfactory, US- Unsatisfactory, SA- Satisfactory, VS-Very Satisfactory, SS- Strongly Satisfactory

In the above given table of descriptive analysis of satisfaction dimension, this is observed that four out of nine dimensions has a *mean score* on a higher note, i.e.  $<3$  and remaining five dimensions are on a lower note  $<3$ . The dimension with very lowest value is prices of meals and beverages with *mean score* of 2.62 followed by food quality (2.64) and waste disposal (2.69). The *mean score* of service quality stands at 3.18 followed by menu choices of all-round snacks at 3.14 and satisfy the condition of catering services and provision provided by the Indian Railways at this particular junction. Consequently the above given analysis also suggests that passengers are least satisfied with prices of offered meals and beverages (followed by food quality) with rest of the dimensions on catering provisions at Gwalior Railway Stations.

#### Limitation of the Study

1. The data collected may not be generalized for the entire catering provisions throughout the Indian Railway network because it is collected from limited passengers who pass from Gwalior railway station.
2. The correctness of the data analysis and interpretations is subject to the correctness of responses given by the randomly chosen respondents.
3. Respondents' responses may suffer from their personal biasness also which can affect this research work either positively or negatively.
4. Apart from tourism and catering provisions, there are countless variables that determine the satisfaction of passengers. So, the study may not reveal comprehensive result.

## Findings of the Study

The tested hypotheses clearly specify that there were no significant differences between passengers' satisfaction level in respect to varying catering dimensions. The *mean score* of menu choices, food quality, prices for meals & beverage and food waste disposal clearly intimates that these weaken areas should be seriously addressed and need to be strengthened.

## Recommendations and Suggestions

1. The result of tested hypothesis reveals that there are no significant differences in between the catering dimensions in respect to passengers' satisfaction level. Consequently, the framed policies, in respect to catering provisions and services, by IRCTC and Indian Railways should be quantified in general. Therefore, these dimensions need not to be specific.
2. A differential margin is found with respect to prices of meals and beverages, food quality and food waste disposal. These dimensions should be strengthened with respect to others particularly service quality, menu choices, employee behaviour followed by food hygiene and safety and menu choices (all round snacks).
3. Collectively, catering service provider must focus on all dimensions of catering services, especially on food quality and prices as these dimensions significantly affect to others and significantly affects in forming overall passenger satisfaction level.

## Conclusion

Indian Railway is a highly preferable mode of transport for majority of travellers. IRCTC, a subsidiary of Indian Railways, plays a significant role in ticketing, tourism and catering oriented services to travelling commuters. This analytical study reveals that catering is a vital aspect of Indian Railways and performs a noteworthy contribution in overall satisfaction of passengers. This study explores an insight of passengers' satisfaction with catering services at Gwalior Railway station. Tested hypothesis revealed that there are no significant differences between catering dimensions and passengers' satisfaction level. However the qualitative and quantitative aspects of food quality and prices of meals and beverages followed by food waste and menu choices are significantly not prevailing at expected level.

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# Rural Tourism: A Paradigm Shift to Emerging Socio-Economic Challenges

Suneel Kumar & Shekhar

## Abstract

*The study aims to examine different ways through which rural tourism development can be used to address the different socio-economic challenges present in the Indian economy. The major challenges existing in the society can be addressed through umbrella terms of financial inclusion and social inclusion. The present study conducts a systematic review of the literature of studies on the topic of financial inclusion and social inclusion. The study concluded that there exists a lot of gaps existing between policies framed for the issues and reality of progress made. Therefore, the study recommends the development of rural tourism which could act as a medium to address both the issues. Also, the study talks about research trends in Bottom of the Pyramid and presents before the researchers and industry practitioners rural tourism as a new industry where the approach could be employed for the economic upliftment of rural people.*

**Keywords:** Financial Inclusion, Social Inclusion, Rural Tourism.

## 1. Introduction to the study

Tourism has since long been considered a leisure activity. The main purpose of tourism has been to seek solace from the busy and hefty schedule of city lifestyle and spend some time for self-development. Further, when the number of tourists started to grow, the governments and policymakers began to identify the economic benefits from the development of tourism. The economic benefit was mainly due to the foreign exchange earnings brought in by the foreign tourists and the consumption expenditure made by the domestic tourists. Thus, as the tourism industry flourished, the economy started to reap the economic benefits and the externalities, such as infrastructure development, development of allied industries, employment opportunities, associated with it. But still, there exist several socio-economic challenges in developing countries such as India. Three prominent socio-economic challenges prevalent in the Indian economy at present are financial inclusion, social inclusion and fewer business opportunities in rural areas. The current government of India since its coming to power in 2015, has taken several initiatives to promote financial inclusions such as Pradhan Mantri Jan Dhan Yojna, Digital India Mission and so on. All these missions and schemes were launched to make the economy more financially inclusive. Similarly, the government has also tried to exchange cultures, values and customs through the interaction of communities by organising fairs and

exhibitions for the same. Although the mission and schemes are working well enough in the rural areas, their effectiveness in rural areas is not so encouraging. The focus of the government has been on providing the people with result such as bank account. Therefore, the effectiveness of such schemes has failed to properly work in a rural environment. Hence, the need of the hour is a means that can automatically address all the three issues prevalent in the economy. Rural tourism can be considered one such means if properly developed.

## 2. Review of Literature

A lot of studies have been conducted which suggests that rural tourism can generate substantive rural development. This helps in lifting the standard of people living in rural areas by providing them with opportunities to earn and spend. The basic roles of the consumer in market economy i.e. to earn, to spend, to save, to invest and as taxpayer could be easily performed if the rural region is developed. Similarly, studies have been conducted in the domain of financial inclusion and social inclusion as well. Before proceeding with the study, it is essential to explore the various concepts to have a better understanding of them. Review of literature is one way to not only have a better understanding of the concept but also to know about the themes and patterns of studies that have been conducted around the topic. It is also essential to know what work has been done and what research gap exists in the studies conducted. For the purpose of carrying out an

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extensive literature review, this section has been divided into two sub-sections.

- ✪ Trends in financial and social inclusion research
- ✪ Trends in Bottom of pyramid approach research

Each segment explores the different papers which have been published in esteemed national and international journals. Sources for collection of research paper and articles:

- ✪ Journals covered in ABDC list
- ✪ Scopus indexed journals
- ✪ WoS indexed journals
- ✪ EBSCO indexed journals
- ✪ UGC CARE listed journals

Each segment provides an in-depth analysis of work that has been done, identified major thematic areas and sub-themes and lists out major conclusions drawn by the researchers in their papers. At the end of each segment, a conclusion is drawn which not draws upon the major research gap that persists in the area and why there is a need to bridge the research gap. After completing an in-depth analysis of every segment, a holistic overview of the literature review is presented highlighting the need for this study and how this study overcomes the research gap that is existent in contemporary and previous studies.

### 2.1 Trends in Financial Inclusion and Social Inclusion research

Financial Inclusion is defined as the level to which components of society have access to financial products and services affordably. It refers to a situation where there exist an availability and equality of opportunities to access financial services. It is the process to remove the barriers that restrict people from accessing and using financial services to make their life easier. It is also called inclusive finance.

Social Inclusion is a process which ensures that the marginalised section of the society who are at risk of poverty and social exclusion are provided the means and opportunities to participate fully in socio-economic activities of the society. It ensures that people living in such marginalised condition have again to better life standards through community interaction and by sharing knowledge about customs, traditions and values.

#### Trends in financial and social inclusion research

The concept of financial inclusion gained the attention of researchers in India in the last decade or so. The focus of government in improving the condition of financial access made it imperative for the researchers to study the extent of financial and social inclusion and suggest ways to achieve it more effectively. A lot of relevant literature exists on financial inclusion and social inclusion and their impact on the economy. An analysis of word count conducted using the Nvivo software on 50 research

papers on financial inclusion and social inclusion highlights that major themes and patterns around which the literature revolves are conceptualisation of financial inclusion and social inclusion, its meaning, importance and ways to achieve the inclusion. The role of technology in financial inclusion and social inclusion is discussed. The trends suggest that major research done in this area is between the period 2009-2015. The following table lists down the theme on which research has been carried out in the domain of financial and social inclusion-

**Table 1 : Top Themes of Research in Domain of Financial & Social Inclusion**

Word	Count	Weighted Percentage (%)	Papers covering the word
Bank	2630	1.45	(Bagli & Dutta, 2012) (Gupta, Chotia, & Rao, 2014) (Joseph, 2014)
Rural	611	0.34	(Bhatia & Kiran, 2016) (Singh & Singh, 2015)
Women	401	0.22	(Bhatia & Singh, 2019)
Social	709	0.39	(Bhatia & Singh, 2019)
Access	573	0.32	(Bagli & Dutta, 2012) (Gupta, Chotia, & Rao, 2014)
Financial	3977	2.20	(Bhatia & Kiran, 2016) (Singh & Singh, 2015) (Bagli & Dutta, 2012) (Gupta, Chotia, & Rao, 2014) (Joseph, 2014)
Inclusion	2073	1.14	(Bhatia & Kiran, 2016) (Singh & Singh, 2015) (Bagli & Dutta, 2012) (Gupta, Chotia, & Rao, 2014) (Joseph, 2014)
Education	668	0.37	(Genc & Genc, 2017)

Source: Author's compilation

The figure below highlights the most recurring top 100 words identified from the research papers analysed in the study.



**Figure 1 Most Frequently Occurring 100 Words in Research Papers in Domain of Financial Inclusion Social Inclusion**

Source: Author's Compilation

(Vaidya, Mahajan, & Garg 2018) conducted district-wise analysis of financial inclusion in the state of Himachal Pradesh. The study identified a gap in the reality of financial inclusion and what is claimed by the government. The study highlighted that education level, demographics, employment level and banking have an impact on financial inclusion level. (Voica, 2017) studied the impact of financial inclusion on sustainable development. The study concluded that financial inclusion can be a way to eradicate poverty far more effectively than any other mechanism. Also, it suggests that Digitalization will prove to be beneficial for financial inclusion. (Joseph, 2014) highlighted that infrastructure hurdles make it difficult to continue with the tools available for financial inclusion. The study inspected on the impact of demographics level of use of financial instruments. The study concluded that financial literacy has an impact on the financial instruments being used by a person.

(Martin & Rabindranath, 2017) critically examined the impact of accessibility of websites of banks and accessibility of financial and banking information as a cause of the digital divide. The study concluded that only a small portion of websites of banking and financial institutions pass the test of accessibility. (Genc & Genc, 2017) suggests that tourism is able to provide more opportunities for the better and wider approach for social inclusion. The study focused on social exclusion and discussed the negatives aspect of failure to include societies with the aim of rural development. (Hussain, Fisher, & Espiner, 2017) studied the impact of the tourism industry on the social and economic changes observed in the people of the study area. Due to the infrastructural development in the transport and technological sector, the road for social inclusion has eased. (Sharma, 2018) carried out a detailed analysis of financial inclusion in the Chamba district of Himachal Pradesh. The study showed that to improve the financial inclusion position of the district, the banking system needs to be improved more.

(Brahmbhatt, 2018) studied the perception and expectation of customer with respect to the service quality of public and private sector banks. The study concluded that in order to retain customers loyalty, the banks should continuously monitor the personal needs of the customers. (Joshil & Rajpurohit, 2016) studied the awareness of the concept of financial inclusion, the schemes associated with it, the tools available to achieve it amongst the rural people. The study concluded that although the government is working consistently for improving the status of financial inclusion, it is yet to impact the understanding of rural people. (Vashisht & A.K.Vashisht) suggested that significant progress has been made in terms of financial inclusion in Himachal Pradesh. Visiting the banks, interacting with bank officials, information gathering through pamphlets and posters of the banks has made the people financially prudent.

(Gupta, Chotia, & Rao, 2014) analysed the extent of financial inclusion across the different states and union territories in India. The study concluded that the level of human development and the extent of financial inclusion is positively correlated. The study also concluded that Himachal Pradesh has a medium level of financial inclusion. (Negi & Sharma, 2014) intended to examine the level of financial inclusion amongst the level of people belonging to the marginalised section of the society. The study lamented on the minuscule use of financial services by the people belonging to the lower section of society. The study suggested that to ensure that banking system works effectively in this area, it should be ensured that the banking system remains cost-effective and offers proper financial products. (Trivedi, 2016) attempted to study the reality of financial inclusion in India. The study concluded that there exists gender restraint in use of financial instruments.

(Mitra & Khan, 2015) examined the scope and coverage of financial inclusiveness across the globe as well as India. The study critically evaluates the performance of the Indian Banking system in spreading financial inclusion to the financial illiterate section of the society. (Singh & Singh, 2015) attempted to study the current trends in financial inclusion in India with reference to Pradhan Mantri Jan Dhan Yojana. The study concluded that although the government and RBI have launched several schemes still there are millions who are yet to have any access to financial services. (Souza, 2018) analysed the role of mobile technology in impacting financial inclusion in India. The study proposed a strategy to involve digitalization amongst the informal sector to promote financial inclusion among them. (Bagli & Dutta, 2012) examined the achievements of Indian states regarding financial inclusion. The study concluded that Himachal Pradesh has a medium level of financial inclusion which can be further improved. (Selvakumar, Mathan, & Sathyalakshmi, 2015) undertook a study to analyse the level of financial inclusion in rural areas. The study concluded that people in residential areas have a medium level of knowledge about banking and financial services. (Bhatia & Singh, 2019) investigates the dimensions of women empowerment, that is, social, political, and economic. Further, the study established the relationship between financial inclusion and dimensions of women empowerment. The result indicated that the PMJDY scheme has been quite successful especially in the case of women in slums and has a positive influence on social, political, and economic dimensions of women empowerment.

#### *The Conclusion from available literature*

The literature highlights several key conclusions. First, the extent of financial inclusion in Indian rural areas is not good. The major work in this regard has been done in developed areas, but the condition is not good in states that are not much developed. Second, social inclusion is

not much of a thought topic in Indian research. Third, policies regarding financial inclusion and social inclusion do not work much in a practical sense. Fourth, financial inclusion coupled with social inclusion has the potential to turnaround the image of a region economically. The entire conclusion can be summarised into a statement that *Financial and Social Inclusion are imperative for rural development*. As rightly pointed out earlier, literature also highlights that, there are flaws in the policies of financial inclusion of the policymakers. There is much more focus on the results such as opening of bank account but less pressure is given on the means to achieve those results. The rural people lack a reason to open bank accounts and use financial service more often owing to less requirement due to limited applications of these resources. The government should make provisions to enable them to sue financial resources more openly, regularly and conveniently. Similarly, strategies regarding social inclusions are not working as required.

Rural Tourism can be an answer to both of the problems discussed above. By providing a means to apply financial resources such as acceptance of digital payments, financial convergence could be achieved among rural people. Also, by inviting society at large, there could be a mutual exchange of customs, knowledge and traditions which could assist in social inclusion at a better rate than teaching about them in classrooms. So, keeping in mind these facts, two prominent questions can be drawn that the literature fails to answer convincingly. First, what should be the best way to channelize financial inclusion through the tourism industry? And Second, which rural tourism product is best capable of promoting social inclusion? This study, therefore, tends to present the best ways tourism can be used to promote financial inclusion more effectively and the possible impact of rural tourism and its products on social inclusion, thereby contributing to rural development.

**2.2 Trends in Bottom of Pyramid research**

*Bottom of Pyramid (BoP)* is an approach that suggests that a lot of business potential can be found amongst the economically weaker section of the society. This approach propounded by C. K. Prahlad refers to BoP as a market-based model of economic development that promises to simultaneously alleviate widespread poverty while providing growth and profits for multinational corporations. An application of this model is that businesses should create a mesh between convenience, that they aim to provide to their top customers, at a low cost so that poor section could enjoy the product to their maximum satisfaction. It could also imply to modify the product offering in such a manner that it changes the dimensions of product to better serve the customers at the bottom of the pyramid. This modification in product offering will directly impact the marketing mix of the businesses. It will alter their pricing strategy and

will impact on promotion strategies as well. Similar circumstances will be faced by the stakeholders working in rural tourism.

**Trends in Bottom of Pyramid research**

Not much of the relevant literature exists on the Bottom of Pyramid approach in the tourism industry. An analysis of word count conducted using the Nvivo software on 50 research papers on the Bottom of Pyramid approach highlights that major themes and patterns around which the literature revolves are conceptualising the bottom of pyramid and understanding how this approach works. The other themes and patterns identified were the consumers that would be part of the bottom of the pyramid on the basis of their income, innovations that would be required in the products or services to change the product offering for such economic class. The interesting take away is that the tourism word does not feature in our list. So, it can be assumed that there has not been given much thought on application of the bottom of pyramid approach in tourism industry. The following table lists down the major areas where research has been carried out under this domain-

**Table 2 Top Themes of Research in Domain of Bottom of Pyramid (BoP)**

Word	Count	Weighted Percentage	Major papers covering the word
Bop	3049	2.29	(Herrera & Alarilla, 2012) (Antúnez-de-Mayolo, 2012) (Hammer & Pivo, 2016) (Ismail & Baloch, 2015)
Business	1595	1.28	(Abraham, 2012)
Poor	798	0.64	(Kapil Dev Regmi, 2017)
Social	610	0.49	(Pervez, Maritz, & Waal, 2013)
Products	990	0.80	(Ismail & Baloch, 2015)
Poverty	435	0.35	(Kapil Dev Regmi, 2017)
Value	394	0.32	(Dent, Ansted, & Aasen, 2018) (Mazambani & Mutambara, 2018)
innovation	322	0.26	(Pervez, Maritz, & Waal, 2013) (Tabeck, Singh, & Kumar, 2018)

Source: Author’s compilation

The following figure is a diagrammatic representation of most recurring 100 words identified from research papers



**Figure 2** Most Frequently Occuring 100 Words in Research Papers in Domain of Bottom of Pyramid (BoP)

Source: Author's compilation

The key conclusion from the literature can be summarised as an overview of the concept of BoP. (Antúnez-de-Mayolo, 2012) examined the role of innovation in serving customers belonging to low-income group. The study addressed the different types of innovations available to the firms and the pros and cons associated with each of the strategies. (Ismail & Baloch, 2015) examined the behaviour of consumers belonging to the lower -income group with respect to branded personal care products via shopping and brand preference, personalized relationship and word of mouth. The study concluded that the bottom of pyramid market tends to avoid purchasing the product based on publicity, although they end up purchasing a product if they wish to.

(Seng, Sum, & Mahfar, 2015) explored the ways to market the products to the consumer group at the bottom of the pyramid. The study was carried out as a literature review and proposed strategy for the same. (Mazambani & Mutambara, 2018) addressed the failures of the initiatives to eliminate poverty. The study concludes that sustainable business-led poverty alleviation is achievable when low-income customer perspectives are captured in the business solutions aimed at addressing the foundational causes of poverty. (Morais-da-Silva, Nobre, & Orsiolli, 2018) analysed the performance of companies and their contribution to the mechanism of sustainability. The study concluded that such companies have importance for economic and social sustainability but lack concern for environmental sustainability. (Abraham, 2012) concluded that to ensure that business within the lower-income group consumer is profitable, one needs to address the issues surrounding the macroeconomic and business climate in a country. The study also explored certain business models that have been successful in profitable providing services in this segment.

(Tabeck, Singh, & Kumar, 2018) tried to understand innovations for Bottom of Pyramid markets and their

adoption with the help of a decade of research papers and systematically consolidate the findings. (Pervez, Maritz, & Waal, 2013) developed a conceptual framework to testify and formulate a model for identifying the success criteria to determine innovations in the market belonging to the bottom of pyramid consumer group. (Mason, Chakrabarti, & Singh, 2013) studied the impact that the bottom of the pyramid markets can have on initiatives that would assist in eliminating poverty. (Dent, Ansted, & Aasen, 2018) conducted a review of sixty case studies to testify the BOP-centric strategies followed by different companies. The research suggested that the role of the poor, the industry, BOP-appropriate business models and the partnerships influence the development and the success of the BOP businesses. (Raj & Aithal, 2018) conducted a literature review of articles on strategies through which businesses can market themselves to the consumers in the bottom of the pyramid group.

### *The Conclusion from available literature*

As rightly pointed out by various authors in their studies, there exists a potential market for products and services amongst the economically poor section of the society. Since its practical applicability has not been tested in terms of various industries especially about the tourism, there exist several unanswered questions that could potentially change the scenario of tourism industry in the long run. A person belonging to the low-income group does not have the same aspirations with respect to products and service being offered as compared to a high-income consumer. Thus, basic infrastructure development at unexplored tourist destinations could motivate them to visit such places.

### **3. The Rationale of the study & future scope**

The systematic review of literature highlights the major challenges associated with the missions of the government and how these challenges could be better addressed. The first section could be summarized as the failure of existing measures and schemes to effectively promote financial and social inclusion in the rural regions of the country. The Banking system has been the go-through channel for the government to promote financial and social inclusion. But the literature highlights that the existing policies lacks the means to achieve the desired results of the schemes. Rural tourism, therefore could act as the required means which can persuade rural people to use financial instruments. Whether it is use of bank accounts for storing their income generated, or use of instruments such as digital payment or obtaining loans through organized structures, rural tourism could thereby provide an opportunity for rural people. In rural areas, people would be persuaded to the use financial services to lure the customers to them or use it as a competitive advantage. Similarly, rural tourism can also be a useful channel to promote social inclusion in society. By providing a place to know about the local customs,

values and food habits; by providing a place to stay close to nature, rural tourism would facilitate the exchange of everything a place to offer between people of various ethnic, religious, economic or demographic backgrounds. Since India is a diverse country, therefore the potential to exchange information is limitless and everlasting. The third issue discussed was the lack of opportunities amongst rural areas. Rural tourism can act as an alternate avenue for earning revenue to rural people. Rural tourism would require trained personnel who could be used in other allied services as well. Since India has a lot of rural areas, thus, a lot of business opportunities also exist within the rural people. Even if one decides that rural tourism development could solve the problem, but there are still certain questions that need to be answered for effective strategy implementation. First, what should be the best way to channelize financial inclusion through the tourism industry? Second, which rural tourism product is best capable of promoting social inclusion? and last, Does technology in tourism industry better assist in fulfilling the objective of financial and social inclusion? Only after these questions have been addressed, a proper strategy for the development of rural tourism can be formulated and the associated benefits could be enjoyed to the fullest.

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## Tourism Management in UTs of J & K and Ladakh Post Abrogation of Article 370 of Indian Constitution

G. G. Saxena & Ambuj Saxena

### Abstract

*Abrogation of Article 370 by the Central Government led by Prime Minister Narendra Modi on 9th August 2019 is a big step in Indian History. Many sections of the media, general population and International community have welcomed the historic step in the hope that the northernmost state of India will part with the violence witnessed since independence and witness a development story unfold for Jammu and Kashmir citizens. Tourism will hold the biggest component for the development of the state and will be the easiest to achieve in the short term if certain conditions are set in place. These conditions are important to identify and the previous precedents in other states need to be learnt from, in order to accelerate the growth story of Jammu and Kashmir. This paper delves into the bureaucratic obstacles that need to be overcome and present ideas for a flourishing Tourism Development story of Jammu and Kashmir post-Abrogation of Article 370.*

**Keywords:** Tourism Development, Jammu and Kashmir, Ladakh, Article 370, Film Tourism, Tourism Infrastructure, Bureaucracy.

It was a historic announcement that the Central Government promulgated 'the Jammu and Kashmir Reorganisation Act, 2019' and abolished Article 370 & 35A thereby removing special rights that Jammu and Kashmir enjoyed under the Indian constitution. The State of Jammu and Kashmir is bifurcated into two Union Territories (UTs) one as Jammu and Kashmir with an Assembly, at par with the status of Puduchery UT, and second as Ladakh UT without an Assembly, at par with Andaman Nicobar UT, with area comprised of Districts of Kargil and Leh while area of J & K UT remains existing area of the State of J & K (which includes POK area) minus area of newly created Ladakh UT. As per Notification number S.O. 2889(E) dated 9th August, 2019 this arrangement will come into force with effect from 31st October 2019.

Both UTs shall be governed under Article 239A of Indian Constitution by one Lieutenant Governor who will be a Representative of the President of India and working under supervision of the Ministry of Home Affairs, Govt. of India (MHA, GoI). Here, it is worthwhile to mention that status of UT of J & K shall not be at par with National Capital Territory (NCT) of Delhi which is, though UT with an Assembly is given special status as National Capital with more financial powers to be a model for other UTs and is governed under Article 239AA of the Constitution.

### Legal Angle

Legally speaking, there is no direct relationship between abrogation of Article 370 & 35A and development of tourism in J & K State except that after removal of special status of J and K state, big investors of India from outside J and K State may legally buy land in the state and create huge infrastructure which is very necessary to give impetus to tourism.

Tourism is generally treated as 'peace time activity'. Since 1950 to 1990 Kashmir valley had reasonably good tourism arrival as there was relatively less terrorism. There are hundreds of Bollywood films which were shot there and popularised various destinations like Gulmarg, Pahalgam, Patni, Srinagar with Dal Lake and Shikaras as iconic destinations

In recent years, with terrorism on its height due to support of neighbouring country, too, the Valley witnessed a low domestic and foreign tourists' arrival with approximately 9, 12.5, 12 and 8.5 lac, in the years 2015, 2016, 2017 and lowest in 2018 despite a number of promotional events by various tourism stakeholders from India and abroad. Besides this, other development activities were almost at a halt in recent years and this may be one of the main reasons that Central government had to resort to abrogation of the said Article in J and K State. Central Government seems to be determined to make plans for

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overall development including that of tourism in the area and same may be gauged from discussion in Cabinet meetings for implementation of Central Schemes in the State alongside the steps taken for normalcy to return in the Valley.

### **Safety and Security of Tourists in J&K**

Most important factor to boost tourism in the Valley is to provide safety and security for common man and tourists. Direct intervention of Central Government, presence of paramilitary forces with least interference from the separatists and local politicians having vested interests may work as 'confidence building measures' for common people living here and incoming tourists in the Valley.

### **Tourism Stakeholders' Views**

All stakeholders have commented positively about prospects of overall development including tourism in the newly constituted UTs. As per print media reports, the travel and tourism industry welcomed the Centre's move to make the two regions separate UTs but it will be a long road ahead in terms of development. Representative of Hotel and Restaurant Association of Western India (HRAWI), welcomed the government's move because "almost 50-60 per cent of the total population of Jammu & Kashmir is directly and indirectly engaged in hospitality and tourism or related ancillary related activities and therefore tourism contributes about 15 per cent to state GDP. It was added that "This move of the government will bring in more investment in all sectors, i.e., industry, private and public educational institutions, construction of roads and last mile connectivity to approach tourism destinations." Representative of Yatra.com said, "The situation in Kashmir will have a short- to medium-term impact on the number of people travelling to the valley. MakeMyTrip Representative was of the view that "With a rising hope that novel initiatives would be taken to elevate the current tourism graph to greater heights leading to better employment opportunities within the tourism and allied sectors,"

Some Stakeholders opined that the central government can encourage business to invest in Jammu & Kashmir, and in Ladakh, now with a long-term view. There is likely shortage of hotel rooms as tourism arrival will increase; the same may be taken care of by encouraging 'home stays or BnBs' with more incentives and simplified regulations. Other tourism stakeholders, too, commented that such move will have a positive impact and attract more tourists in the Valley provided the situation normalises in area.

### **UT of J & K Scenario**

Positive impact on Tourism will depend upon ensuring synergy between UT elected government on one hand and the central government on the other hand. It is clarified that "Tourism and Hospitality" matter falls in

'transferred subject' under Transaction of Business Rules of the UT of J & K and will be under control of elected UT Government instead of being under direct control of LG or Centre. Unless both UT and centre work in tandem, fast development of tourism and hospitality will be a distant dream. Also, it is very likely that the elected Government in UT may not have same political ideology with the Centre. It may become a blame game between UT and Centre as was recently witnessed between NCT of Delhi and the Centre. However, here challenges are very many and reputation will be at stake for both Governments to deliver on the ground. It will be primary concern of the Centre that terrorism is kept at bay and to ensure fast development in all sectors.

If resolve of political party in power in the centre is to be given credit, solid and visible steps will be taken to implement the old and new schemes pending in the J and K. Draft Tourism Policy of J and K which had been on paper only can now be given impetus as LG may ensure to implement the guidelines laid down in it. As per decision of the Centre, it is learnt that about Rs.1000 crore is kept as package for developing all sectors in J and K. This money can now be utilised under direct supervision of Central Government through LG who in turn will get the bureaucracy to show results. There is less likelihood of 'rampant corruption' in this system as leakage of funds will be curtailed to a great extent under changed scenario.

The Valley needs appropriate infrastructure like roads, industries, more institutions for skill training and education, tourism amenities, last mile connectivity with huge financial funding by public as well as private sectors. By bringing normalcy in the area, tourism will automatically get an impetus as the Valley has huge natural potential.

There are some invisible obstacles in utilisation of Central Funds, as pointed out by some IAS officers of AGMUT (Arunachal Pradesh, Goa, Mizoram and UTs) Cadre. It is pointed out that the Government of India must assess the capability and positive attitude of its own officials sitting in Centre (UT Division of MHA), whether they are capable of visualising aspirations of locals for fulfilling political will of the Centre and UT. As per experience of working as IAS officer in AGMUT Cadre, there are potentially dangerous risks of even innocuous Hits and Errors. While negative results over a period of time can be addressed in peaceful UTs, the Administration in these UTs, can hardly afford this mistake as the area is situated next to the international border.

### **UT of Ladakh scenario**

The tribes in Ladakh presently have limited means of livelihood, poor roads, impossible telecom and internet connectivity, undeveloped markets for their produce and low employment opportunities. The proximity of the India-Pakistan-China border and other factors related to its isolation make its people more vulnerable.

Now, it will all depend upon political will of the central government as to how much importance it gives to tourism development in Ladakh region. It may develop its own 'tourism policy for Ladakh' as had been done in case of UT of Andaman Nicobar Islands. The Homestays in Ladakh could be a wonderful example to give thrust to tourism to attract tourists who wish to stay with locals and enjoy exchange of culture. One of the former J & K bureaucrats mentioned that the LG will have powers to administer the Ladakh UT in the name of President of India. Ministry of Home Affairs is the administrative authority in MHA for matters related to Ladakh. Like Andaman and Nicobar UT, the Central Government may make plans for development and promotion of tourism without any effective interference from erstwhile local politicians with vested interests. In fact, under the elected Government of J and K, Ladakh and even Jammu was being completely ignored for development and State funds were generally utilised, or for that matter, mis-utilised for Kashmir only. The MHA, LG and Chief Secretary will decide on issues related to tourism and Hospitality based on financial budget provided to this UT.

### Way Forward

In view of popularity of film shooting locations, 'Film Tourism' may continue to be a niche Tourism with an eye on 'High End Tourism' as a Policy. While Home Stays/ BnBs especially in rural areas need to be more encouraged in UT of Ladakh, this concept is to be integrated with tourism management plan for J & K as tourists may like to experience local traditions and authentic local cuisines. New Regime should give significant incentives like financial subsidy / interest-free loans and exemptions from GST and other charges for aspirants of home owners who wish to create BnBs or home stays in their existing homes. There is necessity of creating Tourism Police Establishment with participation of local residents as Special Police Officers and Guards to provide personal safety of guests near tourism places, Air Ports, Railway Stations Bus Stations, Taxi Stands, market areas

### Formation of Tourism Monitoring and Implementation Committee

There is lot of difference between allocating funds through Central Packages and actual implementation of same on the ground. If all stakeholders synergize their efforts with Central Government at top, development of Tourism will certainly take place in the Valley. Need of the hour is that the central government should constitute a 'Monitoring and Implementation Committees' in all important sectors like urban infrastructure, PWD, tourism, MSME and Skill

Development etc. 'Tourism Management Monitoring and Implementation Committee' under Lieutenant Governor of J and K and Ladakh may comprise of following stakeholders from Public and Private Sectors:

1. LG of UT in chair
2. Chief secretary
3. Joint Secretary\* (MHA GoI)
4. Joint Secretary\* (Min of Tourism GoI)
5. Joint Secretary\* (Min of Skill development GoI)
6. Representative of NITI Aayog\*\*
7. Secretary Tourism UT Member Secretary and Convenor
8. MD Tourism Corporation of UT
9. Two Representatives of All India Tourism Federations
10. Two Experts of UT, One academician from a University and one Expert of Tourism from UT

There may be Quarterly Meetings to monitor and implement Tourism schemes after finalising tourism policy separately for UT of J & K and Ladakh.

\* Or it's Representative.

\*\* Andaman Nicobar is being developed with intervention of NITI Aayog.

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# Economic Impacts of Tourism Upon the Quality of Life of Residents of Anand District of Gujarat State

Subhashish Mishra & Amar Deshpande

## Abstract

*Tourism, as we understand today, is a global industry. It is an important economic activity the world over. It not only contributes directly to the nation's economy but it also has significant linkages with several other sectors like agriculture, animal husbandry, handicrafts, construction, transportation, entertainment etc. The income from overall export of inbound tourism, including passenger transport, exceeded USD 1075 billion in 2012. Globally, tourism accounts for as much as 30 percent of the world's export of commercial services and 6 percent of overall exports of goods and services. The tremendous positive impact created by tourism sector has enforced various nations to increase their efforts in developing their tourism sector and gear up to capture as much as possible the ever escalating international tourism market. Now we can see tourism will not be stopped (at least not in a free and democratic society), out judicious planning laws negative controls and positive incentives can help to control where tourists go, and spread what is bound to be an increasing tourist load. Residents have both positive and negative perceptions towards tourism impacts in their community. From a general point of view, it seems clear that the host community acknowledges the economic benefits of tourism. The cultural and social benefits are also perceived as an advantage by residents, but to a low degree. Positive social impacts included increase of social interaction with pilgrims and tourists, reduction of migration, Increase of sense of security, friendly communication with nearby villages, and reduction of social conflicts in the village.*

*Thus tourism can improve the quality of life in an area by increasing the number of attractions, recreational opportunities, and services. Tourism offers resident's opportunities to meet interesting people, make friendships, learn about the world, and expose themselves to new perspectives. Experiencing different cultural practices enriches experiences, broadens horizons, and increases insight and appreciation for different approaches to living.*

**Keywords:** *Tourism, Tourist's Perception, Economic Impact & Quality of Life.*

## Introduction

The first conscious and organized efforts to promote tourism in India were made in 1945 when a committee was set up by the Government under the Chairmanship of Sir John Sargent, the then Educational Adviser to the Government of India (Krishna, A.G., 1993). Thereafter, the development of tourism was taken up in a planned manner in 1956 coinciding with the Second Five Year Plan. The approach has evolved from isolated planning of single unit facilities in the Second and Third Five Year Plans. The Sixth Plan marked the beginning of a new era when tourism began to be considered a major instrument for social integration and economic development.

But it was only after the 80's that tourism activity gained momentum. The Government took several significant

steps. A National Policy on tourism was announced in 1982. Later in 1988, the National Committee on Tourism formulated a comprehensive plan for achieving a sustainable growth in tourism. In 1992, a National Action Plan was prepared and in 1996 the National Strategy for Promotion of Tourism was drafted. In 1997, the New Tourism Policy recognizes the roles of Central and State governments, public sector undertakings and the private sector in the development of tourism were. The need for involvement of Panchayati Raj institutions, local bodies, non-governmental organisations and the local youth in the creation of tourism facilities has also been recognized.

## An Overview of Anand & its tourism attractions:

Anand district, the name that has been inscribed in golden letters in the history of modern India because

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of White revolution and the largest co-operative sector development, was basically part of the Kheda district. It's only in 1997 when Anand got its existence. So the history of the Anand district is not so old but yes as a part of "Charotar" (Another name of the Kheda district in vogue) it has very vast and rich legacy. Anand is also called "Charotar" as it's the home of goodly land, a tract of the most fertile and well tilled soil. Even the dialect spoken by the people inhabiting here is called "Charotari". The word "Charotar" is derived from the Sanskrit word "Charu" meaning beautiful. The land is fertile and Green with vegetation and so it pleases the eye and is called Charotar tract. Though the entire area is prosperous and productive, some parts of the Khambhat Taluka and Tarapur Taluka called "Bhaal" region is having problems of agricultural productivity because of the saline land and sea coast effect. But the wheat of "Bhaal" region is very famous because of its superior quality.

Places of interest include Bochasan, Vadtal, Anand, Borsad, Khambhat, Tarapur, Piplav etc. mainly for pilgrim tourism, depicts mainly Hinduism including Sanatan Dharma.

### Review of Literature

**K Rajasekharan Nayar, K Mohandas and Muhammed Shaffi (2015)** stated Massive footfalls at pilgrim towns increase the risk of major accidents and disrupt the local ecology. From a public health point of view, communicable diseases can be considered as a major problem inherent in mass gatherings, especially when large numbers of people congregate in small areas for a short duration. This is typical of many religious events such as the Kumbh Mela, annual pilgrimage to Sabarimala.

**Sandra María Sánchez Cañizares; Julia M. Núñez Tabales and Fernando J. Fuentes García (2013)** concluded In order to ensure the success of tourism development plans in a geographic area, it is vital to take into account diverse groups of stakeholders; and especially the perceptions and attitudes of the local community regarding the impact of tourism development from an economic, socio-cultural and environmental point of view. In this study, they analysed the perceptions and attitudes of the inhabitants of the island of São Vicente in the Cape Verde archipelago.

**Mehdi Pourtaheri, Khalil Rahmani & Hassan Ahmadi (2012)** said that pilgrims and religious tourists are strongly influenced in rural areas, but the social aspect of pilgrimage and religious tourism had the largest impacts on rural households. Positive social impacts included Increase of social interaction with pilgrims and tourists, Reduction of migration, particularly for young people, Increase of sense of security, Friendly communication with nearby villages, and Reduction of social conflicts in the village.

**Kartick Chakraborty, Dipankar Chatterjee and Arnab Das (2012)** concluded that if the host in a tourist centre is one major component, the other complimentary components is the tourists or the guests. Interaction between host and guest is a key element in the total number of components of socio-cultural impacts, effecting various changes to the hosts' life style, traditions, norms, habits, beliefs and values

**Milan Ambro (2008)** said that the empirical study proves that perceptions of tourism development by local residents are based on what kind of tourism they prefer and what its impacts are. Place attachment represented by natural environment quality, tourism and leisure facilities and length of residency play a significant role in their perceived tourism development. In his model, the relationship between negative impacts, cultural change impacts, service accessibility, place satisfaction, quality of living and safety of living and tourism development is not significant, and that proves that local residents are more supportive of tourism development when they are newcomers and when they clearly perceive positive tourism impacts.

**Mohammed I. Eraqi (2007)** concluded that tourism development in Egypt has not only contributed to economic benefits in terms of job creation and has not only increased investment and development projects to the Egyptian local tourist destinations but also has resulted in soiciocultural benefits of an increase in national income, more positive cultural exchange, and yielding positive economic impacts on local businesses.

**(Prospects and Problems of Tourism; Geography of Tourism in India ; MODULE - 10-B ; assessed on 10/02/2020)**

Prospects and Problems of Tourism article summarized that India's share in world's tourism is still very low both in the number of tourist arrivals and in foreign exchange earnings. Tourism accounts for our third largest export item in the country's foreign trade in terms of earnings. Tourism industry creates new jobs at a faster pace and with relatively low investment. It tones up the economy and quality of life in under developed areas as are the geographically isolated tracts in the mountains. International tourism promotes the export of invisible products without sending them out of India, in the form of hospitality service rendered to tourists during the stay in our tourist areas. They also carry many of our fanciful articles like handicrafts, without incurring any cost of their transport or advertisement by us. Cash earning from the stay of foreign tourists makes up our unfavourable balance of trade. The natural environment and heritage sites remain a source of attraction as long as these are not damaged beyond control from their degradation or pollution. Massive tourist traffic, unless regulated creates these mal-effects. Tourist carrying capacity of a resort needs to be matched to minimise the inconveniences of

local people during the period of tourist rush. Youths of the host area are also to be saved from cultural alienation by blindly initiating the lifestyle of foreigners during days of reckless massive tourism

### Objectives

The proposed study has following objectives:-

1. To understand the economic impacts of tourism upon the quality of life of residents of Anand.
2. To verify the socio cultural impact of tourism upon the quality of life of residents of Anand.
3. To assess the impact of tourism on residents satisfaction with living conditions
4. To access the residents' satisfaction with health & safety conditions due to tourism.

### Hypothesis

The proposed study has following hypotheses:-

- H<sub>01</sub>: Residents' life satisfaction in general is a positive function of their perceptions of the benefits of the economic impact of tourism
- H<sub>02</sub>: Residents' life satisfaction in general is a positive function of their perceptions of the benefits of the socio-cultural impact of tourism
- H<sub>03</sub>: Respondents having all tourism related jobs are more satisfied with Health & Safety Conditions in comparison to those who are not fully involved in tourism related jobs

### Importance of the Study

This study investigates how tourism affects the quality of life (QOL) of residents in tourism destinations that vary in the stage of development. The proposed model in this study structurally depicts that satisfaction with life in general derives from the satisfaction with particular life domains. Overall life satisfaction is derived from material well-being, which includes the consumer's sense of well being as it is related to material possessions, community well-being, emotional well-being, and health and safety well-being domains. The model also points that residents' perception of tourism impacts (economic, socio-cultural) affects their satisfaction of particular life domains. Lastly, this study investigates that tourism development stages moderate the relationship between residents' perception of tourism impacts and their satisfaction with particular life domains. Thus, the study suggests that the proposed model should be further tested and verified using longitudinal data.

### Scope of the Study

The potential contribution of this study can be seen from both theoretical and practical perspectives:

**Theoretical advancement in tourism study:** This study contributes to a theoretical advancement in the field of tourism by proposing a model to explain the effects of

the interaction of elements important to individuals and their perceptions of the impact of tourism on their life satisfaction. It adds to existing knowledge by creating a model that explains factors regarding how individuals' perceptions of tourism impacts vary according to the destination development stage, the factors which influence the particular life domains, and the factors which subsequently affect individuals' life satisfaction.

### Practical application for the tourism-planning program:

The findings of this study will aid in the planning of strategic development programs for tourist destination like Anand for all religious based tourism. The model can be helpful in understanding factors that influence the quality of life of residents in the tourism community. An understanding of what is important to the individuals within a community will assist resource planners to preserve that which is most valued.

Therefore, even though residents perceive a positive impact of tourism associated with their life satisfaction in the maturity stage that might not last long. Such a feeling may turn quickly into negative perceptions. So, tourism developers should plan a strategy that has residents start to perceive positive impact of tourism in the beginning stage of the development in order to fully recognize the economic & socio cultural impact of tourism in the growth stage.

### Sources of Information

The study conducted with the primary, secondary and other qualitative inputs that identify and examine the impact of tourism on quality of life. Research has to rely hereby on the field survey techniques, i.e. questioners, interviews and observations as well as published and unpublished reports & records, journals, periodicals, newspapers and magazine to collect primary and secondary data. Information regarding sources is given below in detail:

#### Primary Sources

The primary information has been gathered from households of Anand District. A well structured questionnaire was administered to collect the information about impact of tourism on their quality of life.

#### Secondary sources

Adequate secondary sources have been searched for the study. The secondary sources of information have been gathered from the following:

- A. Annual reports of Tourism industry
- B. Journal, magazines, newspapers

#### Techniques of Gathering Information

The survey has been conducted with the help of questionnaires specially designed for the study. To collect the in-depth information about the impact of tourism on

quality of life, 5-point likert scale starting strongly agree to strongly disagree has been used.

### Sampling

The sample of 360 households has been selected by stratified and purposive sampling technique to include all types of households of Anand.

### Analysis of Data

These primary data so gathered has been tabulated analyzed and interpreted with the help of appropriate analytical methods. Editing was done for having complete, accurate and consistent data. After this, the data was coded numerically so that groups could be made with similar characteristics. Once the data had been checked, they were arranged in a form that enabled it to be analyzed. Quantifiable data from the questionnaires was coded into the Statistical Package for Social Sciences (SPSS 15.0) for analysis. SPSS 15.0 was selected because it was considered to be user-friendly. Statistical techniques were then employed to analyze the data collected from the survey. Both descriptive and inferential statistics were used as tools of evaluation in the data analysis. The sample frequency was used to make statistical inferences about views of respondents towards eco friendly practices. The data was analyzed using different methods i.e. Mean, standard deviation, trend analysis etc. Student's t test was used to test the hypotheses. A brief discussion on the statistical techniques chosen for this research and the rationale behind them is presented below.

### Demographic Profile of Respondents

This section of chapter will deal with the demographic profile of respondents i.e. Age, Gender, Educational Qualification, Area of Residence, marital Status, Occupation, Monthly Income etc.

#### 1. Gender of Respondents

Maximum numbers (N=263, Percentage=73.06) of respondents were male and rest 26.94% respondents were female.

#### 2. Age of Respondents

Maximum numbers (N=176, Percentage=48.89) belong to the age group of 41 – 60 years followed by 44.44% (N=160) respondents who belong to the age group of 21 to 40 years. 6.67% (N=24) respondents were from age category of up to 20 years.

#### 3. Household Income of Respondents

Majority of respondents (N=298, Percentage=82.78) are having household income between Rs. 40,001 to 60,000 followed by More than Rs. 60,000 (N=62, Percentage=17.22).

#### 4. Tourism Related Job of Respondents

Maximum number of respondents (N=206, Percentage=57.22) are involved in all types

of tourism related jobs followed by some jobs (N=60, Percentage=16.67) and a little jobs (N=56, Percentage=15.56). 5.56% respondents (N=20) are having lots of jobs related to tourism while 5% respondents (N=18) are not involved in any tourism related jobs.

### Economic Impact of Tourism on Quality of Life of Respondents

Respondents were requested to share their level of agreement for various statements. The degree of agreement towards statements was set from 1 to 5 (5 denotes the strongly agree, whereas, 1 is the strongly disagree).

In addition following criteria is used for analysis part:-

- The score among 1.00-1.80 means Strongly Disagree
- The score among 1.81-2.60 means Disagree
- The score among 2.61-3.40 means Neutral
- The score among 3.41-4.20 means Agree
- The score among 4.21-5.00 means Strongly Agree

The analysis summaries the agreement level of respondents towards 15 statements.

It can be observed that respondents are strongly agree with the statements that Real estate prices in the community have increased because of tourism (Mean Score=4.47), the benefits of tourism to the community outweigh its costs (Mean Score = 4.25), Tourism creates employment opportunities for residents in the community (Mean Score = 4.23) and The cost of living in the community has increased because of tourism (Mean Score = 4.21). The residents of Somnath are agreed to points that Tourism brings important economic benefits to the residents of the community (Mean Score = 3.90), Tourism brings more investment to the community's economy (Mean Score = 3.66), Tourism helps National Government generate foreign exchange earnings (Mean Score = 3.88), Tourism generates tax revenues for Local Governments (Mean Score = 4.00), Tourism helps improve the economic situation for many residents in this community (Mean Score = 3.72), Local business benefits the most from tourists (Mean Score = 3.41) and The prices of many goods and services in the community have increased because of tourism (Mean Score = 3.85).

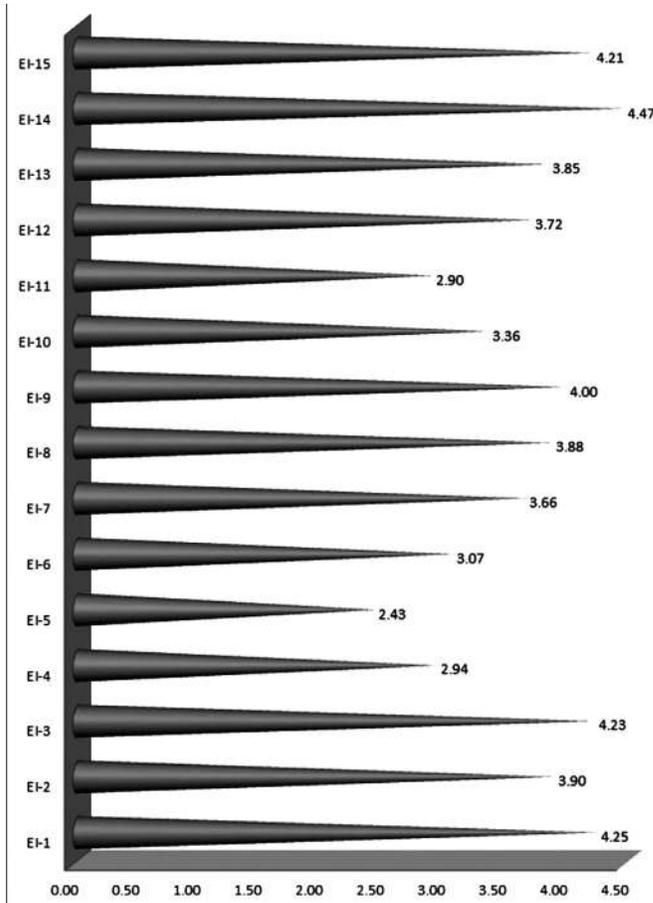
For few of the statements respondents hold neutral opinion, it means they are neither agree nor disagree with the statements that Tourism provides desirable jobs in the community (Mean Score = 2.94), , Our standard of living has increased due to tourist spending in the community (Mean Score = 3.36) and Tax revenues from tourism and used to improve roads, highways, and public services for residents (Mean Score = 2.90). Respondents showed disagreement with the statement that one of the most important aspects of tourism is that it creates a variety of jobs for the residents in the community (Mean Score = 2.43).

In conclusion it can be inferred that tourism has significant impact on economic life aspects of residents of Somnath. If we talk about positive aspects the tourism has increased employment opportunities, economic benefits, tax, foreign exchange earnings, investment opportunities, local business and economic situation but on the counter side as a negative the tourism has increased prices of goods, cost of living, and real estate prices. It is also a negative impact on quality of life of respondents that instead of creation more employment opportunities the residents are not getting desired jobs due to the increment in tourism.

**Table1. Economic Impact of Tourism on Quality of Life of Respondents**

S. No	Statement	Mean Score	Level of Agreement
EI-1	The benefits of tourism to the community outweigh its costs.	4.25	Strongly Agree
EI-2	Tourism brings important economic benefits to the residents of the community.	3.90	Agree
EI-3	Tourism creates employment opportunities for residents in the community.	4.23	Strongly Agree
EI-4	Tourism provides desirable jobs in the community	2.94	Neutral
EI-5	One of the most important aspects of tourism is that it creates a variety of jobs for the residents in the community.	2.43	Disagree
EI-6	Local business benefits the most from tourists.	3.41	Agree
EI-7	Tourism brings more investment to the community's economy.	3.66	Agree
EI-8	Tourism helps National Government generate foreign exchange earnings.	3.88	Agree
EI-9	Tourism generates tax revenues for Local Governments.	4.00	Agree
EI-10	Our standard of living has increased due to tourist spending in the community.	3.36	Neutral
EI-11	Tax revenues from tourism and used to improve roads, highways, and public services for residents.	2.90	Neutral
EI-12	Tourism helps improve the economic situation for many residents in this community.	3.72	Agree
EI-13	The prices of many goods and services in the community have increased because of tourism.	3.85	Agree

EI-14	Real estate prices in the community have increased because of tourism.	4.47	Strongly Agree
EI-15	The cost of living in the community has increased because of tourism.	4.21	Strongly Agree



**Chart 1: Economic Impact of Tourism on Quality of Life of Respondents**

**2. Socio Cultural Impact of Tourism on Quality of Life of Respondents**

To serve this objective, respondents were requested to share their level of agreement for various statements. The degree of agreement towards statements was set from 1 to 5 (5 denotes the strongly agree, whereas, 1 is the strongly disagree).

In addition following criteria is used for analysis part:-

- The score among 1.00-1.80 means Strongly Disagree
- The score among 1.81-2.60 means Disagree
- The score among 2.61-3.40 means Neutral
- The score among 3.41-4.20 means Agree
- The score among 4.21-5.00 means Strongly Agree

The analysis is presented table 2, which summaries the agreement level of respondents towards 16 statements related to socio cultural impact of tourism.

The residents of Anand are strongly agreed that Tourism has increased residents’ pride in the local culture in the community (Mean Score = 4.53), but they are agreed to the statements that Tourism has resulted in unpleasantly overcrowded parks for local residents (Mean Score = 3.47), Because of tourism, roads and other local services are well maintained (Mean Score = 3.57), Tourism helps keep culture alive and helps maintain the ethnic identity of the local residents (Mean Score = 3.65), Meeting tourists from all over the world is definitely a life enriching experience (Mean Score = 3.87), The cultural exchange between residents and tourists is valuable for the residents (Mean Score = 3.47), The cultural exchange between residents and tourists is pleasant for the residents (Mean Score = 3.44), and I would like to meet tourists from as many countries as possible in order to learn about their cultures (Mean Score = 3.70).

Respondents are neither agreed nor disagreed that Tourism has resulted in unpleasantly overcrowded hiking trails for local residents (Mean Score = 3.15), Tourism has resulted in unpleasantly overcrowded shopping places for local residents (Mean Score=3.29), Increased

tourism provides more recreational opportunities for local residents (Mean Score=3.03), Tourism is a major reason for the variety of entertainment in the community (Mean Score=3.25), Tourism encourages a variety of cultural activities for local residents (Mean Score=3.23) and The commercial demand of tourists causes changes in the style and forms of traditional arts and crafts, Tourism encourages residents to imitate the behaviour of the tourists and relinquish cultural traditions, Tourism causes the disruption of traditional cultural behaviour patterns in local residents. (Mean Score=2.94). Respondents are disagreed to the points that during the peak tourist season, I find it harder to get tickets for the theatre, movies, concerts, or athletic events (Mean Score=2.42), and Tourism contributes social problems such as crime, drug abuse, prostitution, and so forth in the community (Mean Score=2.19).

In a summary it can be observed that tourism has both positive and negative impact on socio cultural life of Anand’s residents. As a positive impact the tourism has given an opportunity of cultural exchange with tourists and it is also helping them in maintain their ethnic identity. Tourism has increased residents’ pride in the local culture in the community and because of tourism roads and other local services are well maintained. If we focus on negative aspects the tourism has increased crowd in public places, and it is not giving recreational opportunities to local residents.

**Table 2: Socio Cultural Impact of Tourism on Quality of Life of Respondents**

S. No.	Statement	Mean Score	Level of Agreement
SI-1	During the peak tourist season, I find it harder to get tickets for the theater, movies, concerts, or athletic events.	2.42	Disagree
SI-2	Tourism has resulted in unpleasantly overcrowded hiking trails for local residents.	3.15	Neutral
SI-3	Tourism has resulted in unpleasantly overcrowded parks for local residents.	3.47	Agree
SI-4	Tourism has resulted in unpleasantly overcrowded shopping places for local residents.	3.29	Neutral
SI-5	Tourism contributes social problems such as crime, drug abuse, prostitution, and so forth in the community.	2.19	Disagree
SI-6	Increased tourism provides more recreational opportunities for local residents.	3.03	Neutral
SI-7	Because of tourism, roads and other local services are well maintained.	3.57	Agree
SI-8	Tourism is a major reason for the variety of entertainment in the community.	3.25	Neutral
SI-9	Tourism has increased residents’ pride in the local culture in the community.	4.53	Strongly Agree
SI-10	Tourism encourages a variety of cultural activities for local residents.	3.23	Neutral
SI-11	Tourism helps keep culture alive and helps maintain the ethnic identity of the local residents.	3.65	Agree
SI-12	The commercial demand of tourists causes changes in the style and forms of traditional arts and crafts. Tourism encourages residents to imitate the behavior of the tourists and relinquish cultural traditions. Tourism causes the disruption of traditional cultural behavior patterns in local residents.	2.94	Neutral
SI-13	Meeting tourists from all over the world is definitely a life enriching experience.	3.87	Agree
SI-14	The cultural exchange between residents and tourists is valuable for the residents.	3.92	Agree

SI-15	The cultural exchange between residents and tourists is pleasant for the residents.	3.44	Agree
SI-16	I would like to meet tourists from as many countries as possible in order to learn about their cultures.	3.70	Agree

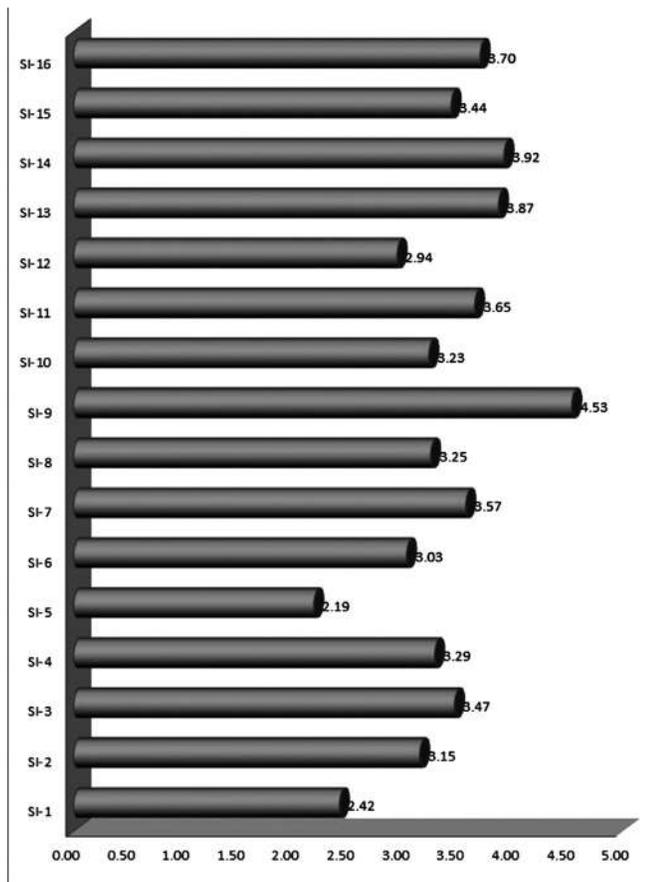


Chart 4.3: Socio Cultural Impact of Tourism on Quality of Life of Respondents

### 3. Impact of Tourism on Respondents Satisfaction with Living Conditions

To measure the Respondents Satisfaction with Living Conditions, they were asked to indicate their level of satisfaction with living conditions on five point scale starting from highly satisfied (5) highly dissatisfied (1). To get concrete results mean is calculated for each element and in addition following criteria is used for analysis part:-

The score among 1.00-1.80 means Highly Dissatisfied

The score among 1.81-2.60 means Dissatisfied

The score among 2.61-3.40 means Neutral

The score among 3.41-4.20 means Satisfied

The score among 4.21-5.00 means Highly Satisfied

The detailed analysis is presented in table 4.4

Majority of respondents are dissatisfied with income of current job (Mean Score = 2.25), economic security of job (Mean Score = 2.32), pay and fringe benefits (Mean Score = 2.57), real estate taxes (Mean Score = 2.12), and cost of living in community (Mean Score = 2.50). Respondents are neither satisfied nor dissatisfied with family income (Mean Score = 2.87), cost of basic necessities (Mean Score = 2.94), the conditions of the community environment (Mean Score = 3.10), Community Services (Mean Score = 2.65), Community facilities (Mean Score = 2.77), Community People (Mean Score = 2.80), Spare Time (Mean Score = 3.33) and leisure time (Mean Score=3.12). Residents are satisfied (Mean Score = 3.44) with the influx of tourists from all over the world into community. The overall average score is received 2.77 which shows that residents of Anand are neither satisfied nor dissatisfied with living conditions.

Table 3: Respondents Satisfaction with Living Conditions

S. No.	Statement	Mean Score	Level of Satisfaction
SLC-1	Your income at your current job.	2.25	Dissatisfied
SLC-2	The economic security of your job.	2.32	Dissatisfied
SLC-3	Your family income.	2.87	Neutral
SLC-4	The pay and fringe benefits you receive.	2.57	Dissatisfied
SLC-5	Your real estate taxes.	2.12	Dissatisfied
SLC-6	The cost of living in your community.	2.50	Dissatisfied
SLC-7	The cost of basic necessities such as food, housing, and clothing.	2.94	Neutral
SLC-8	The conditions of the community environment (air, water, land, etc.).	3.10	Neutral
SLC-9	The service you get in this community.	2.65	Neutral
SLC-10	The facilities you get in this community.	2.77	Neutral
SLC-11	The people who live in this community.	2.80	Neutral
SLC-12	Your spare time.	3.33	Neutral
SLC-13	Leisure activities in your community.	3.12	Neutral
SLC-14	The influx of tourists from all over the world into your community.	3.44	Satisfied
<b>Total</b>		<b>2.77</b>	<b>Neutral</b>

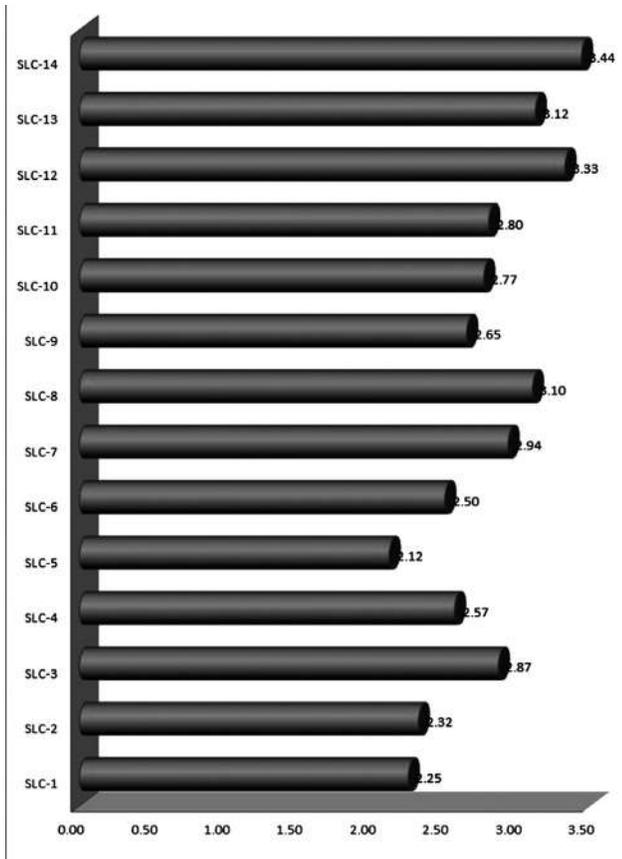


Chart 3: Respondents Satisfaction with Living Conditions

**4 Respondents’ Satisfaction with Health & Safety Conditions due to Tourism**

This section deals with the Respondents’ Satisfaction with Health & Safety Conditions due to Tourism, to measure the satisfaction respondents were asked to indicate their level of satisfaction towards health & safety conditions on five point scale starting from highly satisfied (5) highly dissatisfied (1). To get concrete results mean is calculated for each element and in addition following criteria is used for analysis part:-

- The score among 1.00-1.80 means Highly Dissatisfied
  - The score among 1.81-2.60 means Dissatisfied
  - The score among 2.61-3.40 means Neutral
  - The score among 3.41-4.20 means Satisfied
  - The score among 4.21-5.00 means Highly Satisfied
- The analysis is divided in following sub sections:-

**4.1 Satisfaction with Health**

Majority of respondents (N=252, Percentage=70) are satisfied with health and 15% respondents (N=54) are highly satisfied. 1.67% respondents (N=6) are neither satisfied nor dissatisfied while equal number of

respondents (N=24, Percentage=6.67) are dissatisfied and highly dissatisfied with their health. The average score (3.8) has projected satisfaction of respondents with their health.

Table 4.1: Satisfaction with Health

Response	N	Percentage
Highly Dissatisfied	24	6.67
Dissatisfied	24	6.67
Neutral	6	1.67
Satisfied	252	70.00
Highly Satisfied	54	15.00
Total	360	100
Mean Score	3.8	
Result	<b>Satisfied</b>	

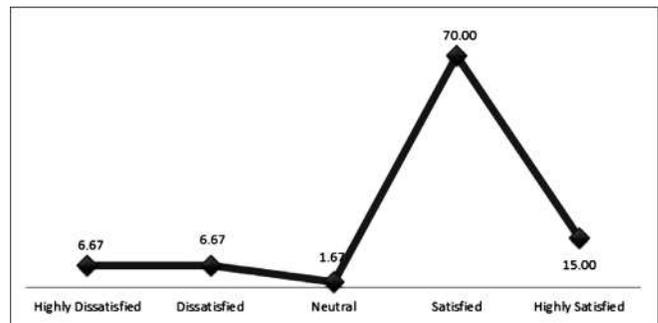


Chart 4.1: Satisfaction with Health

**4.2 Satisfaction with Air Quality**

Respondents were asked that whether they are satisfied with the air quality and results received are presented in table 4.2. The average score is received as 3.8 which projects that respondents are satisfied with the air quality of Anand district.

Table 4.2: Satisfaction with Air Quality

Response	N	Percentage
Highly Dissatisfied	14	3.89
Dissatisfied	12	3.33
Neutral	12	3.33
Satisfied	316	87.78
Highly Satisfied	6	1.67
Total	360	100
Mean Score	3.8	
Result	<b>Satisfied</b>	

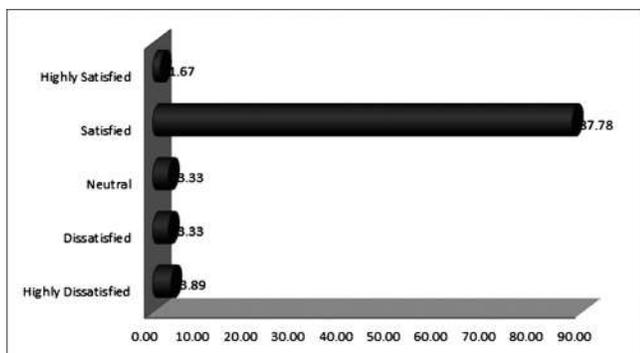


Chart 4.2: Satisfaction with Air Quality

### 4.3 Satisfaction with Water Quality

Maximum numbers (N=112, Percentage=31.11) of respondents are highly dissatisfied with water quality and 24.72% respondents (N=89) are dissatisfied. Approximately 28% respondents (N=103) are satisfied with water quality. The average score of 2.53 projects that respondents are dissatisfied with the water quality of Anand

Table 4.3: Satisfaction with Water Quality

Response	N	Percentage
Highly Dissatisfied	112	31.11
Dissatisfied	89	24.72
Neutral	56	15.56
Satisfied	61	16.94
Highly Satisfied	42	11.67
Total	360	100
Mean Score	2.53	
Result	Dissatisfied	

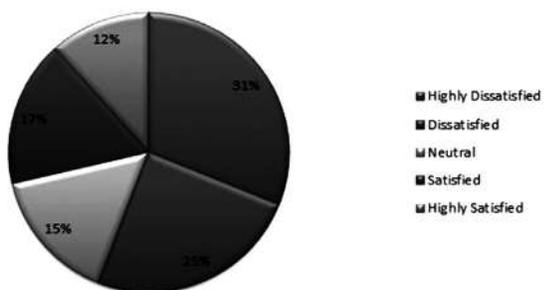


Chart 4.3: Satisfaction with Water Quality

### 4.4 Satisfaction with Leisure Life

Majority of respondents (N=292, Percentage=81.11) are neither satisfied nor dissatisfied with their leisure life. Approximately 15% respondents are satisfied while according to 4% respondents they are dissatisfied with

their leisure life. In a whole average score (3.17) projects neutral opinion of respondents.

Table 4.4: Satisfaction with Leisure Life

Response	N	Percentage
Highly Dissatisfied	8	2.22
Dissatisfied	6	1.67
Neutral	292	81.11
Satisfied	24	6.67
Highly Satisfied	30	8.33
Total	360	100
Mean Score	3.17	
Result	Neutral	

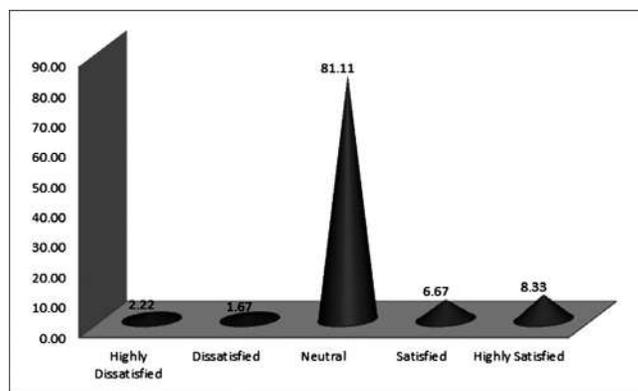


Chart 4.4: Satisfaction with Leisure Life

### 4.5 Satisfaction with Cultural Life

Respondents were asked, whether they are satisfied with cultural life and as a response neither satisfaction nor dissatisfaction of respondents (Mean score=3.38) was received. On an average 5% respondents (N=18) have shown dissatisfaction with cultural life while 36.67% respondents were found satisfied with their cultural life.

Table 4.5: Satisfaction with Cultural Life

Response	N	Percentage
Highly Dissatisfied	18	5.00
Dissatisfied	0	0.00
Neutral	210	58.33
Satisfied	90	25.00
Highly Satisfied	42	11.67
Total	360	100
Mean Score	3.38	
Result	Neutral	

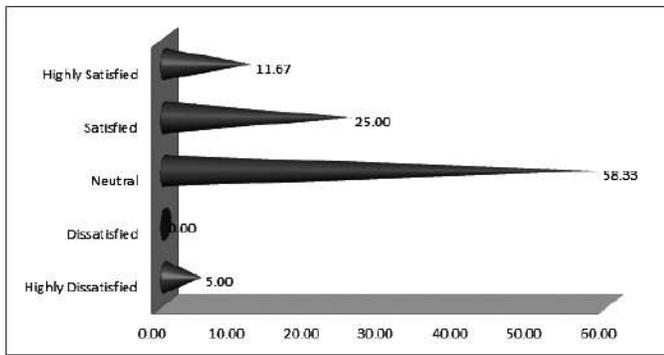


Chart 4.5: Satisfaction with Cultural Life

4.6 Satisfaction with Social Status

Majority of respondents (N=157, Percentage=43.61) are satisfied with social status and 6.67% respondents (N=24) are highly satisfied. 11.39% respondents (N=41) are neither satisfied nor dissatisfied while 36.67% respondents (N=132) are highly dissatisfied with the social status. The average score (2.82) has projected neutral satisfaction of respondents.

Table 4.6: Satisfaction with Social Status

Response	N	Percentage
Highly Dissatisfied	132	36.67
Dissatisfied	6	1.67
Neutral	41	11.39
Satisfied	157	43.61
Highly Satisfied	24	6.67
Total	360	100
Mean Score	2.82	
Result	Neutral	

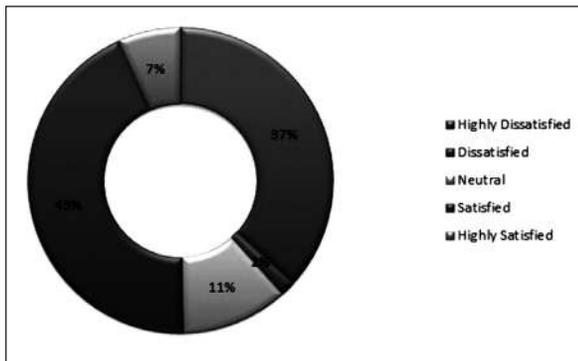


Chart 4.6: Satisfaction with Social Status

Findings

The findings of the study are presented hereunder:- It has been observed that Maximum number of respondents (N=206, Percentage=57.22) are involved

in all types of tourism related jobs followed by some jobs (N=60, Percentage=16.67) and a little jobs (N=56, Percentage=15.56). 5.56% respondents (N=20) are having lots of jobs related to tourism while 5% respondents (N=18) are not involved in any tourism related jobs

The first objective of research was to identify the economic impact of tourism on quality of life of respondents. To serve this objective, respondents were requested to share their level of agreement for various statements. The degree of agreement towards statements was set from 1 to 5 (5 denotes the strongly agree, whereas, 1 is the strongly disagree). It has been observed that respondents are strongly agree with the statements that Real estate prices in the community have increased because of tourism, the benefits of tourism to the community outweigh its costs, Tourism creates employment opportunities for residents in the community and The cost of living in the community has increased because of tourism. The residents of Anand are agreed to points that Tourism brings important economic benefits to the residents of the community, Tourism brings more investment to the community's economy, Tourism helps National Government generate foreign exchange earnings, Tourism generates tax revenues for Local Governments, Tourism helps improve the economic situation for many residents in this community, Local business benefits the most from tourists and The prices of many goods and services in the community have increased because of tourism. Respondents showed disagreement with the statement that one of the most important aspects of tourism is that it creates a variety of jobs for the residents in the community. In conclusion it can be inferred that tourism has significant impact on economic life aspects of residents of Anand. If we talk about positive aspects the tourism has increased employment opportunities, economic benefits, tax, foreign exchange earnings, investment opportunities, local business and economic situation but on the counter side as a negative the tourism has increased prices of goods, cost of living, and real estate prices. It is also a negative impact on quality of life of respondents that instead of creation more employment opportunities the residents are not getting desired jobs due to the increment in tourism.

To measure socio cultural impact of tourism on quality of life of respondents were requested to share their level of agreement for various statements. The degree of agreement towards statements was set from 1 to 5 (5 denotes the strongly agree, whereas, 1 is the strongly disagree). The residents of Anand are strongly agreed that Tourism has increased residents' pride in the local culture in the community, but they are agreed to the statements that Tourism has resulted in unpleasantly overcrowded parks for local residents, Because of tourism, roads and other local services are well maintained, Tourism helps keep culture alive and helps maintain the ethnic identity of the local residents, Meeting tourists from all over the

world is definitely a life enriching experience, The cultural exchange between residents and tourists is valuable for the residents, The cultural exchange between residents and tourists is pleasant for the residents, and I would like to meet tourists from as many countries as possible in order to learn about their cultures. Respondents are disagreed to the points that during the peak tourist season, I find it harder to get tickets for the theatre, movies, concerts, or athletic events, and Tourism contributes social problems such as crime, drug abuse, prostitution, and so forth in the community In a summary it can be observed that tourism has both positive and negative impact on socio cultural life of residents' of Anand. As a positive impact the tourism has given an opportunity of cultural exchange with tourists and it is also helping them in maintain their ethnic identity. Tourism has increased residents' pride in the local culture in the community and because of tourism roads and other local services are well maintained. If we focus on negative aspects the tourism has increased crowd in public places, and it is not giving recreational opportunities to local residents.

To measure the Respondents Satisfaction with Living Conditions, they were asked to indicate their level of satisfaction with living conditions on five point scale starting from highly satisfied (5) highly dissatisfied (1). Majority of respondents are dissatisfied with income of current job, economic security of job, pay and fringe benefits, real estate taxes, and cost of living in community. Respondents are neither satisfied nor dissatisfied with family income, cost of basic necessities, the conditions of the community environment, Community Services, Community facilities, Community People, Spare Time and leisure time. Residents are satisfied with the influx of tourists from all over the world into community. The overall average score is received 2.77 which show that residents of Anand are neither satisfied nor dissatisfied with living conditions.

As far as residents' satisfaction with health & safety conditions is concerned, the majority of residents are

satisfied with health, air quality and community safety & security. With rest of the factors they are neither satisfied nor dissatisfied. As per the hypotheses results Residents' life satisfaction in general is a positive function of their perceptions of the benefits of the economic impact of tourism, Residents' life satisfaction in general is a positive function of their perceptions of the benefits of the socio-cultural impact of tourism and Respondents having all tourism related jobs are more satisfied with Health & Safety Conditions in comparison to those who are not fully involved in tourism related jobs.

### Recommendations

Tourism can improve the quality of life in an area by increasing the number of attractions, recreational opportunities, and services. Tourism offers resident's opportunities to meet interesting people, make friendships, learn about the world, and expose themselves to new perspectives. Experiencing different cultural practices enriches experiences, broadens horizons, and increases insight and appreciation for different approaches to living. Often, dwindling interest in host cultures is revived by reawakening cultural heritage as part of tourism development, which increases demand for historical and cultural exhibits. This interest by tourists in local culture and history provides opportunities to support preservation of historical artifacts and architecture.

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# Tour Operators and World Heritage Sites: Do they have Shared Interests?

Monisha Juneja & Malini Singh

## Abstract

Delhi the capital city of India, has many heritage sites out of which three are featured on the UNSECO's World Heritage Sites list. The popularity of these three world heritage sites can be seen based on ranking published by the Indian Tourism Statistics. The tour operators play an important role in making these sites popular among the tourists. The government of India is also keen on improving the basic infrastructure and making them tourist friendly. For this purpose they have introduced various schemes like Adopt a Monument and Iconic Tourist Sites. The world heritage sites are being prominently used in the promotional material of the tour operators. The role of the tour guides has also been recognized in order to make the tourist experience memorable. Factor analysis has identified 4 attributes which have been highlighted. They are clear descriptors and labels; paved ramps and pathways; places for resting and sitting down; parking facility around the site. These areas should be incorporated well in the redevelopment schemes of the world heritage sites by the Government of India. This study has shown a twofold effect. In order to keep monetary gains flowing in the tour operators must also take initiative in guiding and helping out with the development of tourism attractions and activities.

**Keywords:** World Heritage Sites, Delhi, History, Tour Operator, Factor Analysis

## Introduction

Delhi the capital city of India, has many heritage sites out of which three are featured on the UNSECO's World Heritage Sites list. The sites along with the year of inscription are: The Humayun's Tomb - 1993, Qutab Minar and its monuments -1993 and The Red Fort Complex - 2007. These sites have also been ranked in the top 10 sites visited by both domestic and international tourist in 2017-18 (Indian Tourism Statistics, 2018). In India tourists appreciate the natural and cultural heritage but are disappointed by the tourist infrastructure. Lack of tourist infrastructure like poor hygiene, lack of dustbins, ill trained guides and insufficient signage are issues identified by Dwivedi (2009).

To look into this matter the Ministry of Tourism, Government of India has come up with a few initiatives. One such scheme is called "Adopt a Heritage" which is a project to make tourist friendly infrastructure in and around the site. Another one is Iconic Tourist Sites Development project which would include the overall maintenance and promotion of the 17 shortlisted heritage sites to bring them up to world standards. (Annual Report 2018-19)

This study is looking at the perspective of the tour operators as they are in close conformity to the tourists.

They are in a position to collect feedback of the destination visited (Cochrane and Font, 2005). The aim of the study is firstly to identify the promotional material used by tour operators which includes the world heritage site. Secondly to learn ways in which the tour operators are communicating the history of the world heritage sites. Thirdly, to highlight the attributes which affects the tourists visiting the world heritage sites from tour operator's perspective.

## UNESCO World Heritage Sites

UNESCO has defined heritage as an object, tangible or intangible, natural or manmade, which has been inherited, not created by present generation. They are further classified into 3 groups -

1. Natural Heritage- as defined by the world heritage convention, "outstanding physical, biological and geological feature, habitats of threatened plants or animal species and areas of value on scientific or aesthetic grounds of from point of view of conservation."
2. Cultural Heritage- "Monuments, groups of buildings or sites of historical, aesthetic, archaeological scientific, ethnological or anthropological value" as given by the world heritage convention

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- Mixed Heritage- A combination of natural and cultural heritage (UNESCO, 2019)

The protection of world heritage sites came into effect on 16<sup>th</sup> November 1972 in the general conference of UNESCO. The purpose was to preserving the cultural heritage and conserving natural heritage for the future generations. The main aim is to identify and protect the natural and cultural heritage sites. The UNESCO’s world heritage sites list includes all the sites which have been recognized for universal importance and fulfils any of the ten criteria mentioned. The world heritage site committee has a standard setting role of checking the heritage sites every 2 years to see it is keeping up with the preservation and conservation work (UNESCO, 2019).

### World Heritage Sites in Delhi

The UNESCO’s World Heritage list has a total of 1121 sites. Out of this 38 are listed in India, 30 are grouped under cultural sites, 7 as natural sites and mixed category has 1 site (UNESCO, 2019). All these 38 sites are spread across India, while 3 of the cultural sites are concentrated in a relatively small area of Delhi.

The popularity of these three world heritage sites can be seen looking at the ranking of these sites based on the number of international and domestic tourist visiting them in 2017-18, table 1 shows this ranking.

**Table 1: Ranking based on number of tourist visiting world heritage sites of Delhi**

World Heritage Site of Delhi	Foreign Tourist Ranking	Domestic Tourist Ranking
Humayun’s Tomb	5 <sup>th</sup>	Doesn’t rank in top 10 list
Red Fort Complex	7 <sup>th</sup>	3 <sup>rd</sup>
Qutab Minar	3 <sup>rd</sup>	4 <sup>th</sup>

A brief about the World Heritage Sites of Delhi:

- Humayun’s Tomb - Is one of the first garden tomb of Mughal architecture in India. Built in AD 1570 by both Persian and Indian workers. In 1993 it was inscribed in the world heritage list and was selected as it fulfilled two of the ten criteria. It displays an important interchange of human values depicted in architecture and is an excellent example of a type of building (UNESCO, 2019).
- The Red Fort Complex- It was inscribed in 2007, Shah Jahan built this in the 17<sup>th</sup> century. The structure is made of red sand stone. The complex includes the older fort of Salimgarh built by Islam Shah Suri (Red Fort Delhi). The site was selected as it fulfils three criteria of UNESCO. The site showcases the important interchange of human values depicted in

development of architecture. It is a unique evidence of cultural tradition and an outstanding example of architecture. (UNESCO,2019)

- The Qutab Minar and its Monuments- Situated in the area of Mehrauli, in South Delhi, the Qutab Minar and its monuments include the Alai-Darwaza Gate, two mosques, the Iron Pillar of Delhi, the Tomb of Imam Zamin, the Tomb of Iltutmish and Major Smith’s Cupola. Inscribed in 1993 on the UNESCO’s world heritage list. Illustrating an outstanding example of building architecture which shows the significant stages of human history (UNESCO,2019).

### Government of India Schemes for World Heritage Sites

#### Adopt a Heritage - India

The Indian government has adopted the scheme from Scotland which gets the people involved in the conservation and preservation of the heritage sites. The Archaeological Survey of India had identified Lucknow circle for the pilot study stating that it has more than 600 buildings which require immediate attention. A similar practice was carried out by Archaeological Survey of India in Goa which gave remarkable benefits to Arc of Conception, a protected building near Basilica of Bom Jesus. On World Tourism Day, 27<sup>th</sup> September 2017 The President of India launched the Incredible India 2.0 campaign: ‘Adopt a Heritage’ Project. The initiative was taken up by the Ministry of Tourism, Ministry of Culture and Archaeological Survey of India (ASI). The project was introduced for the development of tourist friendly destinations in a systematic and planned manner (Adopt a Monument Guidelines, 2019).

‘Incredible India’ promotional campaign which was started in 2003 has helped to place India on the 26<sup>th</sup> position for international tourist arrivals (Indian Tourism Statistics, 2018). To further improve the ranking the government of India has thought of this concept by developing the amenities to world class standards in order to enhance the tourist experience. The government has roped in private players both corporate and individuals to take an active part in this project. These would be called as ‘Monument Mitras’, who would operate and maintain these sites. Their performance would be reviewed over a period of 5 years. The ‘Monument Mitras’ would be bidding for the heritage sites which they would like to maintain. The heritage sites have been divided into 3 categories and are colour coded. Green, Blue and Orange based on the footfalls and visibility. Higher weight age has been given to blue and orange categories as these are unpopular among the tourist (Adopt a Monument Guidelines, 2019). For tourists to have a positive experience at the site, infrastructure is the vital. The infrastructure includes the amenities and facilities at the site. According to the Adopt a Heritage guidelines amenities at the sites have been divided into two broad groups-

i) Basic Amenities - which are necessary and important for any heritage site.

**Table No. 2: List of Basic and Inter Alia Amenities**

S.No.	Basic Amenities	S.No.	Basic Amenities (Inter Alia)
1.	Public conveniences	1.	Public conveniences of international standard
2.	Ease of Access	2.	Clean drinking water facilities
3.	Aesthetics and cleanliness of site	3.	Swachh Monument (Cleanliness of the monument, including complete polythene ban)
4.	Illumination	4.	Barrier Free Monuments/ Accessibility for All: differently-abled friendly toilets, ramps, wheelchair facility, Braille signage, monument models
5.	Backlit signage	5.	Information and Directional Signage
7. 8. 9.		6.	Wi-Fi
			App based Multi lingual Audio-Guide
			Cloak room, shoe-racks/ covers, washing facility etc.
			Point of Sale Terminal (PoS) machines at the Ticketing Counters to promote cashless transactions
		10.	Canteen (with souvenir shop promoting local art and craftsmanship)

ii) Advance Amenities – which would be constructed looking at the footfalls and financial availability.

**Table No. 2: List of Advance Amenities**

S.No.	Advance Amenities
1.	Cafeteria
2.	Facilitation of night visits to monuments under adaptive use within permissible guidelines of ASI

3.	Advanced surveillance system (Like PTZ based CCTV cameras)
4.	Digital Interactive Kiosk, Digital (LED) screening
5.	Light and Sound Shows with regular cultural shows
6.	Battery-operated vehicles
7.	Advanced tourist flow management system linked with carrying capacity of the monuments

**Iconic Tourist Sites**

Another initiative was announced by the Ministry of Tourism, where 17 sites have been identified which would be developed to world class standard. This scheme is not only limited to the site itself but is looking at the overall development of the entire destination. This would include infrastructure, accommodation, accessibility and connectivity. Ministry of Tourism would be the nodal agency other ministries would be a part of this initiative. The three world heritage sites of Delhi are also part of this list. (17 sites in 12 clusters being developed as Iconic Tourism Sites: Shri Prahlad Singh Patel , 2019).

**Tour Operator**

Devaraja and Deepak (2018) defined the tour operators as “an organization or company which buys individual travel components, separately from their suppliers and combines them into a package tour, which is sold with their own price tag to the public directly or through middlemen”. Alternative name for the tour operators is the manufactures of tourism products.

Tour operators are intermediaries which bridge the gap between the buyers and sellers (Cooper, 1998). They organise all the aspects of the tour and sell them to the tourist in a single package (Page and Connell, 2006). Tour operators come in close contact to a large number of tourists as they provide many tourism services which they buy in bulk and then sell it to the tourist in a more attractive way (Marin-Pantelescu et al, 2019). Tourists are able get a customised trip without taking tension. It proves to be time and money saving as the tourists tend to get good deal (Budeanu, 2005).

**Literature Review**

An extraordinary growth can be seen at the heritage sites as they are attracting more tourists, who want to experience something new (Csapo, 2012). The inputs tourists get from their social life attracts them to explore something different and what is trending (Huh, 2002). World Heritage Sites logo acts as a brand and provides a certificate of quality to tourists who want to visit a new heritage site (Petr, 2009).

According to Shackley (1998) UNESCO Heritage Site tag helps to make the site more visible. It establishes a symbolic value at both the national and international level along with that Smith (2002) agrees that it becomes well known to the tourists. The heritage status also makes

the tourists want to visit that destination (Poria, Reichel, & Cohen, 2011). Ryan and Silvanto (2009) indicated that the WHS designation has shifted from preservation to attracting tourist to such sites. The world heritage tag plays an important role in selecting the destination as well.

While promoting the heritage site the tourist facilities should also be managed well (Henderson, 2009). Su and Lin (2014, pg 33) upon examining the effect of heritage sites on inbound tourism from 2006-2009 and data obtained from 66 countries, it was found that "there exists a positive relationship between having such heritage sites and tourist numbers".

According to Hassan, A., & Iankova, K. (2012) there are different areas which need to be viewed to find out the gap between the perception and expectation of the tourist visiting the heritage sites. The areas shortlisted by them were - hygiene and sanitation, places of resting, food and drinking outlets, facilities for differently-abled and signage in different languages. Another study understanding the tourist experience at the heritage sites highlighted that audio visual aids, on sight engagement and heritage preservation are important influencing factors (Kempiak et al, 2017). For the tourist to be satisfied, factors such as i) Food facility ; ii) Accessibility to the site; iii) Surrounding; iv) Rates of services were identified by a study conducted exclusively at Red Fort Complex which has helped to point out the service gaps in the tourist expectations and experience (Md. Danish & Chakraborty, 2019).

As the tour operators are in close conformity to the tourist they are able to identify the negative feedback of the destination visited. The tour operators can help the tourist plan their trip better. The facilities and services which would be required can be best implemented by the tour operator (Cochrane and Font, 2005). Tour operators play a vital role in presenting a destination to the tourist and influencing the quality of their visit, thereby affecting the tourist experience (Dahles, 2002).

### Need of the study

Less literature is available which links the tourists likes and dislikes experienced at the site from the perspective of the tour operator. As the tour operator can be a good link in communicating the issues faced by tourists as they come in close contact with them. Mostly tourism stakeholders are mainly focusing on the monetary benefits from tourism activities (Devaraja and Deepak, 2018). The tour operators should understand everything comes in a twofold effect. In order to gain monetarily the tour operators must also take initiative in guiding the development of tourism attractions and activities. This study plans to showcase a twofold effect for the tour operators which has not yet been provided by previous researches.

### Research Objectives

1. To identify the promotional material used by tour operators which includes the world heritage site.
2. To learn ways in which the tour operators are communicating the history of the world heritage sites.
3. To highlight the attribute affecting the tourists visiting the world heritage sites from the tour operator's perspective.

### Research Methodology

Descriptive research design has been used which helps to describe the characteristics of a particular group under study. The questionnaire was prepared for the tour operators functioning in Delhi. The target population for the study are all the domestic tour operators who are registered and listed on the Delhi government website. The total number of registered domestic tour operators in December 2019 was 176. The study used non - probability sample design to collect data from the sample.

Quota sampling method was used to collect the data. Delhi after 2012 has been divided into 11 districts. For this study these districts have been distributed into 5 zones shown in table no. 4.

**Table No. 4: Zone wise distribution of Districts**

S.No.	Zone	Districts Included
1.	North Delhi	North Delhi, North West Delhi
2.	South Delhi	South Delhi and South east Delhi
3.	West Delhi	West Delhi and South west Delhi
4.	East Delhi	North East Delhi, Shahdara and East Delhi
5.	Central Delhi	New Delhi and Central Delhi

Total 176 tour operators were divided into the 5 zones. For quota sampling, percentage of tour operators representing each zone was taken out. The sample size of 100 was collected in the same percentage as presented by each zone.

**Table 5 : Distribution of Tour Operators Zone Wise**

S.No.	Zone	Number of tour operators - Population	Percentage (Quota Sampling)	Number of tour operators - Sample Size
1.	North Delhi	05	3%	3
2.	South Delhi	61	34%	34
3.	West Delhi	24	14%	14
4.	East Delhi	49	28%	28
5.	Central Delhi	37	21%	21
	<b>Total</b>	<b>176</b>		<b>100</b>

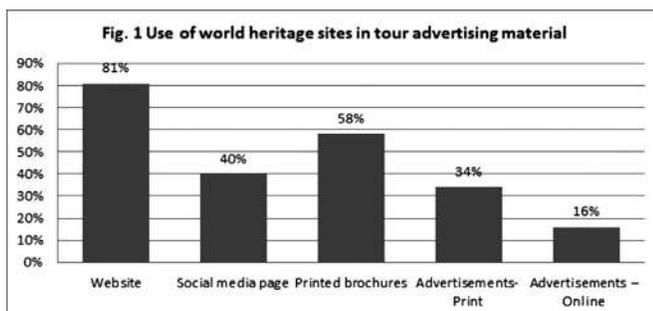
All the respondents were contacted by email followed by telephone call. Few were personally visited at their office. A structured questionnaire was used to collect the information which was self administrated by the respondent. Data from 100 respondents was recorded out which 94 were usable questionnaires.

The questionnaire was divided into two sections. The first section asked questions relating to the general prolife of the tour operators. This included questions about the services they offered, how they promote their tour packages and type of accommodation they provide the tourists. Closed ended questions were used with the multiple choices.

Second section of the questionnaire had three closed ended questions. The first question asked how the world heritage sites was used in the promotional material which had multiple options. The second question asked statements relating to the promotion of Delhi heritage throughout the tour which was dichotomous. The third question was to rate the world heritage sites on 10 attributes on a 5 point Likert scale. It was coded as 1 being "Very Poor", 2 being "Poor", 3 being "Fair", 4 being "Good", 5 being "Excellent".

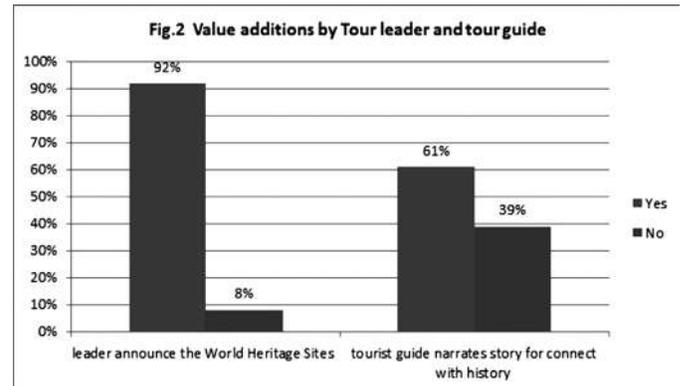
**Data Analysis**

For the fulfilment of the research objectives of this study the second section of questionnaire has been analysed. The first objective was to identify the promotional material used by tour operators to promote the world heritage site. The bar chart in Fig.1 illustrates that out of the total usable questionnaires, 81 percent of respondents used websites and 58 percent used printed brochures to advertise the world heritage sites. Use of social media was 40 percent. The advertisement in print was done by 34 percent of the respondents and online was opted by 16 percent.

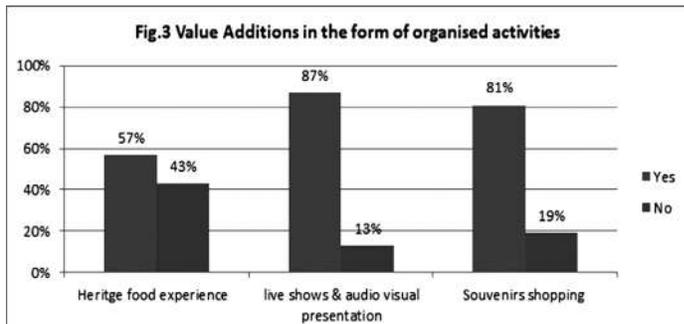


For the analysis of the second objective, the bar chart in Fig. 2 and Fig.3 has been used. The question related to the ways in which the tour operator is communicating the history of the world heritage sites. 92 percent of the respondents said "Yes" that the tour leader announced the world heritage sites before visiting them and 8 percent said "No" they didn't announce. While 61 percent said "Yes" that the tour guide narrated the story for the tourist

to connect with the history and 39 percent stated "No as an answer.



In Fig. 3, 57 percent of the respondents opted for "yes" that respondents made tourist experience food inspire by the world heritage sites and 43 percent said "No". When asked about organising live shows and audio visual presentation related to world heritage sites, 87 percent said "Yes" and 13 percent of the respondents said " No". Souvenir shopping inspired by the world heritage sites was planned by 81 percent of the respondents and 19 percent said " No" such planning was done.



The third objective has used studied using Varimax rotation matrix of Factor Analysis. To test the consistency and reliability of the data all the variables were tested using the Cronbach's Alpha Coefficient which came out to be 0.719.

**Table No.6 : Reliability Analysis**

Reliability Statistics	
Cronbach's Alpha	Number of Items
0.719	10

Next the KMO (Kaiser-Meyer-Olikn) statistics came out to be 0.559. Barlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix and all the variables are unrelated. The Chi-square came out to be 262.581 with degree of freedom as 45. The value is significant at 95% Confidence.

**Table No. 7: Kaiser-Meyer-Olkin an Barlett's Test for Sphercity**

Kaiser- Meyer-Olkin Measure of Sampling Adequacy		0.559
Barlett's Test of Sphercity	Approx. Chi Square	262.581
	Df	45
	sig.	.000

The common variance shared by factors with given variables is indicated by communalities. Higher communality represents that larger amounts of variance has been extracted by Factor Analysis. The table shows the communalities of the variables.

**Table No. 8: Communalities of Variables**

S.No.	Attributes	Initial	Extraction
	Parking facility around the site	1.000	0.823
	Clear internal directional signs	1.000	0.543
	Clear descriptors and labels	1.000	0.728
	Audio guides in preferred language	1.000	0.435
	Places for resting and sitting down	1.000	0.695

	Paved ramps and pathways	1.000	0.668
	Cleanliness of the site premises	1.000	0.653
	Dustbins and washrooms	1.000	0.674
	Clean drinking water	1.000	0.472
	Internet signal at site premises	1.000	0.368

*Extraction Method : Principal Component Analysis.*

Out of the entire 10 attributes, 4 attributes having significant factor loading under the 3 factor which have been selected. For this study factor loading ranges from 0.906 to 0.800 have been identified which are displayed in the Table No. 9. Factor 1 has a total variance of 29.139 percent under the Principal Component Analysis of extraction method with Varimax Rotation method converged in 6 iterations. It contains two attributes, explaining 29.139 percent variance and an Eigen value of 2.914 . It includes clear descriptors and labels and paved ramps and pathways.

Factor 2 contains one attribute explaining 17.337 percent variance and an Eigen value of 1.734. Places for resting and sitting down is part of this factor.

Factor 3 also contains one attribute explaining 14.126 percent variance and an Eigen value of 1.413. Parking facility around the site falls under factor 3.

**Table No. 9: Factor Analysis of attributes**

Attributes	Factor Loading		Initial Eigen Value				
			Total	% of Variance	Cumulative %		
Clear descriptors and labels	0.841	Factor 1		2.914	29.139	29.139	
Paved ramps and pathways	0.800						
Places for resting and sitting down		0.802	Factor 2		1.734	17.337	46.476
Parking facility around the site			0.906	Factor 3	1.413	14.126	60.603

**Conclusion**

For the identification of the promotional material used to promote the world heritage site. It was found that maximum number of respondents used their own website followed by printed brochures. The visibility of the world heritage sites is quite prominent while promoting tour package to the tourists.

The ways in which the tour operators are communicating the heritage of the world heritage sites is also being looked at as value additions in the tourist's trip. Only 61 percent of the tour operators said that the tour guide narrated the story for the tourist to connect with the history. According to Dahles (2002) the role of the tour guide is give information and explanation which influences the tourist experience. The tour guides should strive for make a memorable tourist experience by narrating interesting

stories related to site history (Weiler and Black, 2015). According to Kempiak et all (2017) tourist experience is further enhanced by on sight engagement which can be done well by the tour guides.

Factor analysis method was used to highlight the attributes affecting the tourists visiting the world heritage sites from the tour operator's perspective. This study has been able to identify four attributes falling under three factors. Clear descriptors and labels; Paved ramps and pathways has been grouped under factor 1. Places for resting and sitting down is under factor 2 and factor 3 comprises of parking facility around the site. Study by Hassan & Iankova (2012) based on tourist experience had mentioned the similar areas of concern like places to rest and signages in different languages. A study carried out at the Red Fort Complex by Md. Danish & Chakraborty

(2019) based on tourists feedback also pointed out issues relating to accessibility to the site. This includes the parking facility around the site premises and ramps and pathways; the resting places inside the site premises. This makes it clear that that the tourists as well as the tour operators are pointing out the same areas which should be incorporated in the redevelopment schemes of the world heritage sites by the Government of India.

This study has showcased a twofold effect. The world heritage sites are being prominently used in the promotional material of the tour operators. Similarly the tour operator have been able to identify attributes which are areas of focus at the world heritage sites. In order to keep monetary gains flowing in the tour operators must also take initiative in guiding and helping out with the development of tourism attractions and activities.

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# Impact of Krishna Pushkaralu on Developing New Tourist Destinations

P. Sravan Kumar & Rajshree Bhargava

## Abstract

Krishna Pushkaralu is a festival of river Krishna, occurring once in 12 years. The Pushkaram is observed for 12 days from entry of Jupiter into Virgo (KanyaRaasi). It is an age old custom in Southern states of India. This year, the festival started on 12th August and concluded on 23rd August. The two Telugu states of Telangana and Andhra Pradesh have invested several hundred crores in creating the required infrastructure and amenities and have conducted them as state festivals. It is estimated that about 500 million pilgrims took part, with a symbolic bath in the river during this period. About 225 pushkar (bathing) ghats have been established along the river bank, with all supplementary facilities.

The Pushkaram falls in the second category of Tradition and Culture based tourism, in the theory of four types of niche tourism, as espoused by Marina Novelli of the University of Brighton. Niche tourism refers to how a specific tourism product can be tailored to meet the needs of a particular audience/market segment. Locations with specific niche products are able to establish and position themselves, as niche tourism destinations. The AP government developed 125 ghats and improved 150 temples with an investment of Rs. 1,000 crore. The Government of Telangana had invested Rs.825 crore and developed 94 bathing ghats.

The aim of the study is to understand whether the Krishna Pushkaram has a significant impact on creating new tourism destinations. To study in detail at least one location where the Krishna Pushkaram was conducted and identify emergence of a new tourism destination.

**Keywords:** Niche Tourism, Pushkaram, Krishna, Ghat

## Introduction

The ‘power of invention’ makes tourists imagine themselves both inside and outside the realms and exotic contexts. From this perspective, niche tourism is a package of imagination, preferences and practices, properly marketed. For the tourist, it legitimizes the most intimate and human proclivities, and for the scholar, it provides yet another layer of investigation. It is in this background that there is a need to extend the debate to explore the further nuances of special interest tourism and niche tourism, to understand how its coverage gets both broadened and deepened.

## Niche Tourism

Niche tourism refers to how a specific tourism product can be tailored to meet the needs of a particular audience/market segment. It is a means by which destinations can focus their offerings to differentiate their tourism products and compete in an increasingly competitive and cluttered tourism environment (Sharpely and Telfer, 2002).

## Types of niche tourism

Type 1 - Special interest tourism	Type 2 - Traditional and culture based tourism
Photographic tourism	Tribal tourism (cannibal)
Geo tourism	Cultural heritage tourism - 'being, not looking'
Youth tourism	Tourism in peripheral regions - discovering the hidden treasures
Dark tourism	Research tourism
Geneology tourism	<b>Type 4 - Activity based tourism</b>
Gastronomy tourism	Small ship cruising
Transport tourism	Sports tourism
<b>Type 3 - Future of niche tourism</b>	Wildlife tourism
Space tourism	Volunteer tourism
Virtual tourism	Adventure tourism
Ethical tourism	

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## Review of Literature

### Roots of Niche Tourism

The concept of special interest tourism (SIT) emerged during the 1980s and can be seen as a predecessor of 'Niche Tourism', as per Read (1980), Hall and Weiler (1992). Stebbins (1982), points out that special interest tourism is seen as pursuing a 'relatively short-lived pleasurable activity requiring little or no training to enjoy it'. This argument and debate seems to be fitting well in case of Pushkaram tourism. Hall and Weller (1992, P.5) propose that special 'interest tourism occurs when travelers' motivation and decision making are primarily determined by a particular special interest'. There are further definitions (Swarbrooke and Horner, 1999, Derrett, 2001) say that special interest tourism is: 'motivated by a desire to engage in new or existing interests in a novel or familiar location'. Poon summarized stating "the economics of the new tourism is very different from the old - profitability no longer rests solely on economies of scale and the exploitation of mass undifferentiated markets" (Poon, 1989, in Lew, 2009, p.411).

### Methodology

The present study based on descriptive method of research. The data was collected through both primary and secondary sources. In order to collect primary data, a pre tested questionnaire was prepared. The questionnaire was designed to know about the perceptions of population towards Pushkaram including general information like from where did the respondents were heard about Pushkaram, reason for visiting, experience, mode of transportation and accommodation used during the festival. The target population for study was domestic.

A survey was conducted by sending an objective questionnaire to a judgmental-cum-convenience sample size of 200 adults. A total of 154 responses were considered after eliminating those who did not participate and incomplete. Data collected through questionnaire was analyzed by percentage method.

The source for collecting secondary data are from publications of Ministry of Tourism, Govt. of India. Many websites were searched during the study. The subject material was collected through research articles, newspapers and magazines etc.

The aim of the study is to understand whether the Krishna Pushkaram has a significant impact on creating new cultural & religious tourism destinations

### Findings

#### Pushkaram as niche tourism product and application of Butler's life cycle model

The arguments and debates on special interest tourism (SIT), and niche tourism, apply to Pushkaram, and it passes on all the parameters. Butler has described of the six stages that a destination would go through as tourism

develops: exploration, involvement, development, consolidation, stagnation and ending with either rejuvenation or decline. Pushkaram as a tourism product goes through this life cycle rapidly, and ends mostly with decline instead of rejuvenation. From this, it can be deduced that Pushkaram is surely a niche tourism product, perhaps with a short life cycle.

#### Contribution of Pushkaram to niche tourism

As early as 1988, festival tourism was termed as 'an emerging giant' (Getz and Frisby, 1988). Festivals and events are seen to extend the tourist season, encourage investment, generate revenue and boost the local economy (Getz, 2007, p.140). An event's 'drawing power', or 'attractiveness' can be measured by the numbers of tourists. Often, mega events can be the key motivator to visit the destination, like the Krishna Pushkaram, which has attracted in excess of 45 million people in a span of 12 days. Festivals and events act as 'key differentiator' and give 'life' to an otherwise non-descript site.

#### The case for developing new tourist destinations

The low annual foreign tourist growth rate is a pointer to the immediate need to do act affirmatively, to bring in an overall improvement. Some pointers in this direction are as follows:

#### FICCI-EY

A 2015 report by FICCI-EY highlights the need for developing new tourist destinations in India. To effectively overcome the challenge of slow growth of foreign tourists, the report exhorted promotion of hitherto unexplored locations such as Majuli islands, the largest group of islands of sub continent in Assam, Auroville of Pondicherry, and the desert camps of Rajasthan. It also identified for further development nine tourist destinations comprising of Chitrakoot, Diu, Dudhwa national park, Elephanta Caves, Hampi, Lahaul&Spit, Rann of Kutch, Sunderbans delta and Gurez for further promotion.

#### Government of India

A draft national tourism policy was brought out by the government in 2015, with a focus on promoting India as 'Must experience' and 'Must revisit'. The policy clearly aims at increasing the 'tourism products' being offered, and a well defined road map to achieve. It gives something to everyone-and mentions spirituality circuits based on Hinduism, Buddhism, Jainism and Sikhism. The policy aims at offering everything between spirituality and honey mooning for tourists.

#### Pushkaram and its relationship with people

Pushkaram (singular term since it is an event) is also known as Pushkaralu (plural term since it is held for 12 days). It is an Indian festival dedicated to worshipping of rivers. It is a Hindu tradition, has a mythological backing,

believed to be from a medieval Hindu period, and is known to be observed for several centuries now.

It is celebrated mostly at shrines, on the banks of 12 major sacred rivers. The observance is mainly in the form of ancestor worship, (paying respect to the departed souls), spiritual discourses, devotional music and prayers, and cultural programs on the lines of Hindu mythological stories, Indian music and dance forms.

Each of the 12 sacred rivers is associated with a zodiac sign, and the Pushkaralu is held based on the association of the river with Jupiter is in at the time. Due to regional variations, some zodiac signs are associated with multiple rivers It is observed for a period of 12 days from the time of entry of Jupiter into Virgo (KanyaRaasi). This year, the Krishna pushkaralu started on 12th August and concluded on 23rd August.

It is believed that due to a boon, a sage lives in each of the rivers for a year. Pushkaram is a Sanskrit word of two parts – Push; for pushti, meaning energy, and kara means the doer. It means that the river gets energized during this period.

**The rivers associated with Pushkaralu are-**

	Rashi (Indian zodiac sign)	Corresponding western zodiac sign	Rivers
1	Mesha	Aries	Ganga (Ganges)
2	Vrishabha	Taurus	Narmada
3	Mithuna	Gemini	Saraswati
4	Karka	Cancer	Yamuna
5	Simha	Leo	Godavari
6	Kanya	Virgo	Krishna
7	Tula	Libra	Kaveri
8	Vrischika	Scorpio	Bhima in Maharashtra, Karnataka and Telangana. In Tamilnadu, at river Tamraparni
9	Dhanus	Sagitaris	Tapti, also known in Assam as PushkaraVahini, celebrated on banks of Brahmaputra
10	Makara	Capricorn	Tungabhadra
11	Kumbha	Aquarius	Sindhu (Indus)
12	Meena	Pisces	Pranahita (Parineeta)

*A Pushkaram is to South India on the lines of what is Kumbh Mela to the northern India.*

**Krishna Pushkaram 2016: Role of government**

After Godavari pushkaralu of 2015, this is the second pushkaralu for Andhra Pradesh and Telangana. They have celebrated this as state festival. Some indicators are

as follows:

	Andhra Pradesh	Telangana
Overall expenditure	1,000 crore	825 crore
Districts covered	Krishna, Guntur, Kurnool	Mahbubnagar, Nalgonda
No. of bathing ghats built	125	94
No. of temples renovated / uplifted	150	72
No. of pilgrims participated	2.5 crore	2.0 crore

Both the governments took up and successfully executed following additional and ancillary responsibilities:

Maintenance of law and order
Crowd management
Laying of roads and creating vehicular access to bathing ghats
Establishing and managing health camps including first aid and emergency medicare
Setting up and maintaining public cloak rooms, shelters and toilets
Providing food and catering arrangements including encouraging philanthropists
Giving wide and positive publicity

**Motivators for governments to host Krishna Pushkaralu**

- Providing infrastructure and civic amenities as part of social responsibility
- Protecting law and order and effective crowd management
- Earn positive public image
- Large scale infrastructure development within a short span of time
- Attracting private investments and employment generation
- The case of Pushkaram as a growth engine for tourist destination development
- A test of running any new destination through a set of five parameters will tell us whether it can be a sustainable tourism destination or not. This is as follows:

One	Environmental – good climate, nice scenery etc.,
	Pushkaram, by its very nature, happens on a river bank, when the river is flowing. By default, most river banks, especially in hinterlands, offer a nice visual imagery and presence of water will offer cooler climate, even during warm seasons.
Two	Socio economic – accessibility, accommodation, amenities, ancillary services

	As seen from the data collected through primary and secondary data, it is observed that at all bathing ghats in two states of Telangana and Andhra Pradesh, the respective state governments have ensured availability of all these amenities. Easy access to pedestrians and motor vehicles was created, sufficient accommodation provided, other amenities of food and catering, medical aid, cloak rooms, public wash rooms and toilets, changing rooms especially for women on bathing ghats etc., were provided, in addition to paying special attention to crowd management.
<b>Three</b>	<b>Historical and cultural factors</b>
	The Pushkaram itself is seeped in Indian culture and history, so no more special efforts are required.
<b>Four</b>	<b>Religious factors</b>
	The significance of Pushkaram is well explained in medieval Hindu literature, espousing its character, benefits, procedure, and so on. It is observed that Hindus, along the river banks of all the twelve rivers, have been practicing Pushkaram for several hundred years, and observance is very much a part of Hindu religious practice.
<b>Five</b>	<b>Other factors</b>
	Pushkarams were packaged and promoted as an opportunity beyond religious lines. It was positioned as an opportunity to rediscover unknown lands, connect with nature, visit temples, take time out with family, and indulge in a bit of adventure. It was marketed as an event offering something for everyone, and going by the findings, has been successful.

Age	Below 40 years 98	Above 40 years 56
Place of residence	Urban 110	Rural 44
Level of education	Below graduation 46	Graduation and above 108

Pushkaram experience		
Distance travelled	Less than 100 km 24	More than 100 km 130
First visit to Pushkaram	Yes 10	No 144
Visit to any other place	Yes 108	No 46
Amount spent per person a day	Below Rs. 500 80	Above Rs. 500 74
Does Pushkaram promote tourism	Yes 110	No 44
Was the event managed well	Yes 120	No 34

Duration of trip	1 day - 98, 2 days - 35, 3 days - 19, Over 3 days - 2
Purpose of trip	Religious - 105, Cultural - 22, Family outing - 20, Adventure - 07
Ranking of elements	Bathing ghat - very good - 80, Crowd management - good - 42, Food - Moderate - 22, Travel - Poor - 10
Overall trip experience	Very good - 33, Good - 61, Average - 27, bad - 33

**Krishna Pushkaram 2016: Survey**

A survey was conducted by sending an objective questionnaire to a judgmental sample size of 200 adults. As per data received from a sample survey of 154 respondents, more than two thirds of respondents felt that Pushkaram has a positive role in promoting tourism. It is significant to note that almost all the respondents are well educated, majority of them have participated in Pushkaram more than once. The findings of survey are as follows:

About the survey
Number of questionnaires sent: 200
Number of filled in questionnaires received: 167
Number of qualified responses: 154 (after eliminating those who did not participate and incomplete)
Sample type: Judgmental, known to have participated in Pushkaram

Demographic break up		
Gender	Male 101	Female 53

All of above affirmatively demonstrate that the Krishna Pushkaram held from 12 to 23 August 2016, qualifies to be niche tourism. There is a need to develop and promote new tourism destinations. Pushkaram offers a true potential. Pushkaram, though mostly a Hindu ritual, it is more cultural than religious. A trip to Pushkaram has all other elements, a bit of adventure, some travel, a photo opportunity, discovering some hitherto unknown regions and so on. So, while it is difficult to put Pushkaram into a specific slot, it is fair to say it is very much a type of niche tourism, perhaps unique to India.

**Conclusions**

Pushkaram in India has a great pull factor. Besides being a religious and cultural event, it is a tourist event, falling in the niche tourism category. Pilgrims look for 'more than just a holy dip' and effective management is the key for success. Pushkaram has a potential to develop unknown places into potential tourist destinations. The overall ambience and environment of a Pushkaram site can be effectively positioned, promoted, marketed and managed as a mega event or a festival. The new tourist destinations emerging out of Pushkaram require long term strategic management for sustained success, since the event happens once in twelve years.

Hamsala Deevi, a small village about 85kms from Vijayawada, is a place where river Krishna joins the

sea. Till recently unknown, the Krishna Pushkaram has made it into a popular spot for performing the holy dip, and owing to its serenity and natural scenic beauty, it has emerged as a popular destination. With some development already happening for the event, it is slowly turning out to be a tourist attraction. This proves the theory of pushkaram having a potential to develop new tourist destinations.

### **Suggestions for future studies**

To study the factors influencing selection of a spot for development as a pushkaram ghat, besides being on the river front. Also to study in depth the parameters on which a lesser known spot, at or closer to pushkaram site becomes a tourist destination, and its life cycle. A deeper study on the expectations and their realization of the pushkar pilgrims and tourists.

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# Identifying Tourists' Destination Loyalty: A Case Study of Gujarat

Rajul Malay Gandhi & Renuka Garg

## Abstract

*The paper aims to identify tourists' destination loyalty towards Gujarat, using Logit Analysis Technique. A descriptive research design and survey method was adopted for the study. A non-probability convenience sampling procedure was used and a total of 354 tourists were surveyed. Non-disguised, structured questionnaire was used as an instrument. The research indicates tourists' likelihood on specific destination attributes that leads to identify tourists' loyalty towards the destination. The features of the destination such as personal safety and security, entertainment activities, well-developed infrastructure and more entertainment facilities were considered as variables for the study.*

*The research indicates that, the organisation should focus on fostering more positive attitude of tourists towards availability of suitable accommodation, good night life, value for money, uniqueness of destination, less traffic and crowd preferred, adequate provision of entertainment facilities, variety of tourism activities and well-developed infrastructure.*

**Key words:** Destination Loyalty, Logit Analysis, Gujarat

## Introduction

Destination loyalty of tourists is one of the major challenge for every destination. To have the sustainable growth and competitive advantage, the destination needs to have loyal tourists. Therefore, it has been suggested having loyalty development program as a strategy to achieve competitive advantage (Pike &Page, 2014; Weaver &Lawton, 2011). Destination loyalty is comprised of two distinct perspectives: behavioral and attitudinal (Chen and Gursoy, 2001, Chi and Qu, 2008, Chi, 2011, Oppermann, 2000, Pike, 2010, Prayag and Ryan, 2012, Yoon and Uysal, 2005). The first perspective focuses on the repeat purchase while the second perspective of loyalty focuses on the recommendations to the friends and family. The attitudinal loyalty is as important as the behavioural one.

According to Harrison-Walker (2001) the intention to recommend others is defined as "the informal person-to-person communication between a perceived noncommercial communicator and a receiver regarding a brand, a product, an organization, or a service". To generate qualified information on which tourists can rely upon, the tourist destination is in need to have positive

reference, which will ultimately result into the selection of the destination (Kivela and Crofts, 2006, Nam et al., 2016, Qu et al., 2011, Tussyadiah et al., 2011).

As tourism worldwide gets attention of respective government, Gujarat is in the same direction and chalking out plans to attract more and more number of tourists to Gujarat. However, the state's success in fetching investment is not matched by the rise in tourist numbers, despite the Amitabh Bachchan's ad campaign for Gujarat tourism. The state tourism department has managed to bring in just 2 percent foreign tourists and 1 percent NRI tourists to Gujarat last year. Secondly, international events such as Rann utsav in Kutch, Monsoon festival in Saputara have also played a major role in making Gujarat a popular brand .<sup>1</sup> Therefore, the study aims to identify destination attributes that tourists consider for recommending that will lead to new tourist arrival as well as their revisit. This ultimately results in tourists' destination loyalty.

## Literature review

Literature review includes the description of destination loyalty, the importance of destination loyalty and details about Gujarat as a tourism destination.

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## Destination loyalty

Pechlaner et al (2012); Vinh and Long (2013); Kim et al (2013) suggested that loyalty for the destination leads to future stability and growth of any tourism destination. Gursoy et al (2014) and Sun et al (2013) also believed that the destination loyalty can be used as a predictor of competitive advantage and market success. Akroush et al (2016) explained that the Destination loyalty is one of the major indicators of an effective provision of tourism services and experiences to the tourists at the destination. Ju (2015) explained that the loyalty can be attitudinal and behavioral i.e the intention of revisiting the destination is behavioral loyalty and recommending or word-of-mouth is attitudinal loyalty. Oppermann (2000) also stated that tourists' loyalty including their likeliness of revisiting the destination and recommending to others will be helpful to reduce the marketing costs to attract the tourists. According to Gursoy et al (2014), it is very important for any tourism destination to attract and retain the tourists.

Kumar and Shah (2004) defined attitudinal loyalty as the cognitive and expressive part of brand loyalty. According to Dick and Basu (1994), the customers will be behavioural loyal to the firm until and unless they will be having availability of any other better options. Appiah et al (2016) also stated that attitudinal loyalty provides a holistic view in terms of an incline towards repeat buying behaviour, refuse to switch to other competitive firms, oppose for negative opinion about the firm, firm belief, readiness to pay higher prices and readiness to recommend the firm to the others.

Chen and Gursoy (2001) identified that, it has become important for policy makers or destination managers to determine the reasons behind tourists' loyalty towards a destination as the competition among destinations is increasing. The "intention to revisit the destination" and "recommendation to others" are the major factors that reflect tourists' loyalty towards destination and satisfied tourists as the key to develop tourists' loyalty (Corte et al, 2015; Neuts et al, 2013). Tourist loyalty can be defined as commitment of tourists to repurchase the desired products or services on a continuous basis in future irrespective of the influence of situations or marketing efforts that may cause a switch in tourists' behaviour (Oliver, 1999).

## Importance of destination loyalty

Loyalty leads to retention of tourists, and strong positive destination image (Chen and Gursoy, 2001); sustained attractiveness of the destination (Corte et al, 2015); effective promotion without incurring marketing costs (Neuts et al, 2013); longer stays of the tourists, and increased participation of tourists in tourism activities and positive word of mouth (Li et al, 2010; Zhang et al, 2014); and retaining tourists that leads to reduced marketing costs as compared to attracting new tourists

(Shoemaker and Lewis, 1999). Corte et al (2015) explained that positive experience from the provided products, services and resources at the destinations, and satisfied experience from journey are some major determinants that cause tourists retention and positive word of mouth and ultimate destination loyalty at the destination.

## About Gujarat

The Government of Gujarat has a vision to develop and promote tourism as an "Engine of Growth" and to bring Gujarat on the national and international tourist map. The Tourism Policy envisages developing Gujarat Tourism by E-marketing.<sup>2</sup> The effective development in infrastructure undertaken by the Gujarat Tourism Development Corporation has helped the State to increase the number of tourists to Gujarat.<sup>3</sup> In fact, there has been a quantum jump of 30% in tourist arrivals from 2009 till 2012!<sup>4</sup> The multi-prolonged efforts of state tourism policy to boost tourism in the state has brought lots of changes. Gujarat tops among Indian states in attracting investment in the sector, says a study by the apex industry body, Associated Chambers of Commerce and Industry of India (ASSOCHAM). The state ranks 9th in domestic tourists arrivals and 15th for foreign tourists arrivals in India<sup>5</sup>.

As per the 2015-20 tourism policy, the government of Gujarat has vision to position Gujarat as a vibrant tourist destination, with an emphasis on improving visitor experience, livelihood linkages, environmental concerns and enhancing investment opportunities, thus catapulting tourism as one of the most important economic drivers, leading to sustainable development and inclusive growth in the State.

To enhance the experience of tourists and to develop the state as a tourism destination, the government of Gujarat has developed various action plans : Policy based Plans, Project based Plans, Event based Plans<sup>6</sup> and strategies such as: augmentation of tourist infrastructure, tourist-centric approach, skill development & employment generation, promotion of 'Make In India' and 'Digital India', thrust on environment-friendliness, sanitation and cleanliness, emphasis on innovation, participation in GOI schemes, active collaboration with the central government, multi-pronged approach for ease of doing business and proactive role of the state government.<sup>7</sup> Gujarat Infrastructure Agenda - Vision 2010 prepared by Gujarat Infrastructure Development Board (GIDB) is the first "Holistic Plan" for infrastructure development in Gujarat.

## Research methodology

### I. Research Objective

The objective of this research paper is to identify destination attributes tourists consider while recommending which results in destination loyalty.

**II. Research Plan**

Research approach adopted for the study is quantitative. Research design is descriptive. For data collection, survey was conducted with snow ball technique (in person 58%, snowball 42%) with non- probability convenience as sampling procedure. Both primary and secondary data sources are used. Structured questionnaires were used as an instrument for collecting primary data. For the secondary data Government reports, journals, magazines, newspapers and websites, books were scanned. Sampling plan includes sample unit of tourists visiting Gujarat. Total population size is 25409000 which is derived from Statistical abstract of Gujarat state 2013, Directorate of economics and statistics, Government of Gujarat, Gandhinagar.<sup>8</sup> The sample size for the study is 385. The sample size is calculated by using Sample size calculator.<sup>9</sup> Out of 385 tourist respondents, 354 tourists are considered as 31 tourists replied neutral {Tourists from Gujarat- 19536000, Tourists from other Indian state -5356000, NRIs/ Foreigners-517000; 0.001% of 25409000= 385 (sample size)}.

After conducting factor analysis for destination attributes performance and calculating importance performance

mean of destination attributes, following dimensions were identified for logistic regression, namely: availability of suitable accommodation , good night life, adequate provision of entertainment activities, value for money, uniqueness of destination, less traffic and crowd preferred, adequate provision of entertainment facilities, variety of tourism activities and well-developed infrastructure.

**III. Data analysis**

Quantitative data analysis was done and Logistic Regression Analysis technique was used in this research paper

**Discussion**

A logistic regression was performed to ascertain the effects of availability of suitable accommodation, good night life, adequate provision of entertainment activities, value for money, uniqueness of destination, less traffic and crowd preferred, adequate provision of entertainment facilities, variety of tourism activities and well-developed infrastructure. on the likelihood that tourists will recommend the destination to others.<sup>10</sup> Loyalty has been coded as 0 (loyal) and 1 (disloyal)

**Table: 1 Classification table**

Classification Table <sup>a,b</sup>					
	Observed	Predicted			
		Recommendation to others		Percentage Correct	
		LOYAL	DIS LOYAL		
Step 0	Recommendation to others	LOYAL	341	0	100.0
		DIS LOYAL	13	0	.0
	Overall Percentage				96.3
A. Constant is included in the model.					
B. The cut value is .500					

Logistic regression was able to classify 96.3% of the cases correctly.

**Table: 2 Omnibus Tests of Model Coefficients**

Omnibus Tests of Model Coefficients				
		Chi-square	df	Sig.
Step 1	Step	64.024	9	.000
	Block	64.024	9	.000
	Model	64.024	9	.000

Under Omnibus Tests of Model Coefficients, we see that our latest model is significantly better. The logistic regression model was statistically significant,  $\chi^2 = 64.024, p < .0005$ <sup>11</sup>

**Table: 3 Model summary**

Model Summary			
Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	47.406 <sup>a</sup>	.165	.613
a. Estimation terminated at iteration number 10 because parameter estimates changed by less than .001.			

The model summary table includes the Pseudo R<sup>2</sup>, the -2 log likelihood is the minimization criteria used by SPSS.

We see that Nagelkerke's R<sup>2</sup> is 0.613 which indicates that the model is very good.<sup>12</sup>

**Table:4 Hosmer and Lemeshow Goodness-of-fit Test**

Hosmer and Lemeshow Test			
Step	Chi-square	df	Sig.
1	6.249	8	.619

The Hosmer & Lemeshow test of the goodness of fit suggests that the model is a good fit to the data as  $p=0.619 (>.05)$ .<sup>13</sup>

**Table: 5 Variables in Equation**

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 <sup>a</sup>	Availability of suitable accommodation	3.219	1.396	5.322	1	.021	25.012
	Good nightlife	-3.026	1.296	5.447	1	.020	.049
	Adequate provision of entertainment activities	1.382	1.199	1.328	1	.249	3.983
	Value for money	-4.974	1.656	9.027	1	.003	.007
	Uniqueness of destination	-1.686	.701	5.784	1	.016	.185
	Less traffic and crowd preferred	3.496	1.237	7.981	1	.005	32.982
	Adequate provision of entertainment facilities	3.505	1.485	5.571	1	.018	33.295
	Variety of tourism activities	2.885	1.071	7.261	1	.007	17.902
	Well-developed infrastructure	-2.937	1.225	5.751	1	.016	.053
	Constant	-11.110	6.336	3.074	1	.080	.000
<i>a. Variable(s) entered on step 1: Availability of suitable accommodation , Good night life, Adequate provision of entertainment activities, Value for money, Uniqueness of destination, Less traffic and crowd preferred, Adequate provision of entertainment facilities, Variety of tourism activities, Well-developed infrastructure</i>							

The Wald Chi-Square statistic, which tests the unique contribution of each predictor, in the context of the other predictors -- that is, holding constant the other predictors -- that is, eliminating any overlap between predictors.<sup>14</sup>

The statistical significance of the test is found in the "Sig." column. From these results, we can see that

Availability of suitable accommodation ( $p = .021$ ), Good night life ( $p = .020$ ), Value for money ( $p = .003$ ), Uniqueness of destination ( $p = .016$ ), Less traffic and crowd preferred ( $p = .005$ ), Adequate provision of entertainment facilities ( $p = .018$ ), Variety of tourism activities ( $p = .007$ ), Well-developed infrastructure ( $p = .016$ ) added significantly to the model/prediction, but Adequate provision of entertainment activities ( $p = .249$ ) did not add significantly to the model.<sup>15</sup>

Therefore, it can be said that, attitude toward availability of suitable accommodation, good night life, value for money, uniqueness of destination, less traffic and crowd preferred, adequate provision of entertainment

facilities, variety of tourism activities and well-developed infrastructure, for recommending Gujarat as a tourism destination to others, are significant in explaining destination loyalty than of attitude towards adequate provision of entertainment activities.

According to Wald statistics of significance the most important attribute to foster destination loyalty is Value for money (Wald value = 9.027,  $p = .003$ ) and attribute that least influence destination loyalty is Adequate provision of entertainment activities (Wald value = 1.328,  $p = .249$ ).

With the help of "Variables in the Equation" table, the prediction of the probability of an event occurring based on a one unit change in an independent variable when all other independent variables are kept constant.<sup>16</sup> Adequate provision of entertainment facilities indicates that when holding all other variables constant, recommendation to others is 33.295 times i.e almost 33 times more likely towards destination loyalty. Similarly attributes such as Less traffic and crowd preferred = 33 times, Availability of suitable accommodation = 25 times, Variety of tourism

activities = 18 times, Good nightlife = 5 times, Value for money = .7 times, Uniqueness of destination = 18 times and Well-developed infrastructure = 5 times more likely towards destination loyalty, when holding all other variables constant. Adequate provision of entertainment activities indicates that when holding all other variables constant, not recommending to others is 3.893times i.e. almost 4 times.<sup>17</sup>

In other words, the provision of entertainment activities in Gujarat as a tourists' destination is inadequate. They are not satisfied with the available entertainment activities and would not like to recommend to others in this regard. Whereas, the manager seeking to increase destination loyalty should focus on fostering more positive attitude toward availability of suitable accommodation , good night life, value for money, uniqueness of destination, less traffic and crowd preferred, adequate provision of entertainment facilities, variety of tourism activities, well-developed infrastructure and not worry about adequate provision of entertainment activities.<sup>18</sup>

Respondent numbers	Recommend this area to others	LRE_1	odds	Probability	PRE_1	PGR_1
1.	0	-1.31943	.10	.20	.09123	0
2.	0	-1.01427	.01	.03	.01313	0
3.	0	-1.00043	.04	.09	.04159	0
4.	0	-1.00000	.00	.00	.00039	0
5.	0	-1.00000	.00	.00	.00000	0
6.	0	-1.12079	.16	.33	.13978	0
7.	1	1.79876	5.04	10.08	.83439	1
8.	0	-1.00015	.00	.00	.00000	0
9.	1	5.07045	1.09	2.19	.52228	1
10.	0	-1.00000	.00	.00	.00000	0
11.	0	-1.20965	.25	.50	.20124	0
12.	0	-1.00026	.00	.00	.00005	0
13.	0	-1.02215	.00	.00	.00004	0
14.	1	5.41494	.01	.03	.01339	0
15.	0	-1.00000	.00	.00	.00000	0
16.	1	5.76989	.25	.50	.20124	0
17.	0	-1.00026	.00	.00	.00005	0
18.	0	-1.00001	.05	.11	.05018	0
19.	0	-1.01564	.00	.00	.00073	0
20.	0	-1.01511	.00	.00	.00122	0
21.	0	-1.74559	.39	.77	.27877	0
22.	0	-1.00407	.01	.03	.01462	0
23.	0	-1.00751	.01	.03	.01462	0
24.	0	-1.00000	.00	.00	.00000	0
25.	0	-1.00003	.00	.00	.00166	0

25	0	-1.00003	.00	.00	.00166	0
26	0	-1.00061	.00	.00	.00004	0
27	0	-1.00010	.00	.00	.00007	0
28	0	-1.00003	.00	.00	.00166	0
29	0	-1.00074	.04	.08	.03771	0
30	0	-1.00681	.00	.01	.00426	0
31	0	-1.00117	.00	.00	.00230	0
32	0	-1.03109	.00	.00	.00199	0
33	0	-1.00195	.00	.00	.00000	0
34	0	-1.07858	.00	.00	.00150	0
35	0	-1.00101	.00	.00	.00093	0
36	0	-1.00681	.00	.01	.00426	0
37	0	-1.00117	.00	.00	.00230	0
38	0	-1.03109	.00	.00	.00199	0
39	0	-1.00195	.00	.00	.00000	0
40	0	-1.07858	.00	.00	.00150	0
41	0	-1.00006	.00	.00	.00000	0
42	0	-1.00278	.00	.00	.00114	0
43	0	-1.00000	.00	.00	.00004	0
44	0	-1.00821	.00	.00	.00242	0
45	0	-1.00083	.00	.00	.00058	0
46	0	-1.00005	.00	.00	.00008	0
47	0	-1.00007	.00	.00	.00007	0
48	0	-1.00003	.01	.02	.01064	0
49	0	-1.00000	.00	.00	.00000	0
50	0	-1.03981	.00	.01	.00400	0

51	0	-1.15292	.00	.01	.00400	0
52	0	-1.03492	.04	.08	.03707	0
53	0	-1.00011	.00	.00	.00002	0
54	0	-1.00004	.00	.00	.00056	0
55	0	-1.00000	.00	.00	.00000	0
56	0	-1.00015	.01	.02	.00778	0
57	0	-1.31943	.10	.20	.09123	0
58	0	-1.01427	.01	.03	.01313	0
59	0	-1.00043	.04	.09	.04159	0
60			89321.7	178643.		
1		1.70256	2	45	.99999	1
61	0	-1.00000	.00	.00	.00039	0
62	0	-1.00000	.00	.00	.00000	0
63	0	-1.12079	.16	.33	.13978	0
64	1	1.79876	5.04	10.08	.83439	1
65	0	-1.00015	.00	.00	.00000	0
66		25850.4				
1		7890	.02	.05	.02301	0
67	1	5.07045	1.09	2.19	.52228	1
68	0	-1.00000	.00	.00	.00000	0
69	0	-1.20965	.25	.50	.20124	0
70	0	-1.00026	.00	.00	.00005	0
71	0	-1.02215	.00	.00	.00004	0
72	0	-1.00000	.00	.00	.00000	0
73	0	-1.00026	.00	.00	.00005	0
74	0	-1.00001	.05	.11	.05018	0
75	0	-1.01564	.00	.00	.00073	0

76	0	-1.01511	.00	.00	.00122	0
77	0	-1.00407	.01	.03	.01462	0
78	0	-1.00751	.01	.03	.01462	0
79	0	-1.00000	.00	.00	.00000	0
80	0	-1.00003	.00	.00	.00166	0
81	0	-1.00061	.00	.00	.00004	0
82	0	-1.00010	.00	.00	.00007	0
83	0	-1.00003	.00	.00	.00166	0
84	0	-1.00074	.04	.08	.03771	0
85	0	-1.00681	.00	.01	.00426	0
86	0	-1.00117	.00	.00	.00230	0
87	0	-1.03109	.00	.00	.00199	0
88	0	-1.00195	.00	.00	.00000	0
89	0	-1.07858	.00	.00	.00150	0
90	0	-1.00101	.00	.00	.00093	0
91	0	-1.00681	.00	.01	.00426	0
92	0	-1.00117	.00	.00	.00230	0
93	0	-1.03109	.00	.00	.00199	0
94	0	-1.00195	.00	.00	.00000	0
95	0	-1.07858	.00	.00	.00150	0
96	0	-1.00006	.00	.00	.00000	0
97	0	-1.00278	.00	.00	.00114	0
98	0	-1.00000	.00	.00	.00004	0
99	0	-1.00821	.00	.00	.00242	0
100	0	-1.00083	.00	.00	.00058	0

Picture:1 probability of occurrence

With the help of table 5, calculation of the probability of each respondent to be loyal or disloyal can be identified.<sup>19</sup>

**1<sup>st</sup> step: formulate Logit model**

Logit = constant value (coefficient\*a+ coefficient\*b+ coefficient\*c+...)

**Logit = -11.110(3.219\*Availability of suitable accommodation+-3.026\*Goodnightlife+1.382\*Adequate provision of entertainment activities+-4.974\* Value for money+ - 1.686\*Uniqueness of destination+ 3.496\*Less traffic and crowd preferred+ 3.505\*Adequate provision of entertainment facilities+2.885\*Variety of tourism activities+-2.937\*Well-developed infrastructure)**

**2<sup>nd</sup> step: find Odds value**

**Odds= e<sup>Logit</sup>**

**3<sup>rd</sup> step: find probability of occurrence**

**P(y)= Odds/1+Odds**

In the above table, the respondent number 14,16 and 66 are having probability to be converted from disloyal to loyal.

**Conclusion**

One of the major concerns of destination managers is to address the major factors which affect tourist retention and positive word of mouth and improve the appeal of the destination.

As rightly said by Corte et al (2015), the degree of tourists' loyalty to a destination is reflected in their intentions to revisit the destination and in their recommendations to others. The research identifies that the tourism policy maker seeking to increase destination loyalty should focus on fostering more positive attitude toward availability of suitable accommodation , good night life, adequate provision of entertainment activities, value for money, uniqueness of destination, less traffic and crowd preferred, adequate provision of entertainment facilities, variety of tourism activities and well-developed infrastructure, for recommending Gujarat as a tourism destination to others, are significant in explaining destination loyalty than of attitude towards adequate provision of entertainment activities. There should be adequate provision of entertainment of activities so as to seize the degree of tourists' loyalty to a destination in terms of their intentions to revisit and recommendations to others.

**Note:**

1. Entertainment facilities: facilities for enabling persons to take part in entertainment<sup>20</sup>. Examples of entertainment facilities yachts, hunting lodge, fishing camps, swimming pools, tennis courts, bowling alleys, automobiles, airplanes, apartments, hotel suites, homes in vacation resorts<sup>21</sup>.
2. Entertainment activities: it is a form of activity that holds the attention and interest of audience, or gives pleasure and delight<sup>22</sup>.

**Endnotes**

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# Creating Shareholders Wealth Through Mergers and Acquisitions: A Long Term Study with Special Reference to Indian Hotel and Tourism Sector

Vinod M Lakhwani & Sangeeta Jauhari

## Abstract

*Creating wealth for shareholders is the core objective of the companies. Accordingly, they device their business strategies that help them to fulfill their intent. While doing so, there are certain crucial factors to reflect upon, namely - Entry and exit barriers, capital requirement, availability of the substitutes, number of existing players, regulatory approvals and so on. Based on this a firm may decide to go with the internal or external expansion. Mergers and Acquisitions popularly known as M&A are one of the ways for external expansion that has gained popularity across the globe among the business players from several sectors. Due to this, the researchers are intrigued towards studying the financial aspects of M&A and has assessed the performance of the acquiring firms in order to gauge its impact majorly in the short run, subsequent to the merger.*

*The present study in an attempt to add on in the existing body of the knowledge by comparing the before and after merger performance of 6 companies selected from Indian Hotel and Tourism Sector that have acquired and merged the firms in the F.Y. 2005 - 2006 and 2006 - 2007 and are operating till date. To do so, Du Pont Return on Equity (ROE) framework has been utilized as to check whether the shareholders wealth has increased in the long run or not. The result found was that there was a mixed effect of the M&A on the companies.*

**Keywords:** Mergers and Acquisitions, Du Pont ROE Framework, Indian Hotel and Tourism, Long Run Assessment.

## Introduction

The business world has witnessed many changes globally in present times on several fronts. Regulatory aspects, advanced technology, economic scenario and demand from consumers are few to list. This has intensified the competition among the players leading to price wars among themselves. As a result, corporates are experiencing profit bleed and left with two options - either to close down the operations or become targets to a strong financial muscle firms which in turns affect the wealth of the shareholders. The key gainers or losers in latter scenario are the shareholders who have taken risk and provided the required funds to the business units with the aim of getting better returns on their investments.

Mergers and Acquisitions also known as M&A is one such way which has well received by the globally by many business organizations of diverse sectors. Merger of Dena Bank and Vijaya Bank with Bank of Baroda, Capital First and IDFC Bank Merger, Essar Steel merger with Arcelor Mittal and acquisition of GSK Consumer Health India Ltd. with HUL are the recent deals to illustrate in several sectors.

Even though, this mechanism brings in varieties of synergies but upto what extent the firms are able to cash in from it. In addition to that, whether these payoffs are the immediate or distant is the question seek an answer. The studies done so far has assessed the performance of the acquiring firms in order to gauge its impact majorly in the short run, subsequent to the merger.

The present study in an attempt to add on in the existing body of the knowledge by comparing the before and after merger performance of 6 companies selected from Indian Hotel and Tourism Sector that have acquired and merged the firms in the F.Y. 2005 - 2006 and 2006 - 2007 and are operating till date. To do so, Du Pont Return on Equity (ROE) framework has been utilized as to check whether the shareholders wealth has increased in the long run or not.

## Literature Review

Kumar and Bansal (2008) conducted their study by selecting 22 mergers and 52 acquisitions as a sample from M&A deals in 2003. They compared the financial results by working out liquidity, operating ratios, overall efficiency;

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equity shareholders' return ratios for three years each - pre deal and post deal. The end results showed that in majority cases of mergers as well as acquisitions the companies were able to generate synergies by gauging the better financial performance in post-merger and acquisition scenario.

Herciu, Ogrea and Belascu (2011) computed ROS, ROA and ROE as per Du Pont framework to top 20 most profitable companies in the world in 2009 as per Fortune and found that all these firms will have different ranking when rated as per above mentioned parameters and henceforth every time absolute measures will not be pertinent.

Christina and Karthikeyan (2012) evaluated the financial performance of Indian Pharmaceutical sector by taking top 3 players as a sample. They used Dupont Analysis and calculated ROI and ROE accordingly for the period of ten years (2003-2012). They found that pharma companies are more focused on absolute measures rather than relative which will may not present a true and fair picture every time. Hence relative size of the firms should also be taken into consideration while computing ratios.

Leepsa and Mishra (2013) conducted their study specific to Indian manufacturing sectors by selecting the deals during 2003-2004 to 2006-2007. They computed liquidity, profitability and solvency ratios and compared the effect with pre and post-merger taking the time frame of three years for each. Their research findings were that M&A impact were reflected in the immediate years categorically in event and the first year after M&A.

Panda and Sriram (2013) found that M&A improves the profitability as well as enhance the speed of innovation. They conducted their study specific to Indian pharmaceutical sector by taking sample of four companies who done acquisition overseas. For arriving at result they took financial and patent fillings data for eight years and measured profitability with respect to gross profit and operating margins.

Trivedi (2013) chosen top 30 M&A deals struck between 2006-2011 and evaluated their financial performance based on PBDIT, PBT, PAT, PBDIT to Total Income, Pat to Total Income, Return on net worth, on capital employed, quick, current, debt- equity, interest coverage and EPS ratios. All these parameters were compared prior and subsequent merger for the time period of three years and inferred that except EPS companies registered improvement in PBDIT, PBT and PAT.

Lakhwani, Tiwari and Jauhari (2017) conducted a study on sample of 24 companies that have merged the targets in F.Y. 2005 - 2006 to assess the long term impact of M&A by employing Du Pont Return on Assets (ROA) Framework. They took data for twelve years - six years before and six

years after merger. The results depicted that M&A in the long term is pay off strategy and companies rather than sector get advantage of M&A.

### Objective of the Study

As stated above, the intention of current study is to find as to whether M&A has been helpful in enhancing the shareholder wealth and does it give instant results or after considerable time. To do so the financial performance of companies has been computed and compared before and after merger by using Du Pont Return on Equity (ROE) model and hypothesis that has been constructed are as follows:-

$H_0$  = There is no significant effect on Return on Equity (ROE) before and after M&A.

$H_1$  = There is significant effect on Return on Equity (ROE) before and after M&A.

$H_0$  = There is no significant effect on Equity Multiplier before and after M&A.

$H_1$  = There is significant effect on Equity Multiplier before and after M&A.

$H_0$  = There is no significant effect on Return on Assets (ROA) before and after M&A.

$H_1$  = There is significant effect on Return on Assets (ROA) before and after M&A.

$H_0$  = There is no significant effect on Net Profit Margin (NPM) before and after M&A.

$H_1$  = There is significant effect on Net Profit Margin (NPM) before and after M&A.

$H_0$  = There is no significant effect on Asset Turnover Ratio (ATR) before and after M&A.

$H_1$  = There is significant effect on Asset Turnover Ratio (ATR) before and after M&A.

### Data Collection Methodology and Tools and Techniques Implemented-

The current research work is based on secondary data entirely. Data with respect to the M&A deals of F.Y. 2004-2005, 2005-2006 and 2006-2007, sectorial segregation and financial data about sales, net profit and total assets for ratios calculations has been extracted assiduously from Prowess - Centre For Monitoring Indian Economics (CMIE) Database. Besides these M&A deals were validated from annual reports, companies and stock exchange websites. To have precise results, M&A pacts between the holding, subsidiary companies were eliminated. A total 453 deals for all three years were analyzed and a sample of 6 companies that belongs to Indian Hotel and Tourism sector were freeze for the study.

**Table I – Sector wise list of Acquirers and Target Companies**

Main Sector of the Acquirer	Name of the Acquirer	Name of the Target	Main Sector of the Target	Year of Merger
Hotels and Tourism	Kamat Hotels (India) Ltd.	Himco (India) Ltd.	Hotels and Tourism	2005-2006
	E I H Associated Hotels Ltd.	Indus Hotel Corpn. Ltd.	Hotels and Tourism	
	Hotel Leelaventure Ltd.	Kovalam Hotels Ltd.	Hotels and Tourism	
	Indian Hotels Co. Ltd.	Taj Lands End Ltd.	Hotels and Tourism	2006-2007
	Taj G V K Hotels & Resorts Ltd.	Sri Tripurasundari Hotels Ltd.	Hotels and Tourism	
	Thomas Cook (India) Ltd.	L K P Forex Ltd.	Other Financial Services	

For facilitating pre and post-merger comparison, data for twelve years were amassed, parting window of six years for each juncture. Thus, for F.Y. 2004-2005 financial data were collected from F.Y. 1998 - 1999 to F.Y. 2003 - 2004 for pre-merger and from F.Y. 2005-2006 to F.Y. 2010 - 2011 for the post-merger period. Similarly, for M&A Deals of F.Y. 2005 - 2006 financial data were collected from F.Y. 1999 - 2000 to F.Y. 2004 - 2005 for pre-merger and from F.Y. 2006 - 2007 to F.Y. 2011 - 2012 for post-merger period and for M&A Deals of F.Y. 2006 - 2007 financial data were collected from F.Y.2000 - 2001 to F.Y. 2005 - 2006 for pre-merger and from F.Y. 2007 - 2008 to F.Y. 2012 - 2013 for post-merger period. The duration of six years was selected due to the Prowess database limitation.

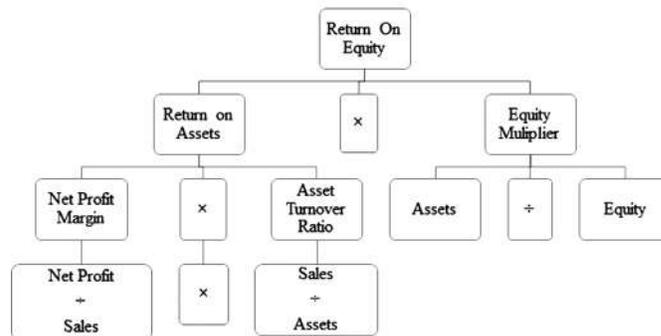
Moving further, all three ratios were calculated and analysis was done with reference to mean, standard deviation and coefficient of variation to see the impact of M&A on the firms. Also paired t test were applied at 5% to check the significant effect.

**DuPont Return On Equity (ROE) Framework**

In 1920s DuPont bought crappy General Motors and F. Donaldson Brown, the treasurer of the company was earmarked for cleaning up the topsy - turvy finance. During that time he found the interconnectivity of Income Statement and Balance Sheet components, thus he established a relationship between Return on Assets, Net Profit Margin and Asset Turnover Ratio and the influence one will have with the change in the other. Thereafter this model became popular and was known as DuPont Analysis.

ROE framework is an extended version of Return on Assets (ROA) structure. It explains the relationship between three different types of ratios - profitability, efficiency and leverage. Return on Equity measures the profit after tax earned by the company in relation to funds given by equity shareholders; Return on Assets depicts the net profit generated by the firm with reference to amount of funds deployed in the assets and Net Profit Margin shows the amount of profit made by the business on the total sales generated during a specific period of

time. Asset Turnover Ratio shows the extent to which assets are used efficaciously for generating sales. Equity Multiplier also known as Financial Leverage exhibits the proportion of assets being financed through shareholders' money.



**Figure I: Du Pont ROE Framework**

**Results and Analysis:-**

**Impact on Return on Equity**

The mean values from Table II shows that out of 6 firms, ROE of 2 firms have increased along with their standard deviation (Table III) after the merger indicating that although return has enhanced but at the same time volatility also exists. The coefficient of variation values of these firms (Table IV) highlight that one is experiencing relativity lesser fluctuation as compare to other. Remaining 4 firms who ROE has decreased are majorly having fluctuation in earnings at the same time the variability has also gone up relatively. The ROE of E I H Associated Hotels Ltd. and Thomas Cook (India) Ltd. has notably improved following the merger (Table V).

**Effect on Equity Multiplier**

Looking at the mean values (Table II) it was found that firms are equally distributed on increasing and decreasing front. All 3 firms whose equity multiplier has gone up subsequent to merger the standard deviation (Table III) and coefficient of variation values (Table IV) has also

been on higher side leading to that equity funds are being used for funding assets but the same time the proportion is also changing every time. The equity multiplier of E I H Associated Hotels Ltd. has significantly decreased and of Thomas Cook (India) Ltd. has notably increased following the merger (Table VI).

#### **Influence on Return on Assets**

Of the 6 companies, the mean value of ROA (Table II) of 4 firms has fallen following the merger. Contrast to that there is rise in standard deviation of 3 firms and fall in standard deviation of 1 firm but the coefficient of variation values of all firms has seen an upswing. This manifests that after M&A along with drop these players are also facing instability in the earnings. From the remaining 2 firms who have higher ROA, one firm has low values in both - standard deviation and coefficient of variation, whereas the second one has high values in standard deviation and coefficient of variation too. The ROA of E I H Associated Hotels Ltd. has significantly enhanced and ROA of Thomas Cook (India) Limited has significantly gone down after M&A (Table VII).

#### **Effect on Net Profit Margin**

From the mean values of NPM (Table II) it was observed that profitability of 4 firms and 2 firms has enhanced and fallen following the merger respectively. Out of these 4 firms, 3 have a high standard deviation and coefficient of variation values too, and only 1 firm has both the values in a downtrend. This portrays that majority of the firms who have better results in terms of margins after the merger, but at the same time they have come across the anomaly also. Remaining 2 firms, whose profitability has decreased after merger do have a standard deviation on lower side, but the coefficient of variation on the higher side exhibiting the fact that these firms loose on one count but gaining on other i.e. M&A hinder the margins but brings the stability into it. E I H Associated Hotels Ltd NPM has improved whereas Thomas Cook (India) Ltd. NPM decreased significantly subsequent to the merger (Table VIII).

#### **Influence on Assets Turnover Ratio**

The mean values of ATR (Table III) show that 4 firms have experienced a downfall in the turnover ratios and only 2 firms have better turnover ratios in comparison to the pre-merger period. Each firm having a boom in efficiency has a different outcome with respect to standard deviation and coefficient of variation values. One found with spurt and other with a reduction in both. Out of the 4 firms whose efficiency has been affected adversely, 3 firms have found with growth in standard deviation and coefficient of variation of values as well and the only single firm has a low standard deviation but the high coefficient of variation of values. This limn that handful of firms have been benefited from M&A when it comes to efficiency. There is noteworthy increment in

the efficiency of E I H Associated Hotels Ltd. whereas Thomas Cook (India) Ltd. has experienced reduction on the same count subsequent to the merger. (Table IX).

#### **Discussion**

The end results of the study show that the mergers have mixed effect on the performance of the companies in the long run. The ROE of E I H Associated Hotels Ltd. and Thomas Cook (India) Ltd. has become better after the merger resulting into increase in the wealth of the shareholders. Through M&A, EIH Associated Hotels Ltd. has gained on Net Profit Margin, Return on Assets and Asset Turnover Ratio. This means that it has seen overall growth in the profitability and has improved efficiency as well. On the contrary, Thomas Cook (India) Ltd. has not been able to reap the fruits of M&A. Although the shareholders return has increased but there is fall in overall profitability and efficiency after the merger.

#### **Postlude**

The current study was undertaken to see as to whether the financial performance of the companies enhances after M&A in the long run or not by deploying the Du Pont ROE framework, with specificity to the Indian Hotel and Tourism Industry. It was observed that companies experienced the mixed impact.

#### **Future Course of Action for Research**

The present piece of work gives new direction to the future researchers in which they can do a similar kind of study by taking a large sample size of the players from the same sector. Also, they can choose other industries and find out whether the results obtained are similar in nature or they differ. Another aspect of the study can be covered by computing the set of ratios to assess the liquidity, solvency, profitability, debt - equity and other variables of the firms. Qualitative analysis can also be done by developing models to find out the factors other than M&A that affects the performance of the companies.

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Company Name	Return on Equity		Equity Multiplier		Return on Assets		Net Profit Margin		Asset Turnover Ratio	
	Pre-Merger Mean	Post-Merger Mean	Pre-Merger Mean	Post-Merger Mean	Pre-Merger Mean	Post-Merger Mean	Pre-Merger Mean	Post-Merger Mean	Pre-Merger Mean	Post-Merger Mean
E I H Associated Hotels Limited	-30.4667	14.9333	11.4217	5.5683	-2.5900	2.7183	-11.1700	6.7933	0.2483	0.3967
Kamat Hotels (India) Limited	13.8167	12.8833	12.7900	9.7183	1.1433	1.9667	4.1467	7.4200	0.2550	0.2133
Hotel Leela Ventures Limited	20.6833	53.6833	14.5217	19.6850	1.5483	0.4050	10.8600	1.9617	0.1233	0.1000
Indian Hotels Company Limited	20.4833	4.9667	5.2983	14.0900	4.3183	2.7883	12.6650	7.9900	0.3267	0.2850
Taj G V K Hotels and Resorts Limited	52.5333	41.7000	6.4200	5.5717	8.5167	8.4417	15.5933	16.2000	0.5333	0.4833
Thomas Cook (India) Limited	21.3167	61.4333	2.3400	13.4517	9.0583	4.7767	19.1450	13.2800	0.4700	0.3567

Table II: Pre and Post Mean Values of All Ratios

Table III: Pre and Post Std. Dev. Values of All Ratios

Company Name	Return on Equity		Equity Multiplier		Return on Assets		Net Profit Margin		Asset Turnover Ratio	
	Pre-Merger Std. Dev.	Post-Merger Std. Dev.								
E I H Associated Hotels Limited	20.02735	4.06923	5.5103	0.4214	1.4567	0.8152	6.4829	1.8063	0.0519	0.0326
Kamat Hotels (India) Limited	12.30633	14.25025	1.5467	3.2554	1.0641	2.5083	3.7199	8.5665	0.0288	0.0612
Hotel Leela Ventures Limited	19.08637	51.40554	2.5933	23.3413	1.4114	3.8593	9.1269	35.6637	0.0377	0.0316
Indian Hotels Company Limited	5.0570	68.5575	1.6700	10.8573	3.1903	3.3021	8.7829	5.9406	0.0696	0.0339
Taj G V K Hotels and Resorts Limited	17.6940	22.0449	0.8470	1.1658	3.9253	5.8601	5.5723	8.3018	0.0561	0.1013
Thomas Cook (India) Limited	5.8214	10.6368	0.2502	2.8655	2.1037	1.3353	3.2686	2.8014	0.0513	0.0683

Table IV: Pre and Post Std. Coefficient of Variation Values of All Ratios

Company Name	Return on Equity		Equity Multiplier		Return on Assets		Net Profit Margin		Asset Turnover Ratio	
	Pre-Merger C.V.	Post-Merger C.V.	Pre-Merger C.V.	Post-Merger C.V.	Pre-Merger C.V.	Post-Merger C.V.	Pre-Merger C.V.	Post-Merger C.V.	Pre-Merger C.V.	Post-Merger C.V.
E I H Associated Hotels Limited	-65.81	27.33	48.26	7.57	-56.26	29.96	-58.02	26.62	20.63	8.12
Kamat Hotels (India) Limited	89.14	110.64	12.09	33.50	93.11	127.51	89.76	115.44	11.90	28.22
Hotel Leela Ventures Limited	92.38	95.76	17.84	118.59	91.19	953.42	84.04	1817.08	30.49	31.62
Indian Hotels Company Limited	24.72	1379.17	31.52	77.06	46.43	158.07	31.25	152.65	18.08	31.68
Taj G V K Hotels and Resorts Limited	33.70	52.91	13.20	20.90	46.08	69.41	35.73	51.24	10.66	21.37
Thomas Cook (India) Limited	27.38	17.32	10.73	21.31	23.23	27.94	17.08	21.11	10.93	19.42

Table V: Paired Sample Test Results for Return on Equity Ratio

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
<i>Pair 1 EIH Associated Hotels Limited Post and Pre Merger</i>	-45.4000	16.51702	6.74305	-62.7335	-28.06645	-6.733	5	0.001
Pair 2 Kamat Hotels (India) Limited Post and Pre Merger	0.93333	11.02881	4.50249	-10.64069	12.50736	0.207	5	0.844
Pair 3 Hotel Leela Ventures Limited Post and Pre Merger	-33.0000	45.15409	18.43408	-80.38631	14.38631	-1.790	5	0.133
Pair 4 Indian Hotels Company Limited Post and Pre Merger	15.51667	71.11212	29.03140	-59.11093	90.14426	.534	5	0.616
Pair 5 Taj G V K Hotels and Resorts Limited Post and Pre Merger	10.83333	39.48796	16.12089	-30.60674	52.27340	.672	5	0.531
<i>Pair 6 Thomas Cook (India) Limited Post and Pre Merger</i>	-40.11667	14.62592	5.97101	-55.46563	-24.76770	-6.719	5	0.001

Table VI: Paired Sample Test Results for Equity Multiplier Ratio

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
<i>Pair 1 EIH Associated Hotels Limited Post and Pre Merger</i>	5.85333	5.23502	2.13719	.35951	11.34715	2.739	5	0.041
<i>Pair 2 Kamat Hotels (India) Limited Post and Pre Merger</i>	3.07167	3.87380	1.58147	-.99363	7.13697	1.942	5	0.110
<i>Pair 3 Hotel Leela Ventures Limited Post and Pre Merger</i>	-5.16333	22.74662	9.28627	-29.03445	18.70778	-.556	5	0.602
<i>Pair 4 Indian Hotels Company Limited Post and Pre Merger</i>	-8.79167	11.39828	4.65333	-20.75343	3.17010	-1.889	5	0.117
<i>Pair 5 Taj G V K Hotels and Resorts Limited Post and Pre Merger</i>	.84833	1.78858	.73018	-1.02867	2.72533	1.162	5	0.298
<i>Pair 6 Thomas Cook (India) Limited Post and Pre Merger</i>	-11.11167	3.00174	1.22546	-14.26180	-7.96153	-9.067	5	0.000

Table VII: Paired Sample Test Results for Return on Asset Ratio

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
<i>Pair 1 EIH Associated Hotels Limited Post and Pre Merger</i>	-5.30833	1.54916	.63244	-6.93408	-3.68259	-8.393	5	0.000
<i>Pair 2 Kamat Hotels (India) Limited Post and Pre Merger</i>	-0.8233	1.9907	0.8127	-2.9124	1.2657	-1.013	5	0.358
<i>Pair 3 Hotel Leela Ventures Limited Post and Pre Merger</i>	1.1433	4.9791	2.0327	-4.0819	6.3685	0.562	5	0.598
<i>Pair 4 Indian Hotels Company Limited Post and Pre Merger</i>	1.5300	4.6794	1.9103	-3.3807	6.4407	0.801	5	0.460
<i>Pair 5 Taj G V K Hotels and Resorts Limited Post and Pre Merger</i>	0.0750	9.4570	3.8608	-9.8495	9.9995	0.019	5	0.985
<i>Pair 6 Thomas Cook (India) Limited Post and Pre Merger</i>	4.2816	2.6972	1.1011	1.4510	7.1122	3.888	5	0.012

Table VIII: Paired Sample Test Results for Net Profit Margin Ratio

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
<i>Pair 1 EIH Associated Hotels Limited Post and Pre Merger</i>	-17.9633	6.4279	2.6241	-24.7090	-11.2176	-6.845	5	0.001
<i>Pair 2 Kamat Hotels (India) Limited Post and Pre Merger</i>	-3.2733	7.2213	2.9481	-10.8516	4.3050	-1.110	5	0.317
<i>Pair 3 Hotel Leela Ventures Limited Post and Pre Merger</i>	8.8983	42.7171	17.4392	-35.9306	53.7272	0.510	5	0.632
<i>Pair 4 Indian Hotels Company Limited Post and Pre Merger</i>	4.6750	13.3675	5.4572	-9.3534	18.7034	0.857	5	0.431
<i>Pair 5 Taj G V K Hotels and Resorts Limited Post and Pre Merger</i>	-0.6066	13.7217	5.6018	-15.0067	13.7934	-0.108	5	0.918
<i>Pair 6 Thomas Cook (India) Limited Post and Pre Merger</i>	5.8650	3.1240	1.2754	2.5864	9.1435	4.599	5	0.006

Table IX: Paired Sample Test Results for Asset Turnover Ratio

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
<i>Pair 1 EIH Associated Hotels Limited Post and Pre Merger</i>	-0.1483	0.0256	0.0104	-0.1752	-0.1214	-14.179	5	0.000
<i>Pair 2 Kamat Hotels (India) Limited Post and Pre Merger</i>	0.0416	0.0462	0.0188	-0.0068	0.0901	2.208	5	0.078
<i>Pair 3 Hotel Leela Ventures Limited Post and Pre Merger</i>	0.0233	0.0531	0.0217	-0.0324	0.0791	1.075	5	0.331
<i>Pair 4 Indian Hotels Company Limited Post and Pre Merger</i>	0.0416	0.0793	0.0324	-0.0416	0.1249	1.286	5	0.255
<i>Pair 5 Taj G V K Hotels and Resorts Limited Post and Pre Merger</i>	0.0500	0.1378	0.0562	-0.0946	0.1946	0.889	5	0.415
<i>Pair 6 Thomas Cook (India) Limited Post and Pre Merger</i>	0.1133	0.1065	0.0434	0.0015	0.2251	2.606	5	0.048