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# TOURISM INNOVATIONS

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

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## Editors Note

*“Research is to see what everybody else has seen and to think what nobody else has thought.”*

– Albert Szent-Gyorgyi

We are delighted to announce the new issue 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.

*Chief Editors*

**Prof. S.P. Bansal**

**Prof. Sandeep Kulshrestha**

## Guest Editorial

# Contemporary Tourism and its Changing Paradigm

**G. G. Saxena**

*Senior Vice President, Total Synergy Consulting Pvt. Ltd.*

Who had imagined in the last decade that the travelers will start giving preference for stay in Bed and Breakfast accommodations/Homestays and such service providers like BnBNation, AirBnB, etc. will become such big companies!

Slowly and steadily the traveling trend has changed. Yes, the tourism trend that started with Tirthatan, Deshatatan and then Paryatan has been evolving rapidly! In the last 20-30 years, the tourism has changed the economy of countries with negligible contribution of tourism earlier to 10.4% contribution of tourism in countries' total GDP [WTC figures]. If we look at the Tourism's contribution to the country's employment has also increased exponentially from insignificant figure to 9.9% now. [WTTC the Economic Impact of Travel and Tourism, March 2018]. Understandably, countries are now looking for ways to increase domestic and foreign tourist arrival. The scenario is changing fast with such a pace that the competition for attracting more and more tourists has become order of the day for countries' governments as well as its private players.

World Economic Forum / World Bank / UNWTO, UNWIC and large number of international, national & local organisations are in the process of evolving methods for bringing more prosperity through tourism. Goal of every country is to connect community with tourism benefits by way of prosperity and employment generation.

Tourism falls in tertiary sector and is considered to be the highest employment generator. If figures of Indian Government sources are to be believed, an investment of INR 1 million generates 18, 45 and 78 jobs in agriculture, manufacturing and tourism sector respectively. World Economic Forum has evolved 'Travel and Tourism Competitiveness Index' based on 14 parameters which may affect tourism arrival in a country. The author, in one of the research articles on 'Prospects of Tourism in South Asia', presented in an International Tourism Conference organised

by ITHC and UET, Italy, had analysed all factors and found that the concept of 'earning foreign exchange per tourist' in a country may be a preferable criterion as this concept may reduce number of incoming tourists with same earnings while there will be lesser adverse effect on environment. In India, an average stay of a foreign tourist is about 21 days and their per-day expenditure is approximately US\$ 120 while 'Expenditure per Tourist' in India is US\$ 2618. As against this, Spain which receives maximum number of tourists across the world gets US\$ 824 as 'Expenditure per Tourist' despite the fact that cost of living in Spain is very high. The reason could be that duration of stay of each tourist may be very short.

Today, development of tourism is based on various factors like source of origin of incoming tourist, mode of arrival, destination and effect on environment at destination etc. Composite study of all such cutting-edge factors is a burning topic of research called, 'Contemporary Tourism'. This term is not well defined in textbooks but changing the trend of tourism from original geography could be well understood in the following way:

"Contemporary Tourism is presently the most relevant topic of study and implementation globally. " Let us delve deeper into the 4 components of Contemporary Tourism:

1. Source of origin
2. Route
3. Destination
4. Environment

All the above-mentioned four components are important in ensuring tourist movement from place of origin to destination as discussed in details by Chis Cooper and C. Michael Hall in their book on the subject. Let us understand the progress and innovations in understanding various components of 'Contemporary Tourism'.

Description of first three components also includes the fourth component of environment pertinent to these components.

### **1. Source of origin and its Environment**

As far as "Travelers' place of origin" is concerned, it could be visualized that every country is in process of increasing income and employment through tourism is in search of those travelers who belong to "High-end category" which means they spend more at the place of destination and stay longer. Indian hosts prefer French, Japanese, Chinese and American tourists as they are treated as high-end as compared to tourists coming from Sri Lanka, Bangladesh, and Israel etc. Some developed countries exercise discrimination in granting visa to travelers coming from under-developed countries. So, the environment at the place of origin may be important for tourists as well as the hosts. Tourists coming from Australia belong to millennium category and are interested in romantic places at destination. Tourists from landlocked countries prefer to visit destinations with sea beaches. Elderly tourists choose to visit monuments and cultural places at the destination.

### **2. Route and its Environment**

It is observed that even "Contemporary tourism" fails to give 'Route' its due importance globally. Tourism from places of origin to destination is presently dependent upon availability of traditional resources i.e. by air, train or bus. However some innovative steps are being taken by the developed countries towards this component. 'High end' travelers have already started reaching at a destination in a luxury cruises, helicopters, seaplanes, luxury trains, luxury cars and similar other means.

'Camino de Santiago' route is one such example in west while in India, the route of Vaishno Devi or Tirupati Balaji could be said to be 'experience gained'. Travelers enjoy themselves throughout their journey by chanting and sloganeering on way to destination. But as a whole, the visits to Taj, Kumbh, Khajuraho and other cultural destinations in India are yet to invent 'attractive journeys' than using traditional resources like air, train or bus etc. as usual.

### **3. Destination and its Environment**

The experience gained by a traveler at a destination matters a lot and helps generate corresponding word of mouth publicity. A traveler coming for religious purpose may not be 'high end' than travelers coming to enjoy nature or cultural heritage or do yoga or similar other attractions at destination. In Developed countries, efforts are being made by operators to enhance "attractions" for travelers. On the other hand, India and other developing countries are far behind in this approach. For example, if we consider 7-8 million travelers visiting Taj Mahal annually, it is observed that most of them finish the visit after clicking pictures and selfies. There is neither benefit for community nor immersive experience for travelers. Had there been immersive experience for travelers, the local community, too, would have been benefitted by longer stay of travelers. For, extended stay would have ensured more purchases of local items, spending on eatables etc. at destination resulting into 'local area development'.

### **Community at Place of Destination**

Taking a cue from above description, a fifth dimension of "Contemporary tourism" may be added as 'community at place of destination' because prosperity of community is not yet given adequate importance in most of the developing countries including in India. As per my understanding, 'environment' interpreted herein does not address human aspect adequately which is as important as 'environment' itself.

World Bank is working on contemporary tourism products in India (Buddhism circuits), Nepal (Lumbini's local community especially women) and Bhutan (in assisting the country to create and regulate "cultural landscape"). All the three projects relate to Inclusive development of community, i.e., fifth dimension of 'Contemporary Tourism'.

As regards destination experience, hotels are generally treated as the only "accommodation resources". The author has worked on "Disruptor in the accommodation industry by way of popularizing homestays/Bed and Breakfast and other experiential accommodation beyond boundaries of hotel. (Book Reference: Indian

BnBs: An emerging disruptor in the hospitality sector”). In this context, the hosted accommodation is different kind of immersive experience as the Preamble reads:

“The basic idea is to provide a clean and affordable place for foreigners and domestic tourists alike including an opportunity for foreign tourists to stay with an Indian family to experience Indian customs and traditions and relish authentic Indian cuisine.”

**In nutshell**, it can be said that all governments and its private sector constituents are in the process of exploring new avenues in all 4 (or say 5) components of Contemporary Tourism to enhance its economy, prosper its community and get more employment for its youth

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## Gap Analysis and Net Promoter Score

Arvind Kumar Dubey, Subodh Kesharwani & Shweta Chandra

### ABSTRACT

The current paper is the study of Gap Analysis in between importance and satisfaction perceived by Indian domestic women travellers related to destination attributes like accessibility, accommodation, amenities, attraction and ancillary services. The paper also discuss about the calculation of Net Promoter Score and its use in travel and tourism industry. Gap Analysis is done on basis of difference in the mean score of importance of attributes/services and satisfaction level of those attributes/services. Gap Analysis is an important tool for interpreting output related to attributes/services importance to tourist and satisfaction level of tourist with those attributes and services. Net Promoter Score (NPS) is a customer loyalty metric to gauge customer's feeling about product or services. It was developed in the year 2003 by Fred Reichheld of Bain Company and Satmetrix Company. Net Promoter Score gives a number which is easily interpreted as "Customer Satisfaction Score". This Customer Satisfaction Score can be compared with time period/frame or with different companies/industry may be competitors. NPS provides insight about the strength of customer base for a product/service or company.

**Keywords:** Gap Analysis, Net Promoter Score, Destination Attributes, Promoters, Passive, Detractors.

### Travel trends in Indian Domestic Market

As per the report released by National Sample Survey Office (NSSO), Ministry of Statistics and Programme titled "Key Indicators of Domestic Tourism in India" 1 (2014-June) revealed some interesting facts. The survey covered the whole of the Indian union and conducted by NSSO during the period July, 2014 -June, 2015.

- At least 19% of Indian household reported one overnight trip.
- Main purpose was holidaying, leisure and recreation, health/medical and shopping.
- 48% (single member trip) from household performed by women with purpose of health and medical
- May-June period was for holiday, leisure and recreation. December-February was for shopping.
- 59% (Urban) and 23% (rural) purpose was holidaying.
- Rural used mostly road or bus and urban area used bus and train.
- Average duration of trip was 5.4 nights for rural area and 6.7 nights for urban area.
- Maharashtra had maximum visitor trips (1.51 crores), followed by Uttar Pradesh (1.43 crores) overnight trip.
- The NSSO survey collected the data in two duration slabs travel completed in last 365 days for holiday, medical and shopping

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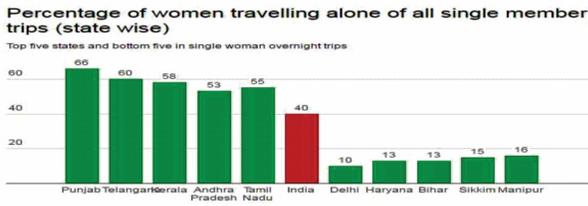
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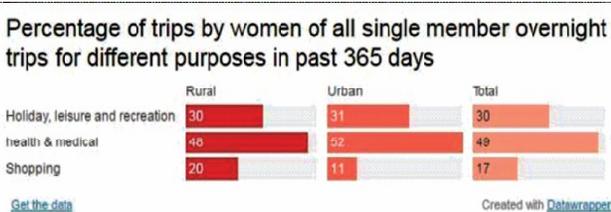
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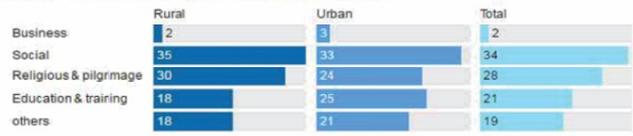
purposes and travel completed in the past 30 days for business, religion, social, education and other reasons. Under trips in last 365 days, 49 per cent of single member overnight trips for health reasons were by women, highest in any category.



India over and over again has been questioned regarding women safety and carries a reputation of being unsafe across the globe resulting in anxiety and fear among women. On the other hand the changing paradigm of the society has resulted in increased women travel on domestic front as shown and revealed by NSS survey. In spite of lack of safety and high vulnerability of women nearly 40% solo overnight trips are undertaken by women in India with the percentage higher in rural Indian reported as 41% and 37% in cities. In depth analysis of domestic travel trends show that the state of Punjab is at top in single woman travelers where in about 66% cent of solo member trips were by women. The NSSO survey revealed that women in southern states of India also travelled extensively with the exception of Karnataka and this may be related to perception of southern India being safer for women as compared to that of northern India. In Telangana 60 per cent of all single member trips were done by women. Southern states carry a better image and the fact that they are also high on several social indicators –fertility rates, sex ratio, average age of marriage for women, and education cannot be ignored either. Hence it is an indication that women safety is somewhere related to cultural and social norms.



Percentage of trips by women of all single member overnight trips in last 30 days for different purposes



In stark contrast to the numbers for medical tourism, only 2% of single member business trips were by women who can be related to low percentage of women workforce participation in India which is just 25 per cent and only 14 per cent of India’s businesses are led by women. Only 21 per cent of the trips – (18% in rural and 25% in urban) were for education and training purposes which can be linked to low literacy among women as only 691 women in India attend college for every 1,000 males and this ratio steeply drops to just 531 in the bracket of 25-29 years, as an analysis by India Spend had revealed. But a significant increase in number of women travelers has been recorded and planners and travel and tourism executers will have to consider this specific aspect in all their approaches. Some research indicated that Indian women travelers will be one of the most confident travelers and they prefer to travel iconic places, spend much on flight and food in comparison to accommodation and they prefer customized travel packages from travel agent and tour operators. Some of the women travel companies are Women Traveller/Trekker in India, Women on Wanderlust based out of New Delhi, Soul Purpose Travel operating out of Gurugram and The Wander Girls - Mumbai.

**Components of travel**

Travel is an integrated phenomenon created around a central focal point known as Destination. Everything in travel revolves around a destination. Destination can be said to be the travel product which is marketed and promoted and has got the pull factors. Destination is also characterised by multidimensional attributes which give it an image and appeal and fulfil the needs of a particular segment of tourists. Destination has to have some essential features to enable it to be seen as a tourist destination. All these features required in a destination are popularly known as A,s of tourism. This list is dynamic and new A’s are being added from

time to time. Currently the popular's can be listed as accessibility – the connectivity of a destination ensuring the reach of the place and can be by road, rail, air and water or through a self driven vehicle. It is not necessary that a destination can be reached by using a single means but many times due to the location of the destination is such that a combination of the different means of transport is required. With the development of the means of transport the travel has become easy, affordable, safe and comfortable and this is a big reason for the boom in travellers across the world.

Any travel whether domestic or international requires money to be spent and the money in disposal form is an important factor in deciding the requirements of travel including the type of hotel, choice of mode of transport, activities and attractions to be covered at a destination. Nonetheless the travel agencies have different packages suiting different budgets making it easy to pick up the itinerary with- in one's budget.

A very big credit to popularising the exotic locations can be given to movies and social media. The places shown in movies, pictures posted on face book by family and friends trigger the desire to visit the locations. The role of film *Dilwale Dulhaniya Le Jayenge* in popularising Switzerland can't be ignored and has an impact up to an extent that there are movie cut-outs at all shooting locations.

Travel is human movement and so all basic human needs of food, water and shelter are mandatory during stay and travel. The basic need of shelter during night as good night sleep is covered under 'A' of accommodation. In this sector also there are different budget ranges for a traveller to select from. This includes- hotels, hostels, dormitories, BnB, home stays, exotic resorts and super deluxe hotels

Amenities, another essential attribute of destination includes all the basic facilities that make a place liveable, safe and secure including police assistance, roads, support and help from locals, food, public convenience, tourist help desk, transport etc. These are not specially created for tourist but they form a part of the infrastructure of the destination and are used by the locals as well. And that is why it would not be wrong to say that when tourism develops

the whole society is uplifted.

Last but not the least and probably the most important attribute of a destination is the attraction. These are the pull factors and form an important link of memory recall. People imagine TAJ when they think of India and visualise Eifel tower when thinking of Paris. These destinations are icons and create memories. Attractions can be natural like rivers, valleys, springs and waterfalls and manmade like temples, monument, towers, forts etc. These add value to the visit and create memories, enrich knowledge and are important part of the overall travel experience.

This is not all, to make a place comfortable and convenient for travellers a network of other things like tourist support, availability of guides, maps, money exchange, market places, proper signage, brochures etc has to be in place.

All the attributes are important for travellers but individual importance assigned to each will depend on the motive of travel, age of traveller, type of traveller, occupation or gender of traveller.

### Objectives of the Study

- To critically evaluate the attributes of A's of tourism on the basis of importance and availability from domestic women travellers perspective
- To find out the overall satisfaction of domestic women travellers while travelling in India
- To calculate and find the NPS score of India by domestic women travellers
- To study the perception of domestic women's travellers for India as a travel destination
- To find out how do domestic women travellers rate India on the safety parameter
- To find out whether women feel uncomfortable while travelling and analyse the underlying reasons for the same.

### Research Methodology

Survey was conducted in the month of December 2017 at Puna (Maharashtra-India). On basis of literature review a questionnaire was prepared and by conducting Pilot Study it was finalized. 120 questionnaires were distributed electronically (survey monkey, WhatsApp, social media) and personally

distributed to offices, art groups and work groups. It was convenient sampling and 100 questionnaires were found suitable for analysis and 101 questionnaires were suitable for NPS calculation. Questionnaire consisted of Demographic Study, Motivation of Travel, Essential Attributes, Special arrangements and reason for that. Then the question based on parameters related to the A's of tourism which were to be rated as per their perceived importance and corresponding satisfaction levels. The women were also asked to share their major challenges and delights. The data was analysed using SPSS. Means were calculated for the attributes to see their importance. As the attributes of A's of tourism were rated on dual parameters - importance and satisfaction the gap analysis was done to identify the improvement areas.

Gap Analysis was done on basis of difference in the mean score of importance of attributes/ services and satisfaction level of those attributes/services. Satisfaction level and Importance were studied on likert scale. Gap Analysis is an important tool for interpreting results related to attributes/services importance to tourist and satisfaction level of tourist with those attributes and services.

They were also asked to rate India as a destination and how likely are they to

recommend India to fellow women friends. This formed the NPS question. The respondents were also asked to reveal the constraints faced during travel in India and about the support system in uncomfortable situations. All the questions were structured and the respondents were required to rate or choose.

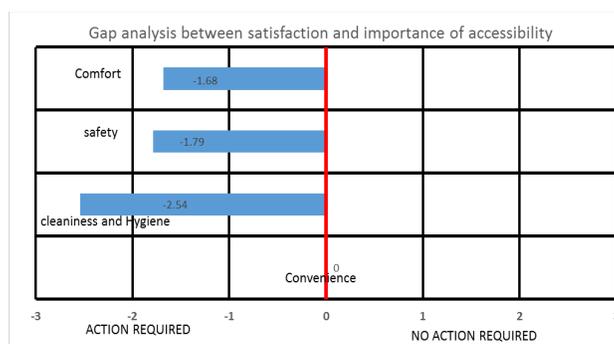
**FINDINGS OF RESEARCH**

The important A's of tourism were each divided into micro parameters and the respondents were asked to rate each parameter on importance and satisfaction. The means were calculated for each parameter both for perceived importance and felt satisfaction. The mean of importance was subtracted from the mean of satisfaction. The ratings were then plotted on graph and following outcomes were observed. The resultant value could be in positive or in negative. The positive value shows good satisfaction level with less or no scope of action and improvement. Whereas the negative value shows vast lag in satisfaction thus showing tremendous scope for improvement. The red line on the graph is the middle point. Sometime the value is 0, shows a perfect balance of importance and satisfaction.

**Accessibility Micro Parameters Analysis**

**Table 1: Difference between the mean of Satisfaction and Importance**

Accessibility Attributes	Importance	Satisfaction	Gap
Convenience	3.18	3.18	0
Cleanliness and Hygiene	3.89	1.35	-2.54
Safety	3.35	1.56	-1.79
Comfort	3.35	1.67	-1.68

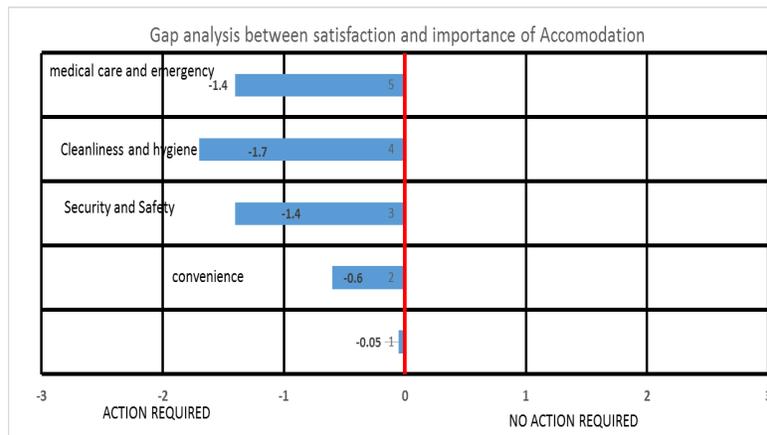


**Chart 1: The Gap Analysis Representation Adapted from [www.datarevelations.com/importancesatisfaction.html](http://www.datarevelations.com/importancesatisfaction.html)**

**Accommodation Micro Parameters Analysis**

**Table 2: Difference between the Mean of Satisfaction and Importance**

Accommodation attributes	Importance	Satisfaction	Gap
Food and Beverage	3.35	3.3	-0.05
Convenience	3.6	3	-0.6
Safety and Security	4.3	2.9	-1.4
Cleanliness and Hygiene	3.8	2.1	-1.7
Medical care and emergency	3.7	2.3	-1.4

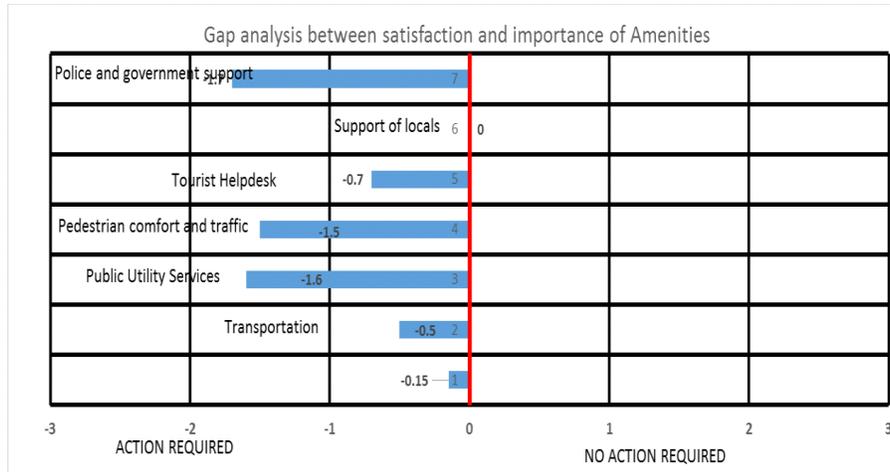


**Chart 2: The gap Analysis representation adapted from [www.datarevelations.com/importancesatisfaction.html](http://www.datarevelations.com/importancesatisfaction.html)**

**Amenities Micro Parameters Analysis**

**Table 3: Micro Parameters of Amenities**

Facilities	Parameters	Importance	Satisfaction	Gap
Food and Beverage	1	3.35	3.2	-0.15
Transportation	2	3.1	2.6	-0.5
Public: Utility services	3	3.3	1.7	-1.6
Pedestrian Comfort and Traffic	4	3	1.5	-1.5
Tourist Helpdesk	5	2.8	2.1	-0.7
Support of locals	6	2.5	2.5	0
Police and Government Support	7	3.2	1.5	-1.7

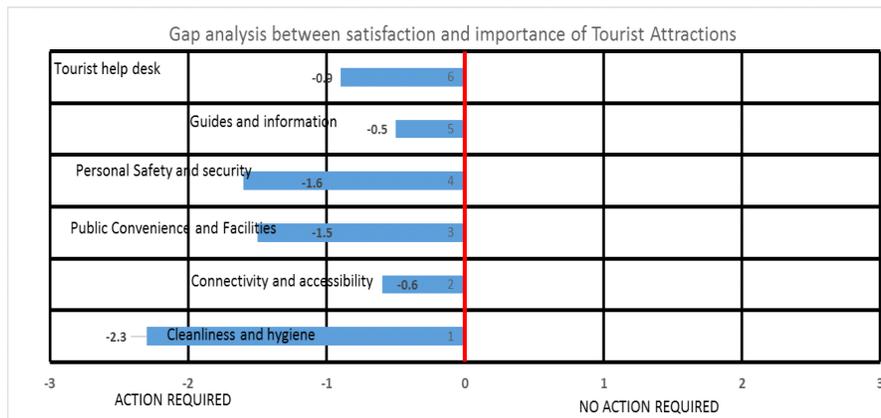


**Chart 3: The gap Analysis representation adapted from [www.datarevelations.com/importancesatisfaction.html](http://www.datarevelations.com/importancesatisfaction.html)**

**Attractions Micro parameters Analysis**

**Table 4: Micro Parameters of Tourist Attractions**

Facilities	Parameters	Importance	Satisfaction	Gap
Cleanliness and Hygiene	1	3.7	1.4	-2.3
Connectivity and Accessibility	2	3.1	2.5	-0.6
Public convenience and Facilities	3	3.4	1.9	-1.5
personal Safety and Security	4	3.8	2.2	-1.6
Availability of Guides and Information	5	2.8	2.3	-0.5
Tourist Helpdesk	6	3	2.1	-0.9



**Chart 4. The gap Analysis representation adapted from [www.datarevelations.com/importancesatisfaction.html](http://www.datarevelations.com/importancesatisfaction.html)**

Ancillary Services Micro parameters

Table 5: Micro Parameters of Ancillary Services

Facilities	Parameters	Importance	Satisfaction	Gap
Banks and ATM	1	3.6	4	0.4
Mobile Data	2	3.3	1.4	-2.1
Public Transport	3	3.4	1.4	-2
Credit and debit card Facilities	4	2.4	4	1.6
Police Assistance	5	3.8	1	-2.3

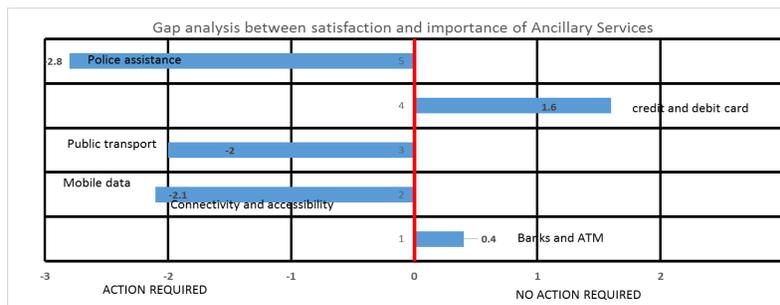


Chart 5: The Gap Analysis Representation Adapted from [www.datarevelations.com/importancesatisfaction.html](http://www.datarevelations.com/importancesatisfaction.html)

As far as accessibility is concerned the identified improvement areas revealed are comfort, safety cleanliness and hygiene whereas women travelers were more satisfied by convenience which covers frequency, fare, connectivity and ticketing etc.

The analysis of accommodation shows good satisfaction with respect to food and beverage and convenience and showed scope of improvement in cleanliness, security and safety and medical care and emergency provisions.

The amenities analysis revealed that women travelers are getting good support from local people and tourist helpdesk and food/beverage is quite good. Area of improvement is police/government support, pedestrian/traffic and public utility services.

The tourist attraction show improvement required in almost all parameters with cleanliness and hygiene at top most place followed by, safety and security and then provision for public convenience and facilities.

The analysis of ancillary services showed good satisfaction in financial service – banks and ATM and also the debit and credit card facilitates. The improvement areas highlighted however were Police assistance which showed a huge

gap in importance and satisfaction followed by mobile and data connectivity and then Public Transport.

**NPS – Net Promoter Score**

Net Promoter Score (NPS) is a customer loyalty metric to gauge customer’s feeling about product or services. It was developed in the year 2003 by Fred Reichheld of Bain Company and Satmetrix Company. Net Prompter Score gives a number which is easily interpreted as “Customer Satisfaction Score”. This Customer Satisfaction Score can be compared with time period/frame or with different companies/ industry may be competitors. NPS provides insight about the health of customer base for a product/ service or company. It measures customers’

- 1) Willingness to recommend (friends, relatives, colleagues)
- 2) Overall Satisfaction.
- 3) Loyalty

By tracking NPS one can plan for improvement in the product or services. Nowadays hundreds of big companies are incorporating surveys of NPS into their business. NPS also helps in reducing customer churn rate (customer ceases relationship with company).

The survey of NPS simply asks one question based on 0-10 scale (Not at all likely to Extremely Likely). The NPS question is:-

**“How Likely is it that You Would Recommend This Company/Product/Service to a Friend or Colleague?”**

The answer of this question is based on 0-10 and it ranges between -100 and 100. Minus 100 is the worst and 100 being the best. Based on 0 to 10 rating customers are classified into 3 groups i.e.

- 1) PROMOTERS :- Rate 9-10
- 2) PASSIVE :- Rate 7-8
- 3) DETRACTORS:- Rate 0-6

After classification of customers one can calculate Net Promoter Score (NPS) by using percent of Promoter Score and Detractor Score. Passive customers are not used for calculating Net Promoter Score.

**NPS Calculation**

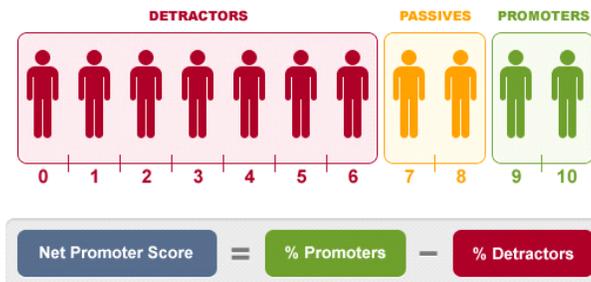
$$\text{Net Promoter Score} = (\% \text{ Promoters} - \% \text{ Detractors}) \times 100$$

A negative NPS is considered Bad, over 30 score is considered Good, over 50 is Great and over 70 is Excellent (World Class). There is no well accepted single formula/ digit to determine what a “Good” score is because every industry is unique in itself.

**Features of Classified Customers**

1	Promoters	Brand ambassadors, Very Enthusiastic, Loyal, Fuel Growth, Word of Mouth Publicity, Positive Influence, Fans, Repurchase
2	Passive	Neutral, Most likely not tarnish image, Neither Emotionally invested nor Disengaged. Uncommitted, Susceptible to competitive offerings. Not used in NPS calculation.
3	Detractors	Dissatisfied, Damage Brand, Negative Word of Mouth, Danger, Negative Influence. Proactive outreach requires for mitigating damage.

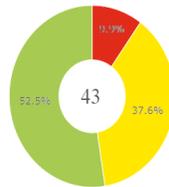
The present study shows that the NPS of India as a destination by domestic women travelers came out to be 43 which is a good score.



**Chart 6: NPS Calculation**

**Table 6: NPS Rating**

NPS Rating					
	Score	Frapeacy	Pearaat	Vafid Pereent	Category
Vafid	2	1	1.0	1.0	
	3	1	1.0	1.0	
	4	3	3.0	3.0	
	5	1	1.0	1.0	
	E	4	4.0	4.0	Detractors
	7	IE	15.8	15.8	
	8	22	21.8	21.8	Passive
	9	46	45.5	45.5	
	10	7	6.9	6.9	Promoters
	Total	101	100	100	



Source: Based on Net Promoter Score Calculator ([www.npscalculator.com/en](http://www.npscalculator.com/en))

Detractors	9.9 %
Passive	37.6%
Promoters	52.5 %
NPS	43

Source: Based on Net Promoter Score Calculator ([www.npscalculator.com/en](http://www.npscalculator.com/en))

### Voice of Women Travelers

**Table 7: Safe and Unsafe Places as Perceived by Travelers**

The women travelers were asked to share their perception about the safety of certain places. Most women perceived Hotels and restaurants, schools, office, colleges, safe along with market place. Buses, trains and other public transport, roads and historical monuments were perceived to be unsafe. The adventure activities were thought to be moderately safe. The result of the study is shown below:

Market and public places					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	unsafe	14	14.0	14.0	14.0
	moderately safe	79	79.0	79.0	93.0
	extremely safe	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Historical Monuments					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	unsafe	62	62.0	62.0	62.0
	moderately safe	36	36.0	36.0	98.0
	extremely safe	2	2.0	2.0	100.0
	Total	100	100.0	100.0	
Adventure activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	unsafe	31	31.0	31.0	31.0
	moderately safe	60	60.0	60.0	91.0
	extremely safe	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

**Table 8: Suggestions of Women Travelers to Make India Better for Tourist**

Sno	Voice of women travellers	Frequency	Percent
1	Having more safety measures for women traveller	40	25%
2	People need to lean how to behave with women and treat them with respect	35	22%
3	Better hygiene and cleanliness in places	30	19%
4	Good and clean toilets which are well equipped for all women’s needs	22	14%
5	Better and safe local transport	21	13%
6	Increased Police presence	5	3%
7	Better Maintenance of Infrastructure	5	3%
8	Better coverage to public on tourism and independent travelers	2	1%
9	Increased awareess and Education	1	1%
10	People should be taught to have an open mind	1	1%

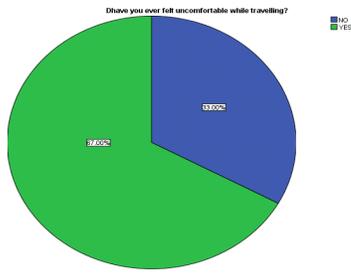
Top suggestions given by domestic women Top suggestions given by domestic women travelers were having safety measures for women, education of people to behave and treat women

with respect. Better hygiene and cleanliness and provision for good clean toilets emerged as main need to the hour.

**Women Harassment**

**Table 9: Women Harassment**

VAR00158					
	Frequency	Percent	Valid Percent	Cumulatie Percent	
Valid	No	33	33.0	33.0	33.0
	Yes	67	67.0	67.0	100.0

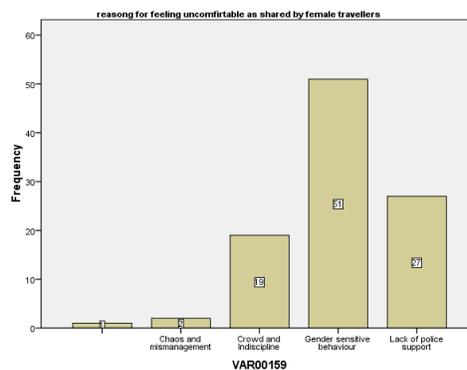


**Chart 7: Percentage of Women Who Felt Uncomfortable**

The data was collected in Pune with most of respondents well educated, professionally qualified, and from a reasonable well income group. It was an eye opener to know that around 67 % women felt uncomfortable at some point in their life. It is shocking to even think of this percentage in rural areas. The shared reasons include gender sensitive behavior followed by lack of police support. Crowd and mismanagement also emerged as one of the reasons.

**Table 10: Reasons of Feeling Uncomfortable by Women Travelers**

Reason for Feeling Uncomfortable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not willing	1	1.0	1.0	1.0
	Chaos and mismanagement	2	2.0	2.0	3.0
	Crowd and Indiscipline	19	19.0	19.0	22.0
	Gender sensitive behavior	51	51.0	51.0	73.0
	Lack of police support	27	27.0	27.0	100.0
	Total	100	100.0	100.0	



**Chart 8: Reporting of the Instance**

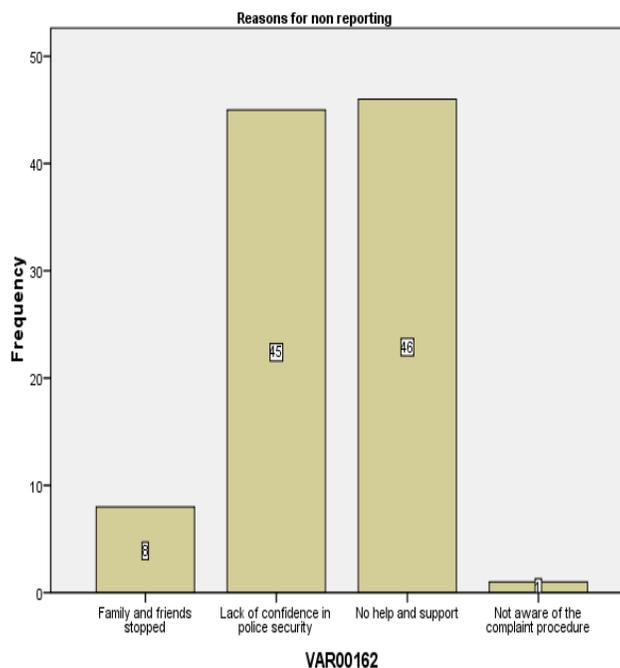
**Table 11: Reporting of Instance**

Reporting of the Instance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	89	89.0	89.0	89.0
	Yes	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

Majority of women as large as 89% did not report the incidence backed by the reason of lack of confidence in police, no help and support to do the same and discouragement by family and friends.

**Table 12: Reason for Non-Reporting**

Reason for non-reporting					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Family and friends stopped	8	8.0	8.0	8.0
	Lack of confidence in police security	45	45.0	45.0	53.0
	No help and support	46	46.0	46.0	99.0
	Not aware of the complaint procedure	1	1.0	1.0	100.0
	Total	100	100.0	100.0	



**Chart 9**

**Conclusions**

The report of NSSO makes it necessary to conduct the research to know the concerns of women travellers. The gap analysis of the micro parameters of major A's of tourism revealed many areas where we as a country need to make improvements so that the travel can be made fearless, comfortable and enjoyable. The survey does not have any direct question about the feeling of travel but it can be safely concluded that women have fear and face discomfort in travel. Some of the key highlights

of the gap analysis were -

As far as accessibility is concerned the identified improvement areas revealed are comfort, safety cleanliness and hygiene where as women travelers was more satisfied by convenience which covers frequency, fare, connectivity, ticketing etc.

The analysis of accommodation shows good satisfaction with respect to food and beverage and convenience and showed scope of improvement in cleanliness, security and safety and medical care and emergency provisions

The tourist attraction study clarified that improvement required in almost all parameters with cleanliness and hygiene at top most places followed by, safety and security and then provision for public convenience and facilities.

The amenities analysis revealed that women travelers are getting good support from local people and tourist helpdesk and food/beverage is quite good. Area of improvement is police/government support, pedestrian/traffic and public utility services.

The analysis of ancillary services showed good satisfaction in financial service – banks and ATM and also the debit and credit card facilitates. The improvement areas highlighted however were Police assistance which showed a huge gap in importance and satisfaction followed by mobile and data connectivity and then Public Transport.

The NPS of India as a destination by domestic women travelers came out to be 43 which is a very good score. Despite of all grey areas, problems and challenges, Indians like India and they are likely to recommend Destination India to others .This shows the undying fighting spirit of Indian women who have managed their own ways and means to be safe and travel safe in India.

The suggestions given by were

- Having more safety measures for travelers
- People need to learn how to behave with and treat them with respect
- Better hygiene and cleanliness in public places
- Good and clean toilets which are well equipped for all 's needs
- Better and safe local transport
- Increased Police presence

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- Better Maintenance of Infrastructure
- Increased awareness and Education
- People should be taught to have an open mind

The problem of cleanliness, hygiene, proper toilets, poor maintenance, lack of security and safety are the major pointers revealed by the survey.

The trend of having pink cabs, special independent floors, all kitchens, designated coaches is a temporary relief but would not work in long run. The awareness, sensitivity towards women and their acceptance as human being is the need of the hour. One solution is to increase women presence everywhere which will automatically regulate behavior of people. A bus being driven by women driver and ticket distributed by women will have fewer chances of women being harassed. The increased women presence automatically percolates a feeling of equality among genders. Shocking fact revealed by the analysis was that 89% felt uncomfortable at some point in their life with the underlying reason being gender sensitive behavior followed by lack of police support and many time due to crowd manners and mismanagement This percentage in urban women population is a kind of shocking news and denies all false claims of empowerment and liberation. If this is the story of urban India to think of the situation of rural India where the women is still struggling is unimaginable. And above this, majority does not speak or reports the incidence as they are still afraid of, do not get proper support and are discouraged to do so. Though we make big talks about women up-liftmen and due to empowerment and liberation, situation has improved greatly and now women are financially independent and active economic contributors but till the base or grass root problems are not tackled, they cannot live and travel fearlessly and comfortably.

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# Understanding the Influence of Memorable Experiences on Behavioural Intentions of Adventure Tourists in Himachal Pradesh

Suvidha Khanna & Radhika Mahajan

## ABSTRACT

*With adventure tourism industry witnessing exponential growth worldwide, researchers are constantly making efforts to study and analyse the antecedents and the resulting effects of participation in adventure tourism activities. Travellers today are becoming highly adventurous and mainstream travel brands are steadily competing to offer appealing adventurous products, reporting immense growth in their businesses. Being a vibrant, dynamic and fast-changing sector, tourism professionals believe that this niche is going to grow exponentially for another decade. The Adventure Travel Trade Association (2015) states that this accelerated growth can be accredited to various factors. Firstly, more than a billion individuals engage in tourism activities every year, certifying that participation in various subsectors of tourism is bound to intensify. Technological advancements and innovations in recent years, too, have permitted higher participation in adventure activities as it enables even the less skilled individuals to undertake activities which were otherwise inaccessible. Lastly, an increase in disposable income can also be regarded as an important reason that has led to immense growth in adventure tourism in the recent past, especially in Asia and Africa. To increase their competitiveness, destination providers must focus at creating and delivering memorable tourism experiences as memory is the single most important source of information for an individual to decide whether he or she would revisit a location. The objective of the present study is to understand the impact of memorable tourism experiences on satisfaction and behavioural intentions of tourists undertaking adventure travel. The study area is Himachal Pradesh, which has the second largest adventure tourism market of the country.*

**Keywords:** *Memorable Tourism Experiences (MTEs), Adventure Tourists, Satisfaction, Behavioural Intentions*

## 1. INTRODUCTION

Recent years have witnessed a substantial growth in adventure tourism industry across the globe (Ministry of Business Innovation and Employment, 2012). Once considered as a niche and exclusive sector, the adventure travel market has today become highly accessible to the common masses and is now being recognised as “one of the newest and fastest growing sectors of the tourism industry” (Cater,

2006; Ewert & Jamieson, 2003; Pomfret, 2006). The tourism arrivals in 2012 crossed the one billion mark and adventure tourism was valued at USD 89 billion globally. In the Indian subcontinent, the tourism industry contributed approximately 9.4 % to the total GDP and generated approximately 8.0% of the total jobs during 2017. It has attracted a capital investment of 2,706.1 crores in 2017, which is expected to grow at a rate of 6.7% per annum over the next ten years (World Tourism & Travel

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Council, 2018). The country has been ranked seventh globally in terms of size and fourth in terms of long term growth of the travel and tourism sector. Being the largest sector of the country, government is regularly taking initiatives and devising policies in order to diversify its tourism product and to promote India as a 365 days destination. For this purpose, the Ministry of Tourism is aggressively engaged at identifying, diversifying and promoting various niche forms of tourism like Cruise, Adventure, Wellness, Golf, MICE, etc. and special attention is being given to Adventure Tourism by declaring 2018 as the year of Adventure Tourism (Ministry of Tourism, 2018). The central government is extending monetary assistance to various state governments for the purpose of developing adventure tourism infrastructure and to purchase various water sport equipments. According to a report submitted by Nielsen (2016) to the Ministry of Tourism, the estimated adventure tourist visits in 2015 was approximately 3.5 million. This increased popularity amongst the tourists to undertake adventure activities and the participation of government to promote Adventure Tourism put researchers under an increased pressure to further study, analyse and investigate this sub sect of tourism.

The concept of adventure tourism mainly revolves around the overall experience of the tourists participating in the various adventure activities while on a vacation. These experiences are valuable only when they are kept and remembered through the process of recollection (Scott & Harmon, 2016). In today's era of 'experience-economy', those who deliver memorable experiences efficiently create a competitive advantage and an admirable value over those who don't. In spite of this global expansion in adventure tourism market, research has been very constrained in this domain (Cheng, Edwards, Darcy, & Redfern, 2016). Although studies have evaluated few constructs like adventure recreation, education, environment, risk etc., very little attention has been paid towards examining the role of experiences and the resulting outcomes of participating in adventure activities (Tapar, Dhaigude & Jawed, 2017). An understanding

of what constitutes the experiences of an adventure tourist and the factors leading to their satisfaction is, therefore, an important consideration for the adventure tourism operators and destinations in order for them to provide new itineraries and improved experiences for their consumers.

## 2. LITERATURE REVIEW

### Adventure Tourism in Himachal Pradesh

With increased popularity amongst tourists to visit newer and unexplored destinations, the niche sector of adventure tourism has witnessed an exponential growth worldwide (UNWTO, 2014) and newer destinations are entering this competitive industry to provide rare and incomparable experiences and appeal tourists in large numbers. Adventure tour operators suggest that hilly states like Jammu and Kashmir, Sikkim, Himachal Pradesh and Uttaranchal are largely preferred by adventure participants. The state of Himachal Pradesh witnesses a spectacular topography that enables tourists to perform various adventure activities and is considered the 'playground' of adventure travellers. The literature reveals two categories of adventure activities : soft and extreme/hard (Swarbrooke, 2003; Van der Merwe, 2009). The state hosts both soft and hard adventure activities, allowing people from all age groups to participate in various adventure activities as per their preference, strength and will (Raj, 2017).

Situated at an altitude of roughly from 1400 ft. to over 20,000 ft., this state offers adventure activities like trekking, mountain climbing, heli skiing, river rafting, mountain biking, jeep safari, kayaking, angling, parasailing etc. As per a report by Ministry of Tourism (2016), the state of Himachal Pradesh stood second in terms of annual adventure tourist visits in the country (5,49,774) after Utrakhand. The state also generated a revenue of approximately 468.9 crores solely through the annual adventure tourist visits during 2015. As Muller & Cleaver (2000) state "Adventure tourism is characterized by its ability to provide the tourist with relatively high levels of sensory stimulation, usually achieved by including physically challenging experiential

components", the diverse terrain and the picturesque topography of the state provides the tourists with experiences that highly thrilling, fascinating and exciting, thereby attracting adventure tourists in large numbers.

### Memorable Tourism Experiences (MTEs)

Past studies reveal that experiences are the essence of tourism (Pine & Gilmore, 1999; Denove & Power, 2006). An individual's subjective evaluations and undergoing of events related to the tourist activities which begins before (planning and preparation), during (at the destination) and after (recollection) the trip are regarded as tourism experiences (Tung & Ritchie, 2011). They are a complex concept, which is subject to multiple interpretations, resulting from the influences of emotional, situational, practical and personal variables (Den Breejen, 2007). However, with continuous contribution and advances in the field of tourism experiences, newer perspectives have come to existence. As identified by Ritchie, Tung, and Ritchie (2011), some of the categories of experiences are: great experience, quality experience, extra ordinary experience, memorable experience and the creative experience; although these terms are being used interchangeably in the current literature (Knobloch, Robertson, & Aitken, 2016).

The contemporary experience literature is steadily highlighting the significance of delivering memorable tourism experiences, attracting a lot of attention from researchers and practitioners. Kim, Ritchie & Tung (2010) define memorable tourism experience as "a tourism experience remembered and recalled after the event has occurred". Tsai (2016) regards memorable tourism experiences as 'a tourism experience involving positive memories that is generated after an individual undergoes special and surprising tourism activities or events in person.' They are selectively constructed, based on an individual's assessment of the tourism experience, which offers to unify and reinforce recollection of such gratifying memories of destination experiences (Kim et al., 2012). This holds more relevance in case of adventure tourism as it is capable of providing relatively new, unique and

memorable experiences, which tourists these days are continuously in pursuit of (Swarbrooke, Beard, Leckie, & Pomfret, 2003). Tourists participating in various adventure activities explore destinations looking for rare and incomparable experiences, even if it requires them to pay a premium price (UNWTO, 2014).

While selecting a destination, people often recall past travel experiences (Huang & Hsu, 2009). The better the experience provided by the adventure tourism operators, the higher are the chances of tourist being satisfied, spreading a positive word of mouth and revisiting the destination (Tapar, Dhaigude & Jawed, 2017). The intensifying competition in the tourism sector, thereby, requires the destination operators to focus at creating and delivering memorable tourism experiences (Neuhofer, Buhalis, & Ladkin, 2012, 2015) so as to intensify their competitiveness. Past studies have identified that experience drives satisfaction, which in turn drives behavioural loyalty (Shankar, Smith & Rangaswamy, 2003). It is therefore important to study memorable experiences in order to understand tourists' behavioural intentions (Kim, Ritchie & McCormick, 2010; Lehto, O'Leary & Morrison, 2004; Wirtz et al., 2003). Researchers have popularly argued in the past that memorable tourism experiences are like a benchmark for tourists and they predict their future behavior (Chandralal, Rindfleish, & Valenzuela, 2015; Kim, Ritchie, & McCormick, 2012; Neuhofer, Buhalis, & Ladkin, 2014). The present study intends to understand the impact of memorable tourism experiences of the tourists undertaking adventure travel, specifically in the state of Himachal Pradesh, on satisfaction and thereby, their behavioural intentions.

Hence, the following hypotheses are suggested for the study:

- H1: Memorable Tourism Experiences have an impact on Satisfaction of adventure tourists.
- H2: Adventure Tourists' Satisfaction positively influence their Behavioural Intentions.
- H3: Memorable Tourism Experiences of Adventure Tourists have an impact on their Behavioural Intentions.

## RESEARCH METHODOLOGY

### Survey Instrument

A self-structured questionnaire consisting of five sections was employed for the purpose of collecting data from the respondents. These five sections covered respondents' (a) demographic characteristics, (b) Memorable Tourism Experiences, (c) Satisfaction, (d) Behavioural Intentions and, (e) Remarks or Suggestions respectively. The first section aimed at collecting the demographic information of the respondents and included items like age, gender, marital status, travel arrangements, level of expertise and travel pattern. The second section, that focused to measure MTEs, consisted on 24 items which were adopted from Kim et al.'s (2012) study. To measure satisfaction and the behavioural intentions, statements were borrowed from Zhong, Y. Y. S., Busser, J., & Baloglu, S. (2017) and Williams, P., & Soutar, G. N. (2009) respectively. All three sections were assessed on a 5-point Likert scale ranging from 1 to 5, with 1 being strongly disagree to 5 being strongly agree. The questionnaire was developed in English language. To increase the content validity, few extensive adventure travellers were asked to thoroughly review the questionnaire. On the basis of the feedback provided by them, the original version of the questionnaire was slightly modified. This refined version was further reviewed and perfected by three academic professionals in the tourism organisation. With minor amendments suggested by these professionals, the final version of the survey instrument was designed.

### Sampling Technique

The sampling frame of the study consisted of adventure tourists visiting several adventure tourism destinations in the state of Himachal Pradesh during the year of 2018. As per a report submitted by Nielsen (2016) to the Ministry of Tourism, annual estimated adventure visits in the state of Himachal Pradesh is approximately 5.5 lacs. To determine the sample size of the study, Krejcie and Morgan's (1970) formula was used. The survey instrument was, thereby, distributed among 384 tourists (Krejcie &

Morgan, 1970). A random sampling technique was employed for the process of data collection, which was deliberately carried out throughout the year, mixing different days of week and month, in order to increase heterogeneity and to eliminate biasness or sampling error that may occur during the process (Rideng & Christensen, 2004). Out of the total 384 questionnaires, 269 complete and usable responses were received, representing a response rate of approximately 70%.

## ANALYSIS AND FINDINGS

### Demographic Profile

Out of the 269 respondents, 70% were male and 30% were female. Majority of the respondents belonged to the age group of 20-40 (69%) followed by those who were below 20 years of age (21%) and only 10% of the respondents belonged to the age slab of 40-60. Approximately 63% of the respondents who undertook adventure travel on their vacation were unmarried, whereas, 37% of the respondents were married. Majority of the respondents made their travel arrangements to Himachal Pradesh through travel agencies (58%), followed by those who self arranged their trip (30%). In terms of level of expertise, 54% of the respondents were beginners, 25% were moderate and 21% were expert at performing adventure activities. In maximum cases, respondents were travelling with their family or friends (56%), followed by those travelling individually (26%) and then by those travelling with adventure groups (18%).

### Hypothesis Testing

Table-1 depicts the strength of association between MTEs (X) and Satisfaction (Y). The regression coefficient  $\hat{\alpha} = 0.337$  shows that the satisfaction, which is a dependent variable, changes by 0.907 units for each unit change in MTE, which is an independent variable. Thus, we find that satisfaction is influenced by MTE and the value of  $r^2 = 0.6592$  indicates that about 65.9% changes in satisfaction is due to MTE. The p value = 0.002 which is statistically significant at 5% level of significance. Thus, it

**Table 1: Regression Analysis of MTEs on Satisfaction**

Multiple R	0.8119				
R -square	0.6592				
Coefficient of correlation	r = 0.8119				
<b>ANOVA</b>	<b>Degree of Freedom</b>	<b>Sum of Square</b>	<b>Mean Sequence</b>	<b>F-Value</b>	<b>Significance F</b>
Regression	1	149.836	149.836	516.553	0.002
Residual	267	77.449	0.290		
Total	268	227.285			
Intercept- Satisfaction	0.337	0.158	2.138	0.033	
X- variable- MTE	0.907	0.039	22.728	0.002	

Source: Research Results

**Table 2: Regression Analysis of Satisfaction on Behavioural Intentions**

Multiple R	0.7609				
R -square	0.5790				
Coefficient of correlation	r =0.7609				
<b>ANOVA</b>	<b>Degree of Freedom</b>	<b>Sum of Square</b>	<b>Mean Sequence</b>	<b>F-Value</b>	<b>Significance F</b>
Regression	1	141.480	141.480	367.288	0.0213
Residual	267	102.849	0.385		
Total	268	244.329			
Intercept- Behavioural Intentions	0.956	0.163	5.877	1.24	
X- variable- Satisfaction	0.7889	0.041	19.165	0.0213	

Source: Research Results

**Table 3: Regression Analysis of MTEs on Behavioural Intentions**

Multiple R	0.8271				
R -square	0.6841				
Coefficient of correlation	r = 0.8271				
<b>ANOVA</b>	<b>Degree of Freedom</b>	<b>Sum of Square</b>	<b>Mean Sequence</b>	<b>F-Value</b>	<b>Significance F</b>
Regression	1	167.158	167.158	578.34	0.0315
Residual	267	77.171	0.289		
Total	268	244.329			
Intercept- Behavioural Intentions	0.285	0.157	1.811	0.071	
X- variable- MTE	0.959	0.039	24.049	0.0315	

Source: Research Results

is concluded that there is an impact of MTE on satisfaction of adventure tourists and therefore, H1 is accepted.

According to regression results shown in Table 2, the coefficient of determination,  $r^2 = 0.5790$ . This implies that 57.9% of the variation in behavioural intentions of adventure tourists is explained by satisfaction and the remaining is due to other factors. Also, the coefficient of correlation,  $r = 0.7609$ . The positive sign shows that there exists a positive direct relationship between satisfaction and behavioural intentions ( $r = 0.7609$ ). The value of  $\beta = 0.956$  shows that the behavioural intentions, which is a dependent variable, changes by 0.7889 units for each unit change in satisfaction, which is an independent variable. The p value is 0.0213, which is found to be statistically significant at 5 percent level of significance. Thus, it can be concluded that satisfaction positively influences behavioural intentions and H2 also stands accepted.

Table 3 depicts the strength of association between Memorable Tourism Experiences (X) and Behavioural Intentions (Y). Here, the coefficient of determination,  $r^2 = 0.6841$ . This implies that 68.4% of the variation in the behavioural intentions of tourists is explained by the MTEs and the remaining 31.6% of the variation is due to other factors which need to be identified. The  $\beta$  value is 0.285 and the p value is 0.0315, which is statistically significant at 5 percent level of significance. The results therefore imply that MTEs have a strong impact on behavioural intentions and H3 is also accepted.

## DISCUSSION AND CONCLUSION

Although the study is of indicative nature only, it majorly helps at providing insights and

contributes in understanding the significance of memorable tourism experiences in producing highly satisfied tourists who are willing to revisit the destination. By empirically testing the impact of memorable tourism experiences of adventure tourists visiting the state of Himachal Pradesh on their satisfaction and behavioural intentions, the study discovers that memorable tourism experience acts as a foundation for satisfaction of adventure tourists and thereby effects their behavioural intentions. The study reveals that memorable experiences positively influences satisfaction and enhances their behavioural intentions. This is in line with various previous studies (e.g.; Baker and Crompton, 2000; Hui et al., 2007; Hutchinson et al., 2009) that reveal positive relationships between satisfaction post travel and the future travel behaviours. One of the most important revelation of the study is the mediating effect of satisfaction on the memorable experiences and behavioural intention relationship. This indicates that the destination managers in Himachal Pradesh must design and deliver memorable experiences so as to retain their market and produce highly satisfied customers. The analysis of the demographic profile of the respondents reveals that the majority of adventure travel participants are young and travelling with their family/friends. This is again consistent with the findings of Tsui (2000) who says that adventure tourism consumers are mostly young, knowledgeable, affluent and enthusiastic thrill lovers. The study is an effort to contribute to the adventure tourism literature, which continues to remain relatively less explored in comparison to other domains of tourism. The study also contributes to the memorable experience literature which has attracted a lot of attention in recent years throughout the globe.

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## Determinants of Service Quality Attributes in Hotel Industry (MPSTDC\*) Leading to Customer Satisfaction

Prabha Kiran & Anil Kumar

### ABSTRACT

**Objectives:** Service quality has been one of the major parameter in determining customer satisfaction. The objective of the study is to identify the determinants of service quality in hotel industry and highlight the most important service factor that lead to customer satisfaction.

**Methodology:** Survey was conducted using structured questionnaire and analysis was done using Smart PLS 3. The questionnaire was administered to 450 respondents (both male and female, above the age group of 18 years) who were the guests lodging in the hotels and out of these only 360 were useful for analysis purpose. The data was collected from four tourist destinations namely Palash residency Bhopal, Shipra Residency Ujjain, Hotel PayalKhajuraho and Betwa Retreat Orchha.

**Findings:** Results of factor analysis revealed five determinants of service quality that determine the customer satisfaction at the hotel industry. Tangibles & Empathy factors were considered most important by the customers that lead to customer satisfaction.

**Application:** Studies in past on service quality has been mainly focused on broad area where in the Indian Hotel industry has been completely neglected. More so the MPSTDC hotels (Madhya Pradesh State Tourism Development Corporation) which is situated in a major tourist attraction places and lacked a study that highlighted the improvement areas for better service quality leading to enhanced customer satisfaction. The results of the finding will help the MPSTDC (Madhya Pradesh State Tourism Development Corporation) hotels situated in Madhya Pradesh India to focus on the key service deliverables and provide better services to customers.

**Keywords:** Service Quality, Hospitality Industry, Customer Satisfaction, MPSTDC, Factor Analysis, Smart PLS.

\*MPSTDC (Madhya Pradesh State Tourism Development Corporation)

### Introduction

In the highly competitive hotel industry, service becomes one of the most important elements for gaining a competitive advantage in the marketplace. Consequently, the efforts of service managers and academic researchers are directed towards understanding how customers perceive the quality of service. Hospitality industry has

gone through many changes since its inception. There are tremendous changes occurred over a period of time due to various reasons. The reasons may include changing patterns in customer preferences, industrialization etc. During the last few decades there is phenomenal change experienced in the hospitality industry and the reason being is Service Quality.

Hospitality industry is exceedingly focused on therefore service ends up plainly a standout

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amongst the most imperative components for gaining a competitive edge in the marketplace. This propels the need to study the exact nature of service in hospitality by the researchers and managers in depth in order to understand the customer's perception towards quality of services offered by hotels. Over a period of time there has been a tremendous change in the customer preferences due to changing lifestyles, industrialization, improvement country's economic condition and government policies. Hospitality industry is not left untouched by this development too and gaging of service quality is very important aspect in any hospitality industry.

Service quality aspect is one such domain that distinguishes hospitality sector; however there is not a fixed demarcation of what service quality is. Service quality can be understood by its fitness for use by internal and external customers. Gronroos(1982) has divided service quality into technical, functional and image components. Studies have been conducted to identify the potential difficulties faced during conceptual foundation and measuring the service quality empirically (Bardi et al, 2005; Jabnoun&Khalifa, 2005; Landrum et al, 2007). It is stated that service quality measurement is entirely different from measuring the quality of manufactured goods (Zeithaml et al, 1990; Crick and Spencer, 2011). Crick and Spencer (2011) have identified the need to develop a framework for measuring service quality specific to country or industry. This is difficult to achieve as the constructs developed for a specific industry or country might not be relevant to a different environment (Mattila, 1999; Hsieh and Tsai, 2009; Salazar et al., 2010). In hospitality industry the service quality depends on the needs and expectations of the guest. The constructs identified for measuring service quality are in line with service marketing literature (Lee et al.2000). According to Czepiel (1990) service quality is explained as the perception of customer towards the services offered and the level up to which it meets the expectation or surpasses it. Zeithaml et.al (1990) has stated that perceived service quality is the magnitude to which an organization effectively fulfills the needs and requirements of the customers. Evaluation of

satisfaction achieved due to service quality is conducted fundamentally in terms of methodical quality and functional quality Gronroos (1984). Customers are unaware about technical aspect of quality hence it is imperative to strengthen the functional aspect as that become the major touch point with the customers perception of service quality (Donabedian, 1980). Service quality is stated in footings with customer perception, customer expectation and customer attitude (Sachdev and Verma 2004). Studies conducted by Ghobadian et.al. have identified customer's prospects, service delivery process and service outcome as major influencing factors on perceived quality. Edvardsson (2005) pointed out that service quality perceptions are molded during the production, delivery and consumption course while O'Neill and Palmer (2003) have reported in their study that customers' perceptions of service quality is generally influenced by the extent of their prior experience with a certain service. Ekinci (2003) in his study has indicated that constant assessment of service quality leads to customersatisfaction. Rust and Oliver (1994) have described satisfaction as the "customer fulfillmentresponse," which is an assessment as well as an emotion-based reaction of the customer to a service.

### **MPSTDC (Madhya Pradesh State Tourism Development Corporation)**

M.P. State Tourism Development Corporation is functioning in hotels and transport services.

M.P is considered to be the best state in India in terms of richness of culture and tourism destinations. In last few decades state government has launched many initiatives that have put M.P as the leading tourism destination of the nation. In spite of the efforts put in by the government there still needs the work to be done in terms of hospitality industry. MPSTDC has its presence not only in Madhya Pradesh but also in other parts of the country. The present study attempts to understand the service quality that impacts customer satisfaction that has been studied in the context of services that are provided MPSTDC hotels in M.P. India. In the second section of the paper the research objectives are defined in brief. The

third section deals with the review of literature pertaining to the research objectives. The fourth section comprises of research methodology adopted in the present study and the fifth section deals with the analysis and interpretation of the study in detail. The last section highlights the conclusions and research implications of the study.

### Objectives of the Study

- To identify the facilities provided by MPSTDC hotel that lead to customer satisfaction.
- To identify significant factors defining service quality of MPSTDC hotels that lead to customer satisfaction using Smart PLS

### Service Quality in Hospitality Industry

Various scholars have considered different dimensions of service quality in hospitality industry (Ryan & Cliff, 1997; Pizam & Milman, 1993; Mei *et al.* 1999; Nadiri & Hussain, 2005; Mohsin & Lockyer, 2010). According to Fitzsimmons and Fitzsimmons (2000) customer waiting time has often been considered as one of the most important components of service quality. Conway & Andaleeb (2006) support this fact that customer satisfaction is influenced most, by the responsiveness of the frontline employees, followed by price and quality of food being served to them. Presbury *et al.* (2005) has stated in the paper that over the past decade, consumers have progressively commanded greater value for money, supplemented with demands for a better-quality level of service and facilities. Parasuraman *et al.* (1985) have identified ten key determining factors of service quality that has been perceived by the service provider and the consumer. The ten determining factors are reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer, and tangibility. He has intertwined it together to design a service quality framework identified as *SERVQUAL*. The framework was later upgraded in 1988 to five important determining factors: reliability, assurance, tangibles, empathy, and responsiveness. Zeithaml & Bitner (1996) in their study have identified ten key categories

which they called 'service quality determinants', and have stated that in spite of the different types of services that are needed to be analysed, consumers use a very similar benchmarking norms when evaluating services offered by the service provider.

Parasuraman *et al.* (1993) in their study have suggested that the *SERVQUAL* model is the basic important framework that can be accompanied with context-specific items when needed in specific service sectors. There have been a number of studies done in past that bring together industry-specific scales for the hospitality industry that have been conducted based on *SERVQUAL* model such as *HOLSERV* by Mei *et al.* (1999), *Lodging Quality Index (LQI)* by Getty & Getty (2003) and *DINESERV* by Knutson *et al.* (1996). However, the use of this framework in the hospitality setting has scant success in replicating similar results and has been unsuccessful to validate the original *SERVQUAL* model framework (Ekinici Y, 2002; Becker *et al.*, 1999). High quality service indicates the need to increased profitability and competitiveness (Yoo & Park, 2007). It is also found that effective service quality enhances business growth and opulence that transports into customer satisfaction and business profitability (Anderson & Fornell, 1994; Yeung *et al.*, 2002; Luo & Homburg, 2007).

### Service Quality Leads to Customer Satisfaction

Customer satisfaction has been generally accepted as an outcome of service quality (Sachdev and Verma 2004; Ekinici 2003; Czepiel 1990). Although the literature review has depicted different aspects of quality in the context of different services the study on outcome of service quality has been left out in hospitality sector. Ribiere *et al.* (1999) has studied customer satisfaction with hospital information systems in relationships of timeliness, accuracy, and completeness while Andaleeb (1998) has deliberated hospital services such as communication with patients, competence of staff, staff demeanor, and quality of the facilities, and perceived costs as the customer satisfaction. Jham and Khan (2008) in their study on Internet banking found basic facilities, convenience,

behavior of employees, and the environment of bank for customer satisfaction when it is concerned with banking services.

Table 1 has shown a summary of research on characteristics of service quality that is

transformed onto customer satisfaction in the perspective of hospitality industry. The homogeneous service environments are taken for developing a comprehensive theoretical basis for the present study and for categorizing major

**Table 1: Literature Review Summary on Customer Satisfaction**

Variables Considered for customer satisfaction/expectations	Author
Reassurance; avoid sarcasm, empathy, conviviality and tangibles	Saleha & Ryanb, 1992
Reliability, assurance, responsiveness, tangibles, and empathy	Knutson et al (1992)
Solving problems, agreeability of the rooms, promotional deals	Luk (1997)
Employees, tangibles and reliability	Mei et al (1999)
Access, communication, security, competence and responsiveness	Hofman & Worsfold (1999)
Service, cordiality	Kandampully (2000)
Cordiality, level of knowledge of the staff	O'Neill and Charters (2000)
Room service, front-desk service and kindness	Carneiro & Costa(2000)
Reliability, Responsiveness, Assurance, Empathy, Tangibles	Zeithaml and Bitner (2000)
Quality of food, quality of service, quality of ambience and price/quality ratio	Soriano (2002)
Empathy, Decor, appearance, publicity material, location, natural areas, service, solving problems, closing the bill, menu	Juwaheer and Ross (2003)
Solving problems, agreeability of the rooms, promotional material, staff service, appearance external	Atilgan et al.(2003),
Installations, appearance, service, promotional material	Nadire and Hussain (2005)
Cleanliness, accessibility, safety, price, Transportation and security	Eraqui (2006)
Tangible services	Akibaba (2006)
Style and convenience, room quality, special offers, quality staff, personality, fast service, and quality food and beverages	Wilkins et al (2007)
Cleanliness, courtesy, complaints, reservation, pro MPSTDCness, comfort, atmosphere, sports, business center, room price	Jönsson and Devonish (2007)
Empathy, reactivity aspects, assurance, reliability and tangibles	Chen et al (2008)
Reliability, assurance, empathy, tangibles, and responsiveness	Vanniarajan and Stephen (2008)
Employee behavior and other factors	Agrawal (2008)
Service quality, satisfaction, perceived value and image	Hu et al.(2009)
Dimensions of service quality, and their relative importance for customers	Rahman, et al. (2010)
Reliability	Markovic & Raspor ( 2010)
Customer relationship management	Dominici and Guzzo (2010)
Tangibles	Kumar, Banga & Thapar (2011)
Value for money	Ramanathan & Ramanathan (2011)
Staff behavior	Omanukwue (2011)
Tangibles, Reliability, Responsiveness, perceived value	Motlagh, et.al. (2013)

*Source: Compiled by Author from the Literature.*

common elements of service quality.

The literature review evidently specifies that dissimilar variables would be imperative for diverse services for customer satisfaction. Furthermore it is observed that a research on

the service quality of hospitality industry and outcome in terms of level of customer satisfaction from service quality has been ignored by researchers in the Indian context. Hence, an attempt is made to study customer

perception of quality of service in the context of hospitality industry. A case study method is implemented and accompanied with findings of a survey to classify the factors of customer satisfaction in the special context of MPSTDC hotels in Madhya Pradesh India.

On the basis of above discussion following conceptual framework and hypothesis has been proposed.

H1: There is significant and positive relationship between tangibles and

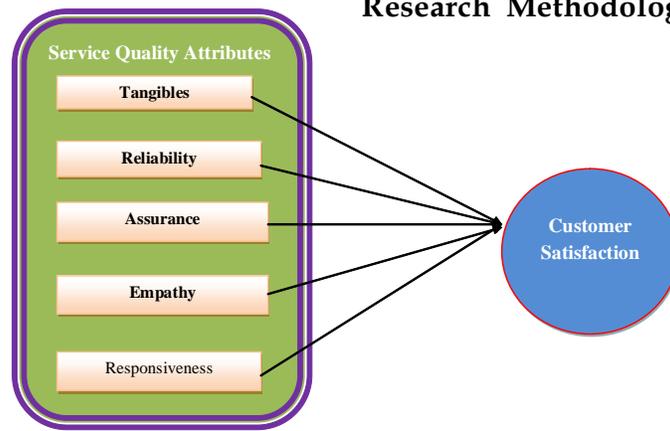
customer satisfaction

H2: There is significant and positive relationship between reliability and customer satisfaction

H3: There is significant and positive relationship between assurance and customer satisfaction

H4: There is significant and positive relationship between empathy and customer satisfaction

H5: There is significant and positive relationship between responsiveness and customer satisfaction



**Research Methodology**

**Figure 1: Conceptual Framework**

The reliability of the questionnaire was tested using Cronbach (1951) alpha that describes that the instrument used for the study was appropriate and the items result in interpretable statements.

Sampling technique used in the present study aimed at analysing customer’s views so that the hotel managers would be able to utilise the data in order to improve the services offered to these customers.

A self-administered survey questionnaire was used for collecting data from the respondents targeted. The current study identified the universe as the total population of the country including the foreign nationals who visit India. The data were collected from four major tourist destinations. These are Palash residency Bhopal, Shipra Residency Ujjain, Hotel PayalKhajuraho and Betwa Retreat Orchha. The survey was carried out on different days at MPSTDC hotels at Bhopal, Ujjain, Orchha and Khajuraho. 450

guests were contacted during the course of the survey. The identified target was tested for significance and it was evident that the sample size will not affect the results although it might not be the true representation of guest population.

There were several steps used during the course of this study. First, a review of literature was conducted. Second, targeted hotels by major tourist region were contacted. Third, the instrument was undergoing testing. Fourth, the guests were contacted in hotels for primary data collection. Fifth, survey results were prepared. The sample unit used in the survey was hotels guests, both male and female, above age of 18. The questionnaire was developed with the help of previous studies and items were taken from (Chu & Choi, 2000; Ramsaran-Fowdar, 2007; Akbaba, 2006; Kang, & James, 2004; Atilgan et al., 2003; Saleh & Ryan, 1991) studies. Total 34 items were taken to measure customer (guests) satisfaction from service quality.

A total of 450 questionnaires had been distributed to guests lodging in the hotels. Out of 450 filled questionnaires only 360 were useful for analysis purpose. A self-administered questionnaire was

distributed to the sampling unit, and was collected immediately after completion. Table 2 depicts the demographic details of the sample.

**Analysis & Discussion**

**Table 2: Demographic Details of the Respondents**

Attributes	Frequency	Percentage
<b>Gender</b>		
Male	296	82.22
Female	64	17.78
<b>Age</b>		
Below 25	35	9.72
26-35	72	20.00
36-45	132	36.67
46-55	92	25.56
Above 55	29	8.06
<b>Qualification</b>		
Below Graduate	189	52.50
Graduate	147	40.83
Above graduate	24	6.67
<b>Profession</b>		
Employed	192	53.33
Self Employed	168	46.67
<b>Marital Status</b>		
Married	278	77.22
Unmarried	82	22.78

Nhat and Hau (2007) has recognized the factors of retail service quality using factor analysis. The similar tool was used by Hsu et al. and Agrawal (2008) to ascertain elements of customer satisfaction on Internet shopping. The same method was used here to identify the factors determining customer (guests) satisfaction. Factor analysis was conducted to find the factors determining guest's overall satisfaction resulting from service quality in hotels.

Data were analyzed using SPSS 20 software. The test of validity of data was examined with the help of a Kaiser-Meyer-Ohlin (KMO) measure of sample adequacy and Barlett's test of sphericity. These two tests fulfilled the validity of data for conducting the factor analysis (Table 3).

To determine the number of variables, only the Eigen values greater than or equal to 1 were

**Table 3: Kaiser-Meyer-Ohlin(KMO) Measure and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.682	
Bartlett's Test of Sphericity	Approx. Chi-Square	4970.946
	Df	561
	Sig.	0.000

considered (Guttman 1954; Kaiser 1960). The extraction method used for the analysis was Principal component; the rotation method used in the analysis was Oblimin with Kaiser Normalization.

The factor analysis resulted in five factors – Tangibles, Reliability, Assurance, Empathy,

Responsiveness, and customer satisfaction. Two items have been removed because of low loadings and highlighted as bold. The result of factor analysis is shown in table 4.

These five factors were found to have eigen values greater than 1 and, hence, are significant.

**Table 4: Rotated Component Matrix**

	Components					
	1	2	3	4	5	6
T1	.562					
T2	.776					
T3	.563					
T4	.784					
T5	.654					
T6	.877					
<b>REL1</b>		<b>.464</b>				
REL2		.699				
REL3		.688				
REL4		.587				
REL5		.757				
A1			.688			
A2			.767			
A3			.823			
A4			.712			
A5			.600			
A6			.521			
E1				.684		
E2				.724		
E3				.523		
E4				.757		
E5				.612		
RES1					.564	
RES2					.696	
RES3					.666	
RES4					.777	
RES5					.690	
RES6					.638	
CS1						.832
CS2						.768
<b>CS3</b>						<b>.462</b>
CS4						.655
CS5						.750
CS6						.819

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The reliability of the scales for service quality and customer satisfaction was evaluated using Cronbach’s alpha (Cronbach, 1951). Coefficient alpha was calculated separately for the factors and for the entire scale and value is found to be above the threshold value (.70). The Reliability coefficient alpha was found .851. The results provide statistical evidence to support identified factors of customer satisfaction as Tangibles, Reliability, Assurance, Empathy, Responsiveness dimensions of service quality.

**Partial Least Square Method**

Partial Least Square Method is used in the present study which is the most suitable method for predicting and building theory for exploratory approach (Gefen et al., 2000; Reinartz et al., 2009; Henseler et al., 2014), as the study was conducted to evaluate the extent to identify the factors of customer satisfaction. Further it is also proposed to understand the extent of impact each of these factors have on customer satisfaction. Since the sample size of the study was small, PLS was most suitable as it uses ordinary least square regression. As stated by Gefen et.al. and Hair et.al (2011) PLS

is not sensitive when small sample size is taken for study. Also as stated in another study that a smaller sample size can be sufficient enough to attain an acceptable level of statistical power (Reinartz et al., 2009). In the present context the sample size is comparatively smaller and hence two stage assessment process is adopted as recommended by many authors in order to ascertain the impact of factors on the dependent variable (Chin 1998, Henseler et al. 2009, Hair et al. 2011, Hair et al. 2012 and Hair et al. 2013). In order to assess the measurement model a construct level analysis was done which was further confirmed with structural model assessment. SmartPLS 3.0 was used for the analysis. Fig 2 shows path analysis of the proposed model. The data was found to have less than 5% of values that were missing per indicator; hence they were treated using the mean value replacement method. Further to generate t-values with 5000 subsamples from the original dataset and coefficients estimates bootstrapping was used (Preacher and Hayes 2008, Sattler et al. 2010 and Hair et al. 2013) as shown in Fig. 3.

**5. Empirical Analysis and Results**

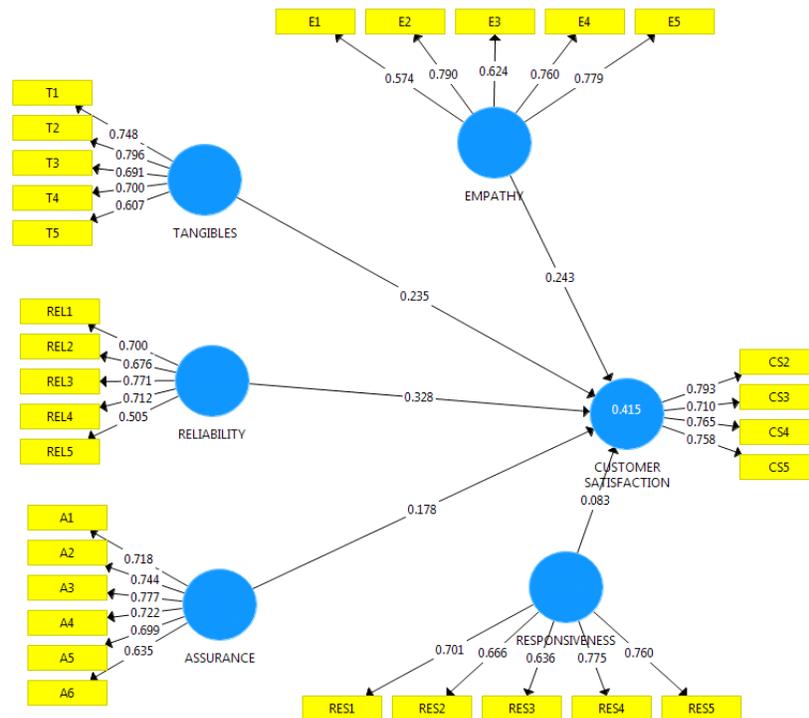


Figure 2: Path Model

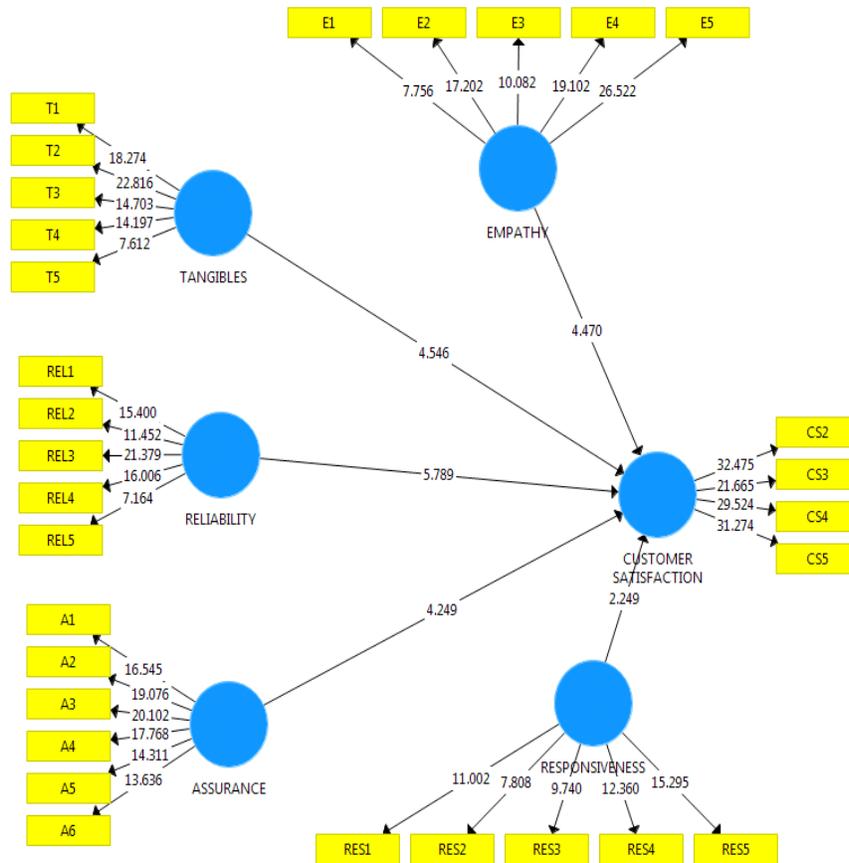


Figure 3: Bootstrapping Results

**Measurement Model Assessment and Validation**

Anderon and Gerbing have recommended a two step approach for analysis the data namely measurement model and structural model. The analysis begins by testing the measurement model for reliability and Validity. The validity is assessed in two ways i.e convergent and discriminant. Reliability of the costructsare ascertained using their respective Cronbach’s alpha and composite reliability (Fornell & Larcker, 1981). Table 3 summarizes the convergent validity test results. The values are found to be over 0.60 that are acceptable for exploratory study and hence satisfying the threshold level. Convergent values are also important to understand the correlation between the constructs and also the direction of correlation being positive or negative. From Table 3 it is evident that all the values are more than 0.70, which confirms the internal consistency. Further for establishing convergent

validity the average variance extracted should be greater 0.50 for the constructs under consideration (Fornell& Larcker,1981). Table 4 shows all the AVE values as 0.50 hence confirming the convergent validity except one construct “Reliability - (0.461)”, however since this is an exploratory research the AVE loading of 0.04 and above is also acceptable (Hulland, 1999).

Discriminant Validity is shown by Table 4, which is an important process to understand the extent of the constructs that are under study to be distinct from each other. Fornell and Larcker (1981) have suggested the method for verifying the discriminant validity. The square root of the AVE for each construct should be greater than its highest correlation with any other construct. As Table 5 shows, all the square roots of AVE values satisfy the criteria.

**Structural Model Assessment: Hypothesis**

**Table 4: Convergent Validity**

Factors	Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Tangibles	T1	0.748	0.758	0.835	0.505
	T2	0.796			
	T3	0.691			
	T4	0.700			
	T5	0.607			
Reliability	REL1	0.700	0.706	0.808	0.461
	REL2	0.676			
	REL3	0.771			
	REL4	0.712			
	REL5	0.505			
Assurance	A1	0.718	0.811	0.864	0.514
	A2	0.744			
	A3	0.777			
	A4	0.722			
	A5	0.699			
	A6	0.635			
Empathy	E1	0.574	0.759	0.834	0.505
	E2	0.790			
	E3	0.624			
	E4	0.760			
	E5	0.779			
Responsiveness	RES1	0.701	0.766	0.835	0.504
	RES2	0.666			
	RES3	0.636			
	RES4	0.775			
	RES5	0.760			
Customer Satisfaction	CS2	0.793	0.752	0.843	0.574
	CS3	0.710			
	CS4	0.765			
	CS5	0.758			

**Testing**

After confirming the validity tests further analysis was conducted to assess the structured model using partial least square analysis. Table 6 depicts path coefficient and results of hypothesis testing. Hypothesis were framed and tested based on their strength, directional

relationship and level of significance. Further to generate t-values with 5000 subsamples from the original dataset and coefficients estimates', bootstrapping was used (Chin, 1998) as shown in fig. 3. Overall five hypothesis were framed and it was found that all of them were supported at  $p < 0.01$ . The test results show that tangibles is positively associated with customer

**Table 5: Discriminant Validity**

	Assurance	Customer Satisfaction	Empathy	Reliability	Responsiveness	Tangibles
Assurance	<b>0.717</b>					
Customer satisfaction	0.338	<b>0.757</b>				
Empathy	0.263	0.433	<b>0.711</b>			
Reliability	0.123	0.431	0.193	<b>0.679</b>		
Responsiveness	0.146	0.276	0.093	0.349	<b>0.710</b>	
Tangibles	0.185	0.362	0.308	0.025	0.128	<b>0.711</b>

satisfaction (H1,  $\beta=0.235$ ,  $p<0.01$ ), reliability,  $\beta=0.178$ ,  $p<0.01$ ; H4,  $\beta=0.243$ ,  $p<0.01$ ; H5, assurance, empathy and responsiveness was also found to be positively associated with customer satisfaction (H2,  $\beta=0.328$ ,  $p<0.01$ ; H3,  $\beta=0.083$ ,  $p<0.01$ )

**Discussion and Results**

**Table 6: Path Coefficient & Hypothesis Testing**

Hypothesis	Path	Path coefficient	t value	p value	Results
H1	T ----> CS	0.235	4.546	0.000	Accepted
H2	REL-----> CS	0.328	5.789	0.000	Accepted
H3	A-----> CS	0.178	4.249	0.000	Accepted
H4	E-----> CS	0.243	4.470	0.000	Accepted
H5	RES-----> CS	0.083	2.249	0.025	Accepted

**Tangibles** - This aspect includes the **well dressed and neat staff** Good quality food **Neat and clean rooms** available to customers in MPSTDC hotels. Customers (guests) consider tangibles as the most important aspect of satisfaction with service quality of MPSTDC hotels. These factors have been found to impact customer satisfaction (Knutson et al (1992); Mei et al (1999); Zeithaml and Bitner (2000); Chen et al (2008); Vanniarajan and Stephen (2008); Kumar, Banga & Thapar (2011); Motlagh, et.al. (2013)).

**Empathy** - This refers to the behavior of hotel staff as well as their response towards the guests. These factors have been found to impact customer satisfaction (Saleha & Ryanb, 1992; Zeithaml and Bitner (2000); Juwaheer and Ross (2003); Chen et al (2008); Vanniarajan and Stephen (2008)). Empathy factors are the second most important determinant of customer satisfaction. The aspects of this factor are Individual care of guests, **Conscientious and**

**Wake-up call service.**

**Responsiveness** - The dimensions included **are Promptness of services**, Quick check-in and check-out, fulfill specific guests' needs and Quick complaints redressal system. The responsiveness has been identified as a determinant of customer satisfaction (Knutson et al (1992); Hofman&Worsfold (1999);Zeithaml and Bitner(2000); Vanniarajan and Stephen (2008);Motlagh, et.al. (2013)). Guests consider the responsiveness as the third most important determinant of satisfaction with service quality.

**Reliability** - This aspect includes the Good value for money, Convenient operating hours, **Safe parking nearby and Service according to promised available** to customers in MPSTDC hotels. Customers (guests) consider reliability as the fourth most important aspect of satisfaction with service quality of MPSTDC hotels. These factors have been found to impact customer satisfaction (Knutson et al (1992); Mei

et al (1999); Zeithaml and Bitner (2000); Chen et al (2008); Vanniarajan and Stephen (2008); Markovic & Raspor (2010); Motlagh, et.al. (2013)).

**Assurance:** This refers to provide services as promised, performing the services right the first time, providing services at the promised time, maintaining error-free record. Our results are in conformance with the previous studies.

## Conclusion

Studies conducted in past have identified the factors that are responsible for the satisfaction levels in customers but study specific to hospitality sector in India has been not touched upon in detail. The study contributes in the extant literature by identifying the factors that drive customers satisfaction that has resulted from the services as provided in MPSTDC, Madhya Pradesh, India. The empirical analysis has revealed that Tangibles, Empathy, **Responsiveness**, Reliability and Assurance are the attributes of service quality measures provided in MPSTDC hotels. Tangibles was found to be the most important factor followed by reliability. These factors determine guests' satisfaction in MPSTDC hotels situated in Madhya Pradesh India and may be different from determinants of satisfaction with MPSTDC hotels running outside Madhya Pradesh. The present study has provided a roadmap for the administration of MPSTDC so that they can utilise the study findings to improve the quality of the services offered to the customers.

## Managerial Implications

Present study has empirically tested the determining factors of customer (guests) satisfaction with respect to the quality of service provided in MPSTDC hotels. Based on the study findings the paper has highlighted several implications for MPSTDC managed hotels that will help in serving the customers better. Availability of Good quality food, Neat and clean rooms, well dressed and neat staffs were found to be very important factors that impact customers perception towards the quality of the service the hotel will be providing. MPSTDC managers can make sure that food and room related issues are addressed promptly. The administration can ensure that the customers are given individual and personalized care by providing them wake-up calls service, Quick check-in and check-out, fulfill specific guests' needs, Quick complaints redressal system, Good value for money, Convenient operating hours, Safe parking nearby, Service according to promised, Security of self and Security of luggage. Appropriate action plans may be taken to enhance the quality of these services in MPSTDC hotels. The limitation of this study is that the MPSTDC hotels covered in this study are taking only from limited locations. The future study could be conducted by covering all the MPSTDC hotels situated in different locations of the country with some new variables.

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## Potentials and Prospects of Heritage Tourism: A Case Study on Thanjavur

*R. Revathi*

### ABSTRACT

Travellers from all over the world round the world since ages to experience the culture and heritage of different societies. India is a land of different faiths and religions live in harmony. Heritage tourism has emerged as one of the niche segments of tourism in India worldwide. India is blessed with number of world heritage monuments which showcase the breathtaking architecture and intricate work of mystery, intrigue and romance. These are not only fairly tales carved out of stones, bricks and mortar and narrating the tales of various Indian rulers. These are reflecting the culture and heritage of yore days. There are 32 UNESCO world Heritage sites among 1007 sites in the world. Indian heritage is its triumph-card for the development of tourism activities. Tourism, Heritage and culture correlated each together. It is impossible that tourism separate from Heritage. India is rich for its culture and heritage. Indian Government is also focused on the development of Heritage tourism. Thanjavur is very famous among the tourists for its culture and heritage value. Thanjavur the Granary of South India, also well popularised among the Heritage tourists. Tourists have accepted that Thanjavur have vast potential for growth of heritage tourism but basic infrastructure creates problem for its development like, poor road condition, toilets, drinking water and accessibility etc., There is need to proper conservation and preservation of heritage monument and need to proper planning of marketing and promotion strategy of the particular product, after that heritage of Thanjavur will become an instrument for economic development of the local region.

**Keywords:** UNESCO, Heritage Tourism, Preservation.

### Introduction

Travellers from all over the world round the world since ages to experience the culture and heritage of different societies. UNESCO declared historically important sites as 'World Heritage Sites'. In India, which has a rich heritage, a significant share of all domestic and foreign tourism activities have more prominent. Heritage tourism is one of the major attractions in the tourism industry. Heritage is the legacy of our past. Heritage is called, whatever we found from our ancestors sustain and preserve those for future generation. Heritage tourism

plays a vital role in the growth of tourism in Thanjavur. The city has vast potentials to promote heritage tourism.

In Asia, tourism plays a number of important social and economic roles. Cultural heritage tourism met within the context of sustainable development. They can seen to include

- The conservation of cultural resources
- Accurate interpretation of resources
- Authentic visitor experiences
- The stimulation of the earned revenues of cultural resources

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Heritage tourism can be defined as the type of tourism practiced by those who have an interest in learning, admiring and experiencing the culture and heritage of any region, which is depicted in its cultural wonders.<sup>1</sup> The National Trust for Historic Preservation in the United States defines heritage tourism as "travelling to experience the places and activities that authentically represent the stories and people of the past" and cultural heritage tourism is defined as "travelling to experience the places and activities that authentically represent the stories and people of the past and present"<sup>2</sup>

Cultural Heritage tourism is a type of tourism oriented towards the cultural heritage of the location where tourism is occurring. It is a niche element of the overall tourism spectrum. It is important for various reasons. They are

- It has a positive economic and social impact
- It establishes and reinforces identity
- It helps preserve the cultural heritage with culture as an instrument
- It facilitates harmony and understanding among people
- It supports culture and helps renew tourism

According to the Hollinshead, cultural Heritage tourism defines as cultural Heritage is the fastest growing segment of the tourism industry because there is a trend toward as increase specialisation among tourists.

### Heritage Tourism in India

India is a land of different faiths and religions live in harmony. Heritage tourism has emerged as one of the niche segments of tourism in India worldwide. India is blessed with number of world heritage monuments which showcase the breathtaking architecture and intricate work of mystery, intrigue and romance. These are not only fairly tales carved out of stones, bricks and mortar and narrating the tales of various Indian rulers. These are reflecting the culture and heritage of yore days. There are 32 UNESCO world Heritage sites among 1007 sites in the world.

India's heritage is like a rainbow of multiple facts like performing arts, crafts, religion, customs, beliefs, philosophy, history, health, medicine, travel, cuisine, monuments, literature,

painting and language. Heritage tourism contributes well over 60 percent to the overall share of tourists in India both domestic and foreigners. Golden triangle (Delhi - Jaipur - Agra), Rajasthan, Bihar, TamilNadu, Kerala Andhrapradesh, UttarPradesh areas quite rich in heritage monuments. Rajasthan has been systematic in promoting its heritage sites.

Heritage tour of India is one of the best ways to discover the Indian arts and crafts. The arts and crafts of India includes painting, sculptures and handicrafts. Tanjore painting of TamilNadu, Madhubani painting of Bihar, Kalamkari painting of Andhrapradesh and pithovo painting of Gujarat are some popular painting forms in India.

Musical heritage of India touches the inner core of a tourist's heart and soul. Every year a number of music festivals take place in different corners of India. The Ministry, Government of India has launched the "Athi Devo Bhava" campaign to make people aware of India's rich cultural heritage and the philosophy of treating a tourist as a God.

### Review of Literature

Various studies have been conducted to identify the culture and Heritage potentials in tourism. As a part of this study, the following literatures have been reviewed.

Dr. Achintya Mahapatra in his book titled **The Development of Indian Tourism Industry** (New Delhi:2013) says that various emerging trends in tourism. He goes on to discuss the important recommendations for the development of sustainable tourism

L.K. Singh in his book **Indian Cultural Heritage Perspective for Tourism**, (New Delhi:2008)discusses various special forms of tourism like cultural and Heritage Tourism etc.,

V.S. Dahiya in his book **Tourism Marketing and Advertising** (New Delhi:2008)says that tourism in TamilNadu and classical Amalgamation of culture and heritage.

Romila Chawla in her book **Tourism The Cultural Heritage** (New Delhi:2006)discuss about the cultural heritage of India. She also explains the cultural heritage tourist destinations in India.

Dr. K.Venugopal in his book **Modern Tourism Concepts**,(New Delhi:2012) says about Modern Trends in Tourism industry like, Eco tourism, cultural heritage tourism, medical and rural tourism.

### Study Objectives

- To study the potential of cultural Heritage tourism in chola region
- To identify the UNESCO Heritage sites of Cholas
- To realise the importance of the preservation of cultural and Heritage sites
- To give solutions to preserve the Heritage sites
- To suggest sustainable management and development strategies for promote the cultural and heritage tourist destination.

### Methodology

Data for this study have been collected from primary as well as secondary sources. We have adopted questionnaire and observation method. The question was to find out the heritage tourism activities in Thanjavur and also focused the level of satisfaction of the tourists. The samples among the tourists were selected both from foreign and from domestic tourists. The weightage among the foreign and domestic tourist was fixed as 25:75 because from the tourist statistics of Thanjavur. This framework amounts to 75 foreign and 225 domestic

respondents.The concern was to find out different ways in which it could be made famous and well preserved for the future. The main concern was to find out the development of the area in Thanjavur and around the Cholas region.

### Heritage Tourism Potentials in Thanjavur

Thanjavur the Granary of South India, also well popularised among the Heritage tourists. Thanjavur is a live museum. Every nook and corner of Thanjavur breathes history and heritage. Since the days of the Chola dynasty, Thanjavur District is serving as the treasure house for art and architecture of Tamils. Culture is in the air in this town which is also known for its green pastures and lush paddy fields. Temples, idols, paintings and art works of Thanjavur are like those of Rome and Egypt. The Heritage tourism activities in Thanjavur are:

- Watching and learning the heritage
- Visiting the handicrafts villages and know about their unique features
- Purchasing handicrafts like, Thanjavur painting, Thanjavur Art plate, Head nodding-dolls
- Visiting the historical buildings like temples, forts, towers etc.,
- Watching the music and dance festivals like Thiyagaraja Aradhana, salangainatham etc.,
- Tasting the traditional cuisine of Thanjavur
- Participating fairs and festivals.

**Table 1.1: Heritage Tourism Activities**

Serial Number	Heritage Activities	Domestic Tourists		Foreign Tourists	
		Frequency	Percentage	Frequency	Percentage
1.	Staying at a village Heritage Hotel	45	20.0	22	29.3
2.	Watching and learning the heritage	25	11.1	20	26.7
3.	Visiting the handicrafts villages and know about their unique features	33	14.7	23	30.7
4.	Purchasing handicrafts like, a)Thanjavur painting, b)Thanjavur Art plate, c) Head nodding-dolls	176	78.2	13	17.3
5.	Learning courses about handicraft making	3	1.3	4	5.3
	<b>TOTAL</b>	<b>225</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary Data

### Interpretation

The heritage activities experienced by the respondents falls under five categories i.e. staying at a village heritage hotel, watching and learning the heritage, visiting the handicrafts villages, purchasing handicrafts, learning courses about handicraft making. In the case of domestic tourists purchasing of handicrafts tops the table with 78.2 percent having (176) respondents. Further (45) respondents with 20 percent are staying at village heritage hotels, similarly 14.7 percent of (33) respondents are visiting the handicrafts making villages, 11.1 percent of (25) respondents are watching and learning the heritage and only (3) respondents with 1.3 percent are interested to learn the handicraft making.

In the case of foreign tourists it is found that the 30.7 percent of (23) respondents are visiting the handicrafts villages and know about their unique features, 29.3 percent of (22) respondents are staying at village heritage hotel, 26.7 percent of (20) respondents are interested to watching and learning the heritage, (13) respondents with 17.3 percent are purchasing handicrafts and 5.3 percent of (4) respondents are learning courses about handicraft making.

### Findings

From the inference of the table it is found that the maximum respondents are interesting to visit the heritage villages for to know and learn about arts and crafts. They are also interested to stay at village heritage hotels.

**Table 1.2: Level of Satisfaction in Heritage Activities**

Serial Number	Expressions	Domestic Tourists		Foreign Tourists	
		Frequency	Percentage	Frequency	Percentage
1.	Very Well	31	13.8	13	17.3
2.	Well	102	45.3	18	24.0
3.	Average	57	25.3	14	18.7
4.	Poor	15	6.7	1	1.3
5.	Very Poor	20	8.9	29	38.7
	<b>TOTAL</b>	<b>225</b>	<b>100</b>	<b>75</b>	<b>100</b>

Source: Primary Data

### Interpretation

The level of satisfaction of the respondents has been categorised as very well, well, Average, poor and very poor. The study shows that the domestic respondents are feel well about the heritage activities with 45.3 percent having (102) respondents. It is followed by the (57) respondents with 25.3 percent are feel average about heritage activities, (31) respondents with 13.8 percent are feel very well and (20) respondent with 8.9 percent are think very poor about the heritage activities and (15) respondents with 6.7 percent are having poor experiences in heritage activities.

The level of satisfaction of the foreign tourist found from the table that the respondents are feeling very poor about the heritage activities

with 38.7 percent having (29) respondents. It is followed by the (18) respondents with 24 percent are feel well about heritage activities, (14) respondents with 18.7 percent are feel average and (13) respondent with 17.3 percent are feel very well about the heritage activities and (1) respondent with 1.34 percent are having poor experience in heritage activities.

### Findings

The study shows that the maximum domestic respondents are feel well about the heritage activities and foreign tourists are think very poor about the heritage activities.

### Benefits of Cultural Heritage Tourism

The benefits of cultural heritage tourism can be far-reaching

**For communities**

- Strengthen the local economy
- Promote resource protection
- Increase visitor expenditure
- Generate employment
- Preserve the unique character of a community
- Increase community pride
- Awareness of community resources
- Increase tax receipts
- Stimulate economic growth

**For State**

- Encourages the protection and continued use of cultural heritage resources
- Economic well-being of the state
- Stimulates revenues in appropriate and sustainable ways

**Suggestions**

Following suggestions are noteworthy for the development of Heritage tourism

- Ministry of Tourism should evolve national guidelines for promotion of cultural and heritage tourism and preservation of heritage assets for all the state Governments. This include
  - a) The whole package of giving incentives
  - b) Restoration subsidies
  - c) Loan interest subsidies
  - d) Subsidy on training of local staff and recruitment of skilled personnel
  - e) Subsidy to support creation of infrastructure
- Each state/Union Territory Government must develop at least one Heritage village, which can become a focal point for promoting Heritage Tourism.
- Ministry of culture, Non-Government Organisations and experts try to protect and preserve the heritage sites.
- Increase the requirements for the basic amenities at the heritage sites.
- Better tourism experience can be conveyed by permitting controlled food and services, light and sound show, shopping,

entertainment, heritage events like dance and drama, music festivals etc.,

- Capacity building programmes for guides at heritage sites should be intensified to increase the availability of qualified guides.
- Wildlife and pilgrimage tourism circuits can be linked to heritage properties exploiting the geographical congruity. It will also provide encouragement and support to local art and craft.
- Old palaces, havelis, darbagadhs, can be converted into hotels, restaurants or museums by providing suitable incentives to owners.

**CONCLUSION**

Cultural heritage tourism involved in understanding the impact of tourism on communities and regions, achieving economic and social benefits, providing financial resources for protection as well as marketing and promotion. Tourism should bring benefits to host communities and provide an important means and motivation for them to care for and maintain their heritage and cultural practices.

The involvement and cooperation of local and or indigenous community representatives, conservationists, tourism operators, property owners, policy makers, those preparing national development plans and site managers is necessary to achieve a sustainable tourism industry and enhance the protection of heritage resources for future generations. It also educate residents and visitors about local and regional history and traditions. Indian heritage is its triumph-card for the development of tourism activities. Tourism, Heritage and culture correlated each together. It is impossible that tourism separate from Heritage. India is rich for its culture and heritage.

Indian Government is also focused on the development of Heritage tourism. Thanjavur is very famous among the tourists for its culture and heritage value. Brahadeeswarar temple, Darasuram, Gangaikondacholapuram, Art Gallery, palace, saraswathimahal Library, sangeetha mahal and many other heritage sites available in Thanjavur. Tourists have accepted that Thanjavur have vast potential for growth of heritage tourism but basic infrastructure

creates problem for its development like, poor road condition, toilets, drinking water and accessibility etc., There is need to proper conservation and preservation of heritage monument and need to proper planning of

marketing and promotion strategy of the particular product, after that heritage of Thanjavur will become an instrument for economic development of the local region.

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# Understanding Competitiveness: A Study of the Impact of E-tourism on Porters Five Forces

Faizan Ashraf Mir & Ab. Hamid Rather

## ABSTRACT

*E-Tourism has revolutionized the Tourism sector to the extent that majority of the tourism activities are dependent on the electronic media which in turn has forced the tourism players to further improve the service delivery system to the tourists. Electronic media which include DMO's websites, electronic word of mouth publicity through social media platforms, online travel portals, Hotel websites, Event Management websites, and film production venture websites etc are the first point of contact for retrieving information about any Tourist destination as such becomes a tool of marketing and promotion for the said destination. E-Tourism has overtaken the traditional tourism business transactions where the tourist completes all transactions and communications with the service provider from online platforms only, without even directly meeting the service provider in person. The rise of E-tourism is especially because of the new generation tourists who are "digital natives" and "tech-savvy" people.*

*With the rise of E-tourism, the competitiveness and the need to grab more and more market share has been perpetually on a rise leading to innovative offers by the Tourism Players, seasonal discounts on travel booking, travel packages, hotel bookings etc. There has been an increase in the budget allocated to the marketing and promotion of the destination also for the electronic platforms.*

*The paper aims to study the available literature regarding the dimensions of the relationship between E-tourism and Tourism Industry Competitiveness. It further studies the relationship and impact of E-Tourism on the Five forces of Michael Porter to understand the competitiveness of Tourism Industry. The investigation was accomplished by reviewing and drawing conclusions from available corpus of knowledge.*

**Keywords:** E-Tourism, Tourism Industry Competitiveness, ICT, Internet, Technology, Michael Porter, Five Forces.

## INTRODUCTION

Tourism has been hailed all through the globe as a very vital economic activity which has been instrumental in uplifting the economic conditions of various countries and states. The ever evolving way of doing business has always kept the entrepreneurs on tenterhooks. The ICT, internet and electronic mediums have revolutionized the businesses especially the Tourism Industry. The E-tourism has taken the

way of doing business in tourism by storm and has made the traditional travel agents redundant. The airline reservations, hotel bookings, tour packages which were earlier done manually are now done just by a mere click of a button. It was post the first general purpose computer ENIAC, in 1946 which was followed by American Airlines first automated booking system that the E-tourism started gaining relevance. 1960's and 1970's saw a rise

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in the use of ICT in the tourism business especially in the booking and reservation systems. It was finally in 1990's that the Internet started reconfiguring the structure of tourism sectors (Buhalis and Law 2008) followed by the storm of social media and smart phones in the 21st century. E-tourism allowed the travel companies to maintain data called the big data there by studying the travel preferences and travel patterns of the customers and hence customizing the offers to specific customers accordingly.

The ability of e-tourism to cater to global markets helped in earning foreign exchange and generated employment worldwide. The role of e-tourism and information has immense significance in selecting the desired tourist destination by creating a proper image in tourists mind about a particular destination through electronic and social media platforms. E-tourism has allowed Destination marketers to furnish full details, descriptions, videos and photographs in order to facilitate the purchase decisions of the consumer, which includes the intended length of stay and level of expenditure (Fesenmaier, 1994; Dickinger et al., 2005).

E-tourism has enhanced the competitiveness within the Tourism industry as it has enabled the players to have a wide range of products at display for the world to see and has further encouraged transparency allowing the competitors to monitor their strategies. One small electronic innovation by the competitor is immediately countered by the other competitor. According to Buhalis (1998) "E-tourism is the digitisation of all the processes and value chains in the tourism, travel, hospitality and catering industries that enable organisations to maximise their efficiency and effectiveness". Present day tourist relies heavily on electronic media to obtain information about destinations, and is able to communicate his needs and wants to suppliers rapidly. E-tourism has greatly affected the selling of tourism products and services.

Competitiveness of tourist destinations has become extremely important for policymakers as they struggle for a larger market share of the fastest growing industry of travel and tourism. The said issue is especially significant

for countries heavily dependent on travel and tourism (Gooroochurn and Sugiyarto, 2004). Information and Communication technologies (ICT) have a very immense influence in effectively disseminating informations, business transactions and promotions in the whole of Tourism Industry. Competitive position of the Destinations can be drastically improved by collecting and utilizing information effectively. For understanding the needs of the tourist, and for effective marketing & product development by tourism organizations in both the private and public sectors, an effective use of information systems is a must. (Heath, 2002).

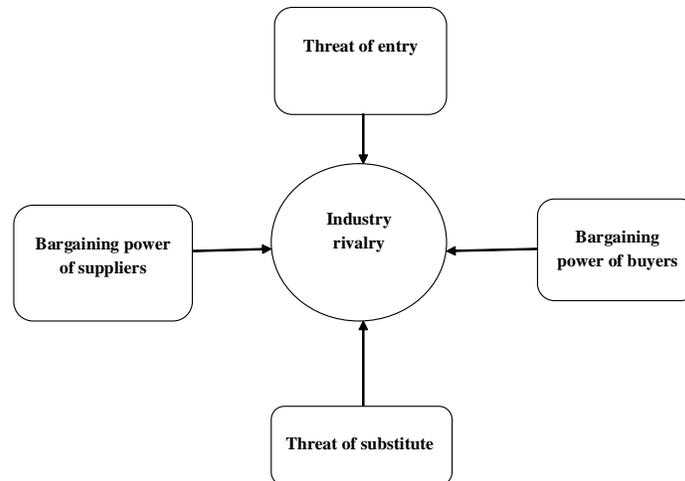
### **Theoretical Framework: Porter's Five Forces Model**

Michael Porter developed the Five forces model in 1979 to understand the dynamics of Industry Competitiveness and has been widely used by academicians, executives and managers to evaluate the competition dynamics of their respective industries. Porter's model has been used throughout the globe ranging from European countries to Gulf countries besides the Asian sub continent and in almost all the kinds of Industries ranging from automobile industry, telecommunication, banking etc. The Model has received wide spread acceptance because of its holistic and Five dimensional approach of studying competition. The Competitive structure and competitive position of the Industry is analysed by Porter's Model. It entails the following Five forces:

1. Rivalry among existing Competitors
2. Bargaining power of buyers
3. Bargaining power of suppliers
4. Threat of substitutes
5. Threat of New Entrants

### **Rivalry Among Existing Competitors**

The rivalry among the competitors in an industry explains the extent to which firms in the industry compete for the existing market share and the fierceness they possess to grab the market pie and thereby putting pressure on one another and affecting the profit margins of each other.



Source: Porter (1979)

The rivalry among the competitors is high if:

- Large number of Competitors
- Slow growth rate in the Industry
- High Fixed Cost
- Standardized Products/ Undifferentiated
- Lack of Brand loyalty
- Lower Switching costs
- High exit barriers

**Threat of New Entrants**

Threat of new entrants refers to as the threat that the potential new entrants pose to the already existing players in the competitive market. No existing player would ideally wish to have a threat looming over of the potential entry of new entrants which eventually grab the portion of their market share. Several factors affect the degree of the threat of new entrants to an industry and many factors act as entry barriers which hinder the new entrants’ entry into a particular industry. Entry barriers include:

- Economies of Scale
- Capital Requirements
- Switching Costs for Customers
- Product Differentiation by Existing (Distinctiveness)
- Access to distribution Channel
- Cost Disadvantages independent of scale: Relation with suppliers
- Government policies

**Threat of Substitutes**

Threat of substitute refers to as the threat by any other product in the same price range which offers similar value and satisfies the same need. It largely affects the competitive structure, competitive environment and strategic policies of the firms in the industry having an affect on all the generic strategies including Cost, Focus and differentiation. Threat of substitutes is higher if:

- Availability of cheaper Substitute product
- Low switching costs for customers
- Substitute product quality is equal or superior
- Substitute performance is equal or superior

**Bargaining Power of Suppliers**

Bargaining Power of the Suppliers refers to the power that the suppliers can exert on the businesses with regards to price, quality etc. By lowering quality, raising prices, or reducing availability of their products . Bargaining power of the supplier affects the structure of competition and competitive environment for the buyer and influences the buyer’s ability to achieve profitability. Bargain Power of Suppliers is High if:

- Suppliers are few and buyers are many
- Products are unique and not common
- Substitutes of supplied matter not available

- Low switching cost of supplier from one buyer to another
- Supplier not critically dependent on supplied matter
- Suppliers have ability to integrate forward

### Buyer Bargaining Power of Buyers

Bargaining Power of the Buyers refer to the power that the buyers can exert on the businesses with regards to price, quality etc. In Porter's five forces, buyer power can be interpreted as the pressure buyers can use on businesses to reduce prices, improving quality, or increasing availability of their products. The bargaining power of buyers in an industry affects the competitive environment for the seller and affects the seller's potential to achieve profitability Buyer Power is High if:

- Buyers few in number
- Few buyers place large orders
- Alternative suppliers available
- Low switching cost from one supplier to another
- Buyer can integrate backwards

### Literature Review

#### (I) E-Tourism & Industry Competitiveness

According to Buhalis (1998), "E-tourism is the digitisation of all the processes and value chains in the tourism, travel, hospitality and catering industries that enable organisations to maximise their efficiency and effectiveness". E-tourism, travel technology or "e-travel" refers to as a phenomenon and research area that transforms the processes and value chains in the tourism industry through the adoption of ICT by tourists and businesses. This development changes the process within a business or organization while reconfiguring the landscape of commerce (Buhalis 2003).

E-Tourism being an effective and emergent e-commerce intervention in tourism has been able to establish relationships of commercial nature, using the media and the Internet and selling products related to tourism : booking of flights, reservation of hotels, renting of cars, booking of tables in restaurants, and booking of tickets

for trips, trails, movies, camps and so on. Some of the services are classified into the business-to-consumer (B2C) category, as the final customer is on the other side of the transaction (Arturo Montejo-Ráez, 2011). Tourism is an information intensive industry and requires the help of ICT, and the two compliment each other very well. According to Harteveltdt, et al. (2009) tourism has become the number one e-commerce category with the largest amount of transactions.

The Internet has dramatically affected the structure and functioning of the tourism industry (Buhalis, 1998). Managing Information and knowledge through internet and media may be a source of competitive advantage. (Barnes, et al., 2003). The strategic position of the businesses have been affected by the changes in their Five Forces, the Internet has influenced and modified the existing barriers to entry, leading to decreased switching costs, and revolutionized distribution channels, encouraging transparency in prices and competition, and in return also enhancing efficiency viz-a-viz production (Kim, et al. 2004). With the growth of ICTs in tourism the significance of online presence of destinations has become extremely relevant. For selling & promotional activities of DMO's, the Internet has become the most vital means while at the same time it has become the primary source of getting information about a destination and all other activities involved in holiday planning for tourists. In order to gain bigger market share the competitiveness of tourist destinations has become increasingly important for policy makers.

#### (II) Impact of E-tourism on Porters Five Force Model on Industry Competitiveness

According to Buhalis and Zoge (2007) the Internet has decisively affected the perception with regards to Porter's five forces on tourism, since it has restructured the phenomenon's of competition in the modern marketplace. Internet's first effect was on new entrants, since it impacted the entry barriers due to the modifications in economies of scale within the industry. New technology and internet affected product differentiation, switching cost etc among the existing tourism businesses. Similarly the

other forces proposed by Michael Porter like bargaining power of buyers improved because of the better accessibility to information sources. Bargaining Power of suppliers was also affected by the Internet by offering access to alternatives. With regards to substitute products, it also affected the price/quality ratio and the cost of switching to substitute products (Buhalis and Zoge, 2007).

### **Rivalry Among Existing Firms within an Industry**

“The Internet brings many more companies into competition with one another by expanding geographic markets and reduced entry barriers, it can raise the rivalry within the industry and increase the pressure for price discounting.” (Porter, 2001). “The Internet offers new possibilities and instruments to meet customer needs and offers new products and services, thus the rivalry among existing companies within an industry can increase.” (Porter, 2001).

The reduction of disparity among the competitive rivals due to the enhanced transparency lead to higher degrees of imitations and adaptability. Internet’s ability of global representation speeded up growth in the tourism Industry and of forming partnerships, of lowering start-up, of direct access to the market and operational, distribution and switching costs as well as due to the ability of SMTEs to promote themselves.

### **Threat of New Entrants**

“Lowered consumer search costs and decreased switching cost open a market for potential new entrants; this reduces the entry barriers for new companies by opening the distribution channels (Re-intermediation) and capital requirements.” (Bakos, 1998; Porter, 1990).

Because of wider availability of tourism products and services on internet, it is easy for customers to search information about various tourism offers provided by various suppliers and compare various products and services in terms of quality, price etc. thus increases market transparency which in turn decreases the switching cost of customers as the threat of new entrants increases when consumer switching costs are low. Because of

adoption of ICT and internet tools new types of intermediaries started to exist. Re-intermediation is evident through the development of new electronic intermediaries like travel velocity, last minute.com, makes my trip.com, yahoo travel etc which are based only online. Also business models based on digital mediums requires less capital and input costs, and is capable of generating huge returns. Thus due to adoption of ICT new business models are created that requires low capital investment increases threat of new entrants within a industry. As low investment required to start up business poses great threat to the businesses within industry.

“The Internet is a possible instrument to bypass wholesale or retail channels (disintermediation), this can also reduce entry barriers.” (Wirtz, 2001). As internet provides direct access to service providers of tourism industry to their customers. It leads to disintermediation of travel wholesalers and retailers. Now the suppliers are in position to transact business directly to their customers without having a need of travel intermediaries. In this way reduces the entry barriers as not having the access to distribution channels are major barrier of entry to enter within a particular industry.

### **Threat of Substitutes**

“The Internet offers new possibilities and instruments to meet customer needs by offering new products and services, which could substitute existing ones.” (Porter, 2001). “The intensified rivalry led to increased difficulty to create and sustain competitive advantage through differentiation strategies (Go et al., 1999)”. Increased disintermediation due to online sales to customers becoming the near substitutes for traditional service provision by travel agencies and tour operators .As every supplier is coming with new products and services and tries hard to position their products among customers thus it becomes difficult for marketers to compete on basis of product differentiation strategies. As Schertler & Berger-Koch (1999:23) stated “today’s innovation is time-based competition”. Suppliers and intermediaries both are driven by time. The ability of offering instant and relevant

information to the market has become the main source of competition. The Internet has morphed tourism suppliers to become innovative, flexible and receptive to their market conditions. Regular and frequent innovations of both product and process followed by proactive and reactive strategies are few sources of competitive advantage in the Internet era (Buhalis, 2003).

### **Bargaining Power of Suppliers**

Bargaining power of suppliers has also been affected by the advent of Internet and E-tourism. The Internet has enhanced the supplier's bargaining power and has allowed them to keep track of its competitors and thereby forcing to offer unique, differentiated and customized products to the customers. Internet has reduced the cost of obtaining and managing information on specific customer groups (Kim et al., 2004) and to meet the ever changing patterns of demand through customization (Go et al, 1999) at mass scale and flexible production and personalized offerings at affordable prices.

Internet has also improved profitability by increasing the opportunity of filling up at last minute (Lancioni, et al., 2003). The advent of E-tourism has also reduced the dependence of suppliers on travel intermediaries thereby making them more independent and also managing to reduce cost in turn. Interconnectivity and interactivity directly with the customers majorly improved because of Internet leading to an overall enhancement of their position within the Industry.

### **Bargaining Power of Buyers**

"The reduced switching costs of buyers increase also the power of the buyers." (Porter, 2001). "The customer can easily compare different prices and gain knowledge about products, thus the price becomes the most important decision criterion." (Bakos, 1998; Wirtz, 2001).

Instant access to information, and better understanding of the market offerings by the buyers due to open internet platforms has led to a gain in the buyers bargaining power. The advent of Internet has risen the expectations of the buyers as it has diversified the range of choices for them. This has resulted in price

war among businesses within industry that compels businesses to offer products at low prices, discounts and at the same time quality products. That ultimately affects bargaining power of suppliers

The Internet also enabled them to dynamically package their individualized products by combining different travel products i.e. accommodation, transportation etc. (Daniele & Frew, 2005). Access to a greater range of available suppliers also increased their power.

### **OBJECTIVES OF THE STUDY**

- To study the available literature regarding E-tourism and Tourism Industry Competitiveness.
- To study the Impact of E-tourism on Porter's five forces model of Industry Competitiveness

### **HYPOTHESES**

- H<sub>0</sub>: There is no significant Impact of E-tourism on the Porter's Five Forces of Competitiveness.
- H<sub>0</sub>1: There is no significant Impact of E-Tourism on the Existing rivalry among Competitors.
- H<sub>0</sub>2: There is no significant Impact of E-Tourism on the Bargaining Power of Buyers.
- H<sub>0</sub>3: There is no significant Impact of E-Tourism on the Bargaining Power of Suppliers.
- H<sub>0</sub>4: There is no significant Impact of E-Tourism on the Threat of Substitutes.
- H<sub>0</sub>5: There is no significant Impact of E-Tourism on the Threat of New Entrants.

### **METHODOLOGY**

A systematic review of existing literature on the E-Tourism and Tourism Industry Competitiveness was undertaken to study the problem statement. A conceptual analytical study of the Impact of E-tourism on Michael Porters Five Forces model was studied qualitatively. In the present study, secondary data has been used which has been collected from various research papers, journals, books on E-tourism and Porter's Five Forces Model, and other online resources.

The study is of qualitative nature, as such various articles, publications and other reports have been referred and downloaded from Web of Science, Wiley-Blackwell, Taylor & Francis, JSTOR, Annual Reviews, Science Direct, Springer Link, and World e-Book Library (WeL). The accesses to these online databases were provided by the Central Library, Central University of Kashmir (CUK). The various keywords like “E-tourism, Tourism Industry Competitiveness, Michael Porter, Five Forces Model, Internet, ICT” etc. were used for searching the secondary data from search engines. Almost 52 research papers/articles, online blogs, abstracts were downloaded and 28 were exactly referred to meet the objectives of the present study.

To review and analyze existing literature, Content analysis was undertaken involving E-Tourism and its influence on Porter’s Five Forces Model on Destination Competitiveness. The procedure of content analysis includes categorizing articles into six main components: (a) unitizing, (b) sampling, (c) recording/coding, (d) reducing, (e) inferring, and (f) narrating. Krippendorff (2004) the first four components constitute the process of “data making,” and the last two use the information generated from the previous four components (Krippendorff, 2004). The collected list was categorized on the base of role/influence of social media in pre-trip phase, during-trip phase and post-trip phase. Results and discussions were generated by having in-depth discussions, focus group discussions with the faculty members, experts, research scholars and students to generate output about the same.

## ANALYSIS & DISCUSSION

### Hypothesis-Testing

#### **H<sub>0</sub>1: There is no significant Impact of E-Tourism on Existing rivalry among competitors**

The Advent of E-Tourism has furthered the realm of competition in the Tourism Industry where-in every Tourism Service Provider is inclined towards offering services more and more through the online platforms. The Online platforms have eased the process of doing business especially in Tourism sector. According to Porter (2001) the use of Information

Technology has resulted in the creation of more value to the customers by offering new and improved products at a higher cost benefit. The introduction of IT has resulted in more and more differentiation in the product and service delivery by the Travel Agents and Tour Operators. It has become a very common trend that a minute technological intervention by one tourism player is immediately countered by the competitor with an introduction of a similar intervention. Hotel Bookings, Airline ticketing, railway bookings etc have been majorly been undertaken by the tourists through electronic mode only and the traditional travel agents have adapted to this change in this business interaction. To save market share and maintain the competitive advantage the travel companies keep on updating the electronic mediums through which the business is done. The Online booking systems need updation at regular intervals to keep it user friendly and to keep their websites accessible. According to Daneshvar & Ramesh, (2010) use of Electronic mediums by the travel companies requires higher investments, which increases the market entry barriers thereby hindering the new entrants to enter the market.

According to Porter (1980:17) the rivalry among the existing competitors occurs when one or more of the competitors either feels the pressure to change/improve or else sees an opportunity to improve its position. Although the advent of internet did bring about transparency, however it has furthered the competition among the competitors which has led to imitations and flexibility in pricing strategies. E-Tourism has forced the travel companies to adhere to a global approach to local problems and has encouraged partnerships. E-tourism has encouraged direct access to market and decreasing the start-up costs of tourism entrepreneurship. E-tourism has largely affected the product and service differentiation and cost structures including the switching costs. To get more and more share of the pie, the competing travel firms adhere to fierce competition. The efficiency of the service delivery is dependent of the operational time from the customer request to actual service delivery to the end user. Technology and electronic mediums in tourism business has enhanced the level of

competition among the players. The electronic mediums not only increase competition within the industry but also encompass other allied industries through the geographic markets thereby further reducing the entry barriers. This results in fierceness of rivalry among the existing players on the basis of quality, product, pricing, promotion etc (Porter, 2001). The ICT and other technological interventions in tourism has been the major force establishing the competition game in the Industry because maximum organisational activities in tourism business are based on the creation and use of information. In the words of Evans and Wurster (1997) that all the organizations are information dependent and information is the major source of competitive advantage and therefore profitability.

E-Tourism has the potential to affect the structure of Tourism Industry, or to create sustainable competitive advantage and to establish new businesses within the existing structures.

According to Buhalis and Zoge (2007) the internet has drastically effected the perception of Porter's five forces on tourism, as it has redefined the competition conditions of the modern market place. Internet has affected the entry barriers and the new entrants wanting to enter the Tourism Industry. Internet and other E-tourism related activities have minimized the switching costs thereby making it convenient and easy for customers to switch from one service provider to another and have revolutionized the distribution and retailing of Tourism. It has facilitated price transparency and competition and in turn has resulted in efficiency.

Competition being a zero-sum game and higher competition leads to higher rivalry among the existing competitors. E-Tourism has led to higher number of people entering the tourism market thereby causing a threat to the market share of the existing players. Tourism Industry due to the Online platforms has led to a Fragmented Structure where there are large number of small- medium sized firms where none dominates, leading to lower entry barriers, , intense competition and frequent booms & busts. Electronic mediums have also resulted in the increase in the demand conditioned for

the tourism related activities which also have increased the competition within the existing competitors.

From the above discussion it is evident that E-tourism has a significant role and impact on the Rivalry among the existing competitors, thus rejecting the null hypothesis.

**H<sub>0</sub>2: There is no significant impact of E-Tourism on the Bargaining Power of Buyers.**

The Electronic Tourism and especially the advent of Internet have strengthened the position of the buyer in the market especially in the Tourism Market. It has increased the bargaining power of the customer because of the easy access to all the information and a large number of suppliers available in the virtual space. Ideally a customer has a sea of options available to choose from online platforms which have enhanced his bargaining power. The customers ease of access to the information sources have made them understand the market offers and conditions better and are exposed to special offers. Internet has provided innumerable options of travel portals having varied and customized packages to offer, thereby further affecting the bargaining power of the buyer.

More Options and alternatives have resulted in the rise in the expectations and demands of the customers. This is the reason that customers are now asking highly customized tour packages.

As Porter (2001: 70) states "buyers back away from open marketplaces. They may once again focus on building close, proprietary relationships with fewer suppliers, using Internet technologies to gain efficiency improvements in various aspects of those relationships".

The E-tourism major attraction is the ease and convenience to the customers, transparency, flexibility and more over direct communication with suppliers and the depth of available information. The expectations of the customers of highly customized tour packages have led to combining various travel products like accommodation, transportation (Daniele & Frew, 2005).

The introduction of electronic platforms in tourism has widely improved the ability of the

buyers to compare prices and quality quickly with ease. E-tourism has also enhanced the time period to 24x7, 365 days a year as the online portals are available all the time irrespective of human availability.

Simplification of obtaining the services related tourism through E-tourism has improved the distribution channels and further enhanced the power of bargaining among the buyers.

ICT has led to rise of wide range of options as far as the suppliers are concerned and has made it easier and inexpensive to switch to alternative suppliers. According to Bakos (1998) price is the major decision making criteria. Large sized powerful customers have the potential to exert pressures to push down the prices, improve quality, thereby reducing the profit in an industry. Fewer buyers lead to an increase in the bargaining power of the buyers, the customer purchases a significant proportion of output of an industry; they possess a credible backward integration threat.

From the above discussion it is evident that E-tourism has a significant impact on the Bargaining Power of the Buyers, thus rejecting the null hypothesis.

**H<sub>0</sub>3: There is no significant Impact of E-Tourism on the Bargaining Power of Suppliers.**

Electronic Platforms have enhanced the transparency of doing business, and it has enabled to monitor the strategies of the competitors with regards to pricing, quality, etc which in turn has enhanced the bargaining power of the Suppliers. The Suppliers are now aware of the offers of its competitors thereby providing an opportunity to further differentiate their product and offer a customized package to the tourists. Large scale customization of tour packages at affordable and feasible prices and the option of dynamic packaging was introduced (Go et al, 1999) the suppliers have been in a position to meet the ever changing demands of the customers. The customization of the tour packages has allowed the adaptation to change and has led to cost savings. E-Tourism has improved the inter connectivity with the customers, distributors and partners thereby providing a competitive edge.

E-Tourism has also helped in generating a huge data base for the travel companies where-in they are able to understand the choices and preferences of the customers, the buying behavior and the customer needs of the buyers. E-Tourism has made use of automated order processing and Customer Relationship Management (CRM) which has helped in gaining customer bases.

Due to the increase in the bargaining power of the buyers there is every likelihood of decrease in the bargaining power of the suppliers, however if separately studied both have a positive relationship with E-Tourism. One valid reason for the increase in the bargaining power of the suppliers is more and more access to more and more customers due to electronic platforms.

Another reason for the enhancing bargaining power of the suppliers is the direct consumer-seller contact due to E-tourism and decrease in the intermediary cost. According to Buhalis & Zoge, (2007) the Internet forces tourism Organizations to keep on changing their strategies dramatically .By enabling the reduction of entry barriers and increasing the number of competitors, the internet will in turn increase the power of the suppliers.

From the above discussion it is evident that E-tourism has a significant impact on the Bargaining Power of the Suppliers, thus rejecting the null hypothesis.

**H<sub>0</sub>4: There is no significant Impact of E-Tourism on the Threat of Substitutes.**

The advent of E-tourism has resulted in a range of new and customized tour packages and travel itineraries that are being offered by the travel companies to the customers. Every now and then there is a new and innovative offering which caters to the newer touristic dimensions ranging from Leisure, pleasure, to health and dark tourism, latest addition being the Violence Tourism. The substitution refers to as the value against a product that is having a potential to be sufficed by some other product in the same price range. In other words, another product or service serving the same need as is being

served by one organization. Usually a substitute of the product or service is generated within the same industry; however it can develop from any allied or complimentary industry.

There are many factors which enhance the threat of substitution in any industry which include buyer's willingness to substitute, the price and quality of substitutes, switching cost etc.

E-tourism and especially Internet has offered and is ever offering new band of possibilities and instruments to cater to the needs of the customers which could substitute the existing ones (Porter, 2001). E-Tourism has largely substituted the activities and business transactions of the traditional travel agents and tour operators and has now created a norm where-in every customers first destination is the online platforms and the electronic mediums. The traditional travel agents have been largely substituted by online portals and the businesses of traditional travel agents have majorly taken a hit. The ability of the Internet to create and maintain a direct link between the customer and the service provider has been the main reason why customers have preferred the online portals in comparison to the traditional travel agents. The Price performance especially in case of air line bookings, railway bookings, hotel bookings has been way better in comparison, which includes catchy discounts, loyalty points etc. Lower switching cost for a customer from one e-platform to the other has further increased the threat of substitution. Porter (1980) agrees that technological advancements affect the threat of substitution, and the threat can be reduced by building stronger brands or by increasing the switching cost to the customers. In the words of Schertler & Berger-Koch (1999) "today's innovation is time-based competition" and this statement is very relevant to the Tourism Industry where the service delivery and maintaining customer satisfaction is largely dependent on fast and speedy delivery of service. Regular Innovation of product and process supported by proactive and reactive strategies are the few sources of competitive advantage in the Internet era (Buhalis, 2003).

From the above discussion it is evident that E-tourism has a significant impact on the Threat of Substitutes, thus rejecting the null hypothesis.

#### **H<sub>0</sub>5: There is no significant Impact of E-Tourism on the Threat of New Entrants.**

Its logic to understand that any profitable industry will attract more and more new entrants who would like to explore the available market share for their own profitability. The entry of new entities has an effect on the existing players as it results in forcing the existing players to either share their market pie with the new entrants or part with some portion of the pie. No existing player would ideally want a new entrant to enter their market space and disturb their equilibrium and influence their profit status. The Expected retaliation by the existing players is very normal; however it is the entry barriers which hinder the ease of entry of the new entities in a particular industry. E-Tourism has resulted in development of a web of networks of the existing players with its allied sectors. An existing player in the tourism industry has a well woven network and ties with the hoteliers, transporters, aviation etc so much so that they enjoy the easy and cheaper access to these channels which the new entrants into the Industry are not able to enjoy. Thus ease of networking by the existing players encouraged by E-tourism is among the foremost threats for new entrants and acts as an entry barrier.

The Large scale business of the existing players help them enjoy the economies of scale thereby posing another threat to the new entrants where-in the existing players are able to get tourism related services at a much cheaper cost in comparison to what a new entrant expects. The Experience curve is another factor that proves as a threat to the new entrants as the new and innovative tour packages and customised service offerings has led to a wide array of differentiation of products by the existing players which isn't easy to replicate for a new entrant. The existing players also enjoy cost advantages based on the relationship that they have developed over the period of time in the industry thereby getting cheaper services at crucial times which is another entry barrier for the new entrants in the Tourism Industry.

The attempts to join an industry are often defeated by the presence of entry barriers which

represent the cost challenges (Porter, 1980). Internet in its beginning years did enable a wide range of players to enter the market by providing easy and direct channels to the customers by simply starting a web page with good content in late 1990's. This era did not sustain for long as the Internet bubble burst and only those entrants could survive who were able to build a strong brand and regularly innovate for themselves such as expedia.com and lastminute.com. Barriers were again erected after the pseudo liberalisation of sorts that had occurred post the introduction of Internet. Although the Internet enabled many travel businesses to "establish good relationships with the customers and strive for enhancing company loyalty through the provision of professional services" (Yu & Law, 2000: 348) it was also evident that consumers will check an average of five web sites before booking.

Product differentiation is another entry barrier which the new entrants are not able to cross over as the Internet has brought about immense transparency leading to quick imitations by the competitors within the shortest time period to remain relevant in the market. Internet enabled existing established players to broaden their service spectrum allowing little space for new entry innovation and differentiation (Kim et al., 2004).

Electronic mediums and ICT methods requires heavy investments as such higher capital requirements are needed to survive in the market and compete effectively (Paraskevas & Baron, 2004). According to Daneshvar & Ramesh, (2010), use of Electronic mediums by the travel companies requires higher investments, which increases the market entry barriers thereby hindering the new entrants to enter the market.

At last Government policies also play a crucial role in limiting the entry in certain industries e.g licensing requirements, etc (Porter 1979; 1980). There is been an increase in the government interventions in the Online environment due to the global nature of Internet & e-commerce. Legislations have also come in vogue in many places such as that in European Union (EU) on the presence of online travel businesses. In many EU countries incentives

encouraging E-tourism are practiced where-in ICT hardware's, tax exemption etc are provided to develop online presence which helps in reducing the entry barriers to the new entrants.

*From the above discussion it is evident that E-tourism has a significant impact on the Threat of New Entrants, thus rejecting the null hypothesis*

## CONCLUSIONS & LIMITATIONS

The review of the existing literature and the analysis and interpretation thereof on the E-tourism and its impact on the five forces of Competitiveness revealed that the advent of E-tourism has revolutionized the Tourism Industry as a whole and has changed the dynamics of Tourism businesses. It was analysed that E-tourism has significantly impacted all the five forces of competitiveness and thereby instilling a new lease in doing business in Tourism Industry. E-Tourism was found to significantly improve competition within the industry and thereby increasing the rivalry among the existing players leading to better service delivery to the customers. Bargaining power of the customers has also spiked up since the advent of e-tourism as it has allowed a lot of alternative suppliers through the online travel portals. Bargaining power of the suppliers is usually inversely proportional to the bargaining power of the buyers, however when studied separately in relation to the E-tourism, both were found to have a positive relation with E-tourism. Higher range of customised offerings has increased the threat of substitutes as has happened to the traditional travel agencies and has simultaneously led to the increase in the entry barriers for the new entrants.

The study of the five forces has resulted in understanding the overall competitive scenario of the Tourism Industry viz-a-viz the Electronic Tourism module.

Limitations in association with this study, however, are inevitable. A major limitation of this study is the limited level of literature review that was available to study the subject matter in question due to time and cost limitations.

One other limitation is also that the present paper is primarily based on existing literature

thereby not using the primary source, so future research can employ the quantitative content analysis approach to examine the role or influence of E-tourism on the five forces of competitiveness.

As far as the future scope of study is concerned, it would be ideal to conduct the study in

relation to a specific geographical location and studying the Tourism model of that destination by applying the Porter's model in a quantitative way through collection of primary data and then studying the regression equation of the variables in question.

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# Can Incidence of Crime and Riots be the Barrier of Tourism Development in North East India?

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## ABSTRACT

*Tourism has become a major sector of economic activity worldwide; it is one of the largest and fastest growing industries in the world. The North East India is best known for her unique natural beauty with flora and fauna, historical monuments, pilgrim centre, tea gardens and its colourful cultural festivals. But despite its potentiality, this part of India is suffering from some problem; one of the problems might be frequently happening of crime and insurgency. In this paper, an attempt has been made to ensure that whether crime and riot is the barrier of tourism development in the north east part of India. The study observed that the north eastern states are lacking behind than other parts of the country in respect to tourism development which could be because of host of number of factors. Among the north eastern states, the state of Tripura, Assam and Meghalaya the tourist inflow increasing recently might be due to steps taken by the government and policy maker like development of transport and communication particularly extension of broad-gauge railway, tourism marketing etc.. It has been observed from the study, particularly from the calculation of rank, correlation between crime and tourist visit and multiple regression analysis that there is no significant relation between crime and tourist inflow irrespective of domestic or foreign.*

**Keyword:** *Tourism Development, Interrelationship, Crime, Riot.*

## 1. Introduction

Tourism has become a major sector of economic activity worldwide, covering a broad range of enterprises, areas and stakeholders. It is one of the largest and fastest growing industries in the world. Tourism thus can go a long way in changing the fortunes of the country which is always reeling under the problem of unemployment and fiscal deficit. Foreign tourism along with domestic tourism may contribute to India in its mission of becoming a developed country by 2020 (Bhardwaj and Singh, 2010).

Tourism is one of the most important revenue generating sectors for all countries besides its special feature as being an important job generator sector. Tourism creates jobs, thus stimulating economic growth, and can improve

the standard of living for those living in a tourism-targeted area (Briedenhann & Wickens, 2003). While tourism development in urban locales can involve major commercial attractions that result in substantial short-term job creation and tourist traffic.

In India, the tourism sector has witnessed significant growth in recent years. Tourism sector can also be considered as the backbone for allied sectors, such as hospitality, civil aviation, and transport. According to a report by the World Travel and Tourism Council, (WTTC) released in March 2015, tourism sector in India is expected to rise by 6.5 per cent per annum over the next 10 years to Rs 4,337.8 billion and has the potential to contribute 46 million jobs to the India economy by 2025. Growth of the sector is being largely driven

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by an increase in inbound tourists from abroad. Better connectivity with the world, numerous destinations spread across the country and stable political and economic environments are some of the key reasons that can attract. (Bhardwaj P & Chowdhury J R: 2015)

In choosing a destination, most individuals are influenced by perceptions or knowledge of the destination. As tourism is a discretionary product, the majority of tourists will not go to a destination where their safety and well-being may be in jeopardy (Pizam & Mansfeld:1996). Terrorist and crime activities have threatened to disrupt the flow of tourist arrivals in the country. India in the past has faced many terrorist attacks - the 26th November, 2008 being the most recent and brutal one in which many lives were lost. There was a 3.3 per cent drop in foreign tourist arrivals in 2009 from the previous year (Minister of State of Tourism in a reply to question in Lok Sabha). Additionally, as a result of these attacks, India was figured in the Global Lists as an unsafe country to visit. Though, after 26/11 attacks, any major terrorist act was prevented in the country, but sporadic terrorist activities have continued. Globally too, terrorism has time and again threatened to put tourism potential of a country on the back foot. Infact it has emerged as one of the major reasons impacting the tourism industry in a country. However, the literature on terrorism's impact on tourism is still fledgling area. The existing literature so far contains only a few research papers that provide empirical evidence on the impact of terrorism on tourism. (Bhardwaj P & Chowdhury J R: 2015).

Although the whole north eastern region of India has tremendous tourism potential, the tourism industry in this area is still miles to go to exploit the proper potentialities. The entire north east region of India has been subjected to century long neglect. Even after 73 years of the country's independence, same kind of central apathy is being continued to the region. The north east state is best known for her unique natural beauty with flora and fauna, historical monuments, pilgrim centre, tea gardens and its colourful cultural festivals. All these can make the part as one of the best

destination of the tourists. The tourism in this part is mainly based on Wildlife, Tea tourism, Historical Monuments Ethnic cultural heritages etc. Therefore, natural parks and sanctuaries, rivers, lakes, warm water springs, forests, wild life, are the principal components of tourist attraction in the state. The whole tourism potentialities of this part can be grouped together under the categories - Wildlife, Nature Tourism, Tea tourism, Eco Tourism, Cultural Tourism, and Adventure Tourism etc.

At present, the present central government as well as state government are very much optimistic to develop this part along with the rest part of India in the perspective of tourism development. The government has been taking strategy of tourism development in this part for economic development. The north east India has its own potentiality for the tourism development; the region is connected with the southern Asia but there are some problem exist which are responsible for unsteady growth of tourism. From long back, the region has been suffering from insurgency problem, operation of ULFA and record of incidence of several crime and riot. The problem of insurgency and terrorist attack is not the problem of north east but also problem of different tourist destination of world. The tourist generally keeps in mind the safety of the place in selecting tourist destination.

In this paper, an attempt has been made to ensure that whether crime and riot is the barrier of tourism development in the north east part of India.

## 2. Literature Survey

Lorde & Jackman (2013) studied on evaluating the impact of crime on tourism in Barbados. The study found that an increase in the overall crime rate has a negative and significant impact on arrivals to the island. Tourism has been affected by the murder, assault with intent to rob, rape, and residential burglary. Further it was found that indirect losses are over twice as large as direct losses. Most of the direct income from tourism goes to hotel and restaurant owners. On the other hand indirect effect trickle down to the lower income strata of the economy. Any shock to crime will thud

reduce the livelihood of lower income producers in a wide array of economic section.

Bhardwaj & Chowdhury (2015) empirically examines the impact of terrorism activities on tourism and foreign exchange earnings from tourism in India using annual data covering period 1980-2011. Using Auto-Regressive Distributed Lag (ARDL) model, they observed that there is a long run relationship among variables such as foreign tourist arrival, foreign exchange earnings and terrorism in India. The result suggest that the measures adopted by government of India such as bringing 180 countries under the ambit of Visa- on-Arrival as well as increasing FDI in the sector will go a long way in stepping up tourist arrivals resulting boost up the foreign exchange earnings as well.

Darkos and Kutan (2003) have tested the effect of terrorism on tourist arrivals in the Mediterranean region, and found that tourism industry is indeed vulnerable to terrorism.

Kim et al (2006) have examined the casual relationship between tourism expansion and economic development in Tiwan. The study tested to reveal the direction of causality between the economic growth and tourism expansion in Tiwan and observed that insurgency and crime is one of the factors which become barrier of tourism expansion in this region.

Biagi, Brandano & Detotto (2012) studied on the effect of tourism on crime in Italy, and particularly tested whether total crime in Italy is affected by tourism arrivals. The findings confirm that the initial intuition of a positive relationship between tourism and crime in destinations. Overcrowded cities provide more opportunities to criminal to commit illegal activities regardless of the number of visitors and residents in destinations.

Pelfrey V William (1998) assessed the relationship between the number of visitors to various cities and the types and pattern of crime, over time, in two cities engaged in mass tourism. Based on the data, this research showed that the number of tourists over the course of an eleven year period does not adequately explain the variations in violent crime rates of either of the two cities. The results

could assist these and other cities in studying more idiosyncratically the relationship between crime and tourism as well as the localization of crimes on visitors in order to engage in measurement and prevention efforts which would serve visitors as well as residents.

Albanese (1985) assessed the crime trends and patterns in Atlantic City before and after the legalization of gambling. Unlike other researchers, he adjusted the population figures and included the tourists in the "population at risk," showing a reduction in crime rates after the introduction of legalized gambling.

M. Barker, S.J. Page & D. Meyer (2002) studied on the relation between tourism and crime at large sporting events. Their work emphasise the impact of the organization and course of a sporting event in Auckland, New Zealand on the crime rate, especially against tourists. The study observed that there are no significant differences of numbers of victims between domestic and foreign tourists. Tourists and local communities experience different types of crime. Foreigners are more likely to experience theft in places of entertainment and accommodation.

D.W. Harper (2000) examines the mode in which thieves choose their victims from tourists. It has been found that it is according to a pattern constantly repeated. Tourists go to a variety of places, drink, have fun, lose their sense of danger, and being too relaxed often act carelessly because they believe that they are safe as they are on holiday.

From the cited literature work, it is found that more or less the different author's work suggest that crime has impact on the tourism development. In India, very few number of research work conduced on tourism development and crime relationship. Especially, not a single exhaustive work undertaken on crime and tourism development in the region of North East India.

### 3. Objectives of the Study

The objective of the study are highlighted below

- To see the trend of tourist visit in North East India for the recent years
- To analyse the rate of growth of crime and riot in the states of north east part of India

- To examine the crime and occurrence of riot in the states have any impact on the arrival of domestic as well as foreign tourist.

#### 4. Hypothesis of the Study

H<sub>1</sub>: There is no significant impact of crime and riot on the arrival of tourist in the states of North East India

H<sub>0</sub>: There is significant impact of crime and riot on the arrival of tourist in the states of North East India

#### 5. Research Methodology

The present study is empirical in nature and based on the source of secondary data. The growth of crime activities, trend of inflow of tourist and to examine the impact of all crime activities on tourist arrival in North East India are analyzed using annual time-series data covering the period from 2011 to 2017. The data has been collected from different sources for parameters such as tourist arrival and crime occurrence in the different states of north east India. Tourism data has been obtained from various volumes of *India's Tourism Statistics* published by Ministry of Tourism, Government of India. Moreover, the Data on crime has been collected during the period from 2011-2017 from National Crime Record Bureau, Ministry of Home Affairs, Government of India. To analyse the crime rate and growth of tourists; the techniques of Average and Annual Compound Growth (ACG) have been calculated. To examine the relationship between tourist arrivals and crime the Multiple Regression Technique has been used. The basic variables explaining crime, riot and tourist used in the multiple regression equation are presented below.

**Crime:** Crime is an illegal act for which someone can be punished by the government or an activity that is against the law. In our study we have considered the following crimes based on availability of secondary data and also fitted in the multiple regression technique as independent variable to see their impact on tourist inflow.

CAM = Crime against Murder  
 CAK = Crime against Kidnapping  
 CAW = Crime against Women

CASC = Crime against Senior Citizen  
 CAERO = Crime against Environment related Offence  
 CR = Crime in Railways  
 CAF = Crime against Foreigners  
 CAR = Crime against Riots

**Tourist:** Tourist means a person who is travelling or visiting a place for pleasure. In this study, both foreign and domestic tourist considered. Both domestic and foreign tourist is being considered as dependent variable in the multiple regression technique.

$$Y = a + b_1 \text{CAM} + b_2 \text{CAK} + b_3 \text{CAW} + b_4 \text{CASC} + b_5 \text{CAERO} + b_6 \text{CR} + b_7 \text{CAF} + b_8 \text{CAR}$$

Where, Y= domestic tourist

$$Y = a + b_1 \text{CAM} + b_2 \text{CAK} + b_3 \text{CAW} + b_4 \text{CASC} + b_5 \text{CAERO} + b_6 \text{CR} + b_7 \text{CAF} + b_8 \text{CAR}$$

Where, Y= foreign tourist

#### 6. Analysis and Findings

To analyse the trend of tourism over the different states of north states of India; the following table has been drawn

The table reveals that during the period 2011-2017, the maximum foreign tourists have visited in Tripura (Mean= 20421) followed by Assam (Mean= 17588), Meghalaya (Mean= 6811), Arunachal Pradesh (Mean= 4568), Nagaland (Mean= 2636), Manipur (Mean=1721), and Mizoram (Mean= 725). During the study period, it has been found the growth rate of foreign tourist is also highest in the state of Tripura (CAG= 1.45) followed by Manipur (CAG= 1.42), Arunachal Pradesh (CAG= 1.36), Nagaland (CAG= 1.09), Meghalaya (CAG= 1.00), Assam (CAG= 0.97), and Mizoram (CAG= 0.97). The highest inflow of domestic tourist is also been seen in the state of Assam (Mean= 4777928) followed by the state Meghalaya (Mean= 760463), Tripura (Mean= 362345), Arunachal Pradesh (Mean= 309682). On the other hand the lowest inflow of domestic tourist is found in the state of Nagaland (Mean= 49177) among the all states of north east which is followed by the state of Mizoram (Mean= 59019). The

**Table 1: Trend of Tourism of Different States of North East India**

Year		2011	2012	2013	2014	2015	2016	2017	Mean	ACG
State										
Assam	Foreign	15633	16660	17708	19086	20005	26820	7209	17588	0.97
	Domestic	4127447	4408336	4544666	4444393	4863826	5642950	5413877	4777928	1.04
	Total	4143080	4424996	4562374	4463479	4883831	5669770	5421086	4795517	1.04
Meghalaya	Foreign	4803	5313	6773	8664	9987	10897	1245	6811.71	1.00
	Domestic	667504	680254	691269	717789	765432	897543	903456	760463	1.05
	Total	672307	685567	698042	726453	775419	908440	904701	767275	1.05
Tripura	Foreign	5290	6550	7817	15376	29086	35619	43213	20421.5	1.45
	Domestic	354006	359731	358625	359995	361581	363828	378654	362345	1.01
	Total	359296	366281	366442	375371	390667	399447	421867	382767.3	1.02
Manipur	Foreign	431	602	768	1932	2900	2876	2543	1721.714	1.42
	Domestic	116652	133224	131803	121032	134584	135987	143216	130928	1.03
	Total	117083	133826	132571	122964	137484	138863	145759	132650	1.03
Mizoram	Foreign	619	744	712	906	862	830	405	725.428	0.97
	Domestic	57623	53512	64631	64583	67554	66583	38648	59019	0.95
	Total	58242	54256	65343	65489	68416	67413	39053	59744.5	0.95
Arunachal Pradesh	Foreign	1254	2267	4532	4976	5705	6598	6645	4568.14	1.36
	Domestic	198564	229877	289654	312976	352067	385875	398765	309682	1.12
	Total	199818	232144	294186	317952	357774	392473	405410	314251	1.12
Nagaland	Foreign	1941	2173	2305	2585	2769	3260	3421	2636.28	1.09
	Domestic	25216	28945	52350	58507	64616	58178	56432	49177	1.17
	Total	27157	31118	54655	61092	67385	61438	59853	51814	1.16

Source: Compiled from Directorate of Tourism of Respective States

**Table 2: Trend of Crime of Different States of North East India**

State		CAM	CAK	CAW	CASC	CAERO	CR	CAF	CAR
Assam	Mean	1258	6073	20593	7	137	405	0	22
	CAG	1.10	0.86	1.01	1.19	0.73	0.74	0	1.49
Arunachal Pradesh	Mean	61.25	138.5	372.25	3.5	2.75	NA	0	12.75
	CAG	1.18	1.10	0.96	2.02	2	NA	0	1.49
Meghalaya	Mean	128.5	172.5	363.75	4.5	0	NA	0	4.5
	CAG	73.92	99.04	208.30	3.5	0	NA	0	3.32
Mizoram	Mean	32.25	9.25	167	10	0.75	NA	0.75	0
	CAG	18.96	5.80	95.97	6.11	0.71	NA	0	0
Nagaland	Mean	44	78.75	105	2	1.75	NA	0	2
	CAG	1.23	0.75	0.76	0	0	NA	0	0
Manipur	Mean	81.25	159.5	275.5	11	1.75	NA	0	0
	CAG	1.11	1.11	1.11	1.43	1.33	NA	0	0
Tripura	Mean	145.25	136.25	1221.25	9	0	9	0	2.5
	CAG	0.97	1.00	1.18	0.98	0	0.96	0	0

Source: Self Compiled

tourist irrespective of foreign or domestic has given preference in visiting the states of Tripura, Assam and Meghalaya could be because of comparatively better communication and accommodation. It is also observed in all the states, there is positive growth rate of foreign and domestic tourist signifying that arrival of tourist increasing over the years. Comparatively the state of Tripura, Assam and Meghalaya are going far behind than other states of north east in respect to tourist arrivals but still their position is in bottom line if we compare with rest of the parts of India.

The table highlighted that all the states of North East India have the witness of not free from different crimes. Among all the different nature of crimes, the crime against women is found maximum in the state of Assam (Mean= 20593) followed by the state of Tripura (Mean= 1221). There is also evidence of happening of riot in the state of Assam and Tripura could be because of diversified communities are living in those states where as in other states the tribe communities are leading citizen of the states. Moreover, one thing has been noticed that there is positive growth rate of crimes in North East

**Table 3: Incidence of Crime and Tourist Inflow in Different States of India**

State	Average Crime	% Share of State (2017)	Rank Based on % Share	Rank on Foreign Tourist (2017)	Rank on Domestic Tourist (2017)	Rank on Crime (Average)
Andhra Pradesh	110690	3.6	13	15	3	11
Arunachal Pradesh	2781	0.1	29	26*	25*	26*
Assam	100068	3.4	14	23*	22*	13*
Bihar	172910	5.5	9	7	14	8
Chhattishgarh	56640	1.8	17	24	16	16
Goa	3410	0.1	28	8	21	25
Gujarat	135147	4.9	11	14	9	10
Haryana	84313	3.0	15	16	20	14
Himachal Pradesh	13851	0.4	21	12	15	20
Jammu& Kashmir	23977	0.8	20	10	19	19
Jharkhand	43698	1.4	18	17	12	17
Karnataka	141529	5.0	10	11	5	9
Kerala	241320	8.7	4	6	17	4
Madhya Pradesh	275152	8.9	2	13	4	1
Maharashtra	262321	8.8	3	2	6	2
Manipur	3552	0.1	26	28*	27*	24*
Meghalaya	3708	0.0	25	25*	23*	23*
Mizoram	2264	0.1	30	29*	28*	27*
Nagaland	1278	0.0	31	27*	29*	28*
Odisha	79796	2.7	16	20	18	15
Punjab	38384	1.3	19	9	11	18
Rajasthan	196502	6.1	6	5	10	5
Sikkim	906	0.0	32	21	24	29
Tamil Nadu	186551	6.0	7	1	1	6
Telangana	107371	3.7	12	18	7	12
Tripura	4774	0.1	24	22*	26*	22*
Uttar Pradesh	254922	9.5	1	3	2	3
Uttarakhand	10090	0.4	22	19	13	21
West Bengal	180581	5.9	8	4	8	7

India explaining that the crimes are growing positively year by year. Again, Manipur is the state where the calculated growth rate is found more than one in the all the crimes except crime against foreigners and riot.

[% of Share and Rank on Crime (2017) given on 29 States and 7 Union Territories; Self Computation for Rank on Crime and Tourists from India Tourism Statistics; \* indicates North Eastern States of India]

**Table 3.1: Regression Coefficients**

Model	Unstandardised Coefficients		Standard Coefficients	T	Sig
	B	Std.Error	Beta		
Constant	50684.546	15901.675		3.187	.004
Foreign Tourist	.000	.000	.325	1.552	.133
Domestic Tourist	.030	.015	.412	1.965	.060

a. Dependent Variable: crime, R<sup>2</sup>= .471, F= 11.575 (.000)

**Table 3.2: Correlation Matrix**

	Domestic Tourist	Foreign Tourist	Crime
Domestic Tourist	1	.732 (.000)	.626 (.000)
Foreign Tourist	.732** (.000)	1	.650 (.000)
Crime	.626 (.000)	.650 (.000)	1

In this table the rank calculated on the quantum of crime and tourist inflow. The Rank one (1) indicates maximum incidence of crime and maximum inflow of tourists. Similarly Rank twenty nine (29) means least number of tourists as well as least crime incidence. Further, the table shows that the maximum number of crime took place in the state of Madhya Pradesh followed by the states of Maharashtra, Uttar Pradesh, Kerela, Rajasthan whereas least crime took place in the state of Sikkim followed by the states of Nagaland, Mizoram, Arunachal Pradesh. Nevertheless, the maximum foreign tourists are visiting in the states of Tamil Nadu, Maharashtra, Uttar Pradesh, Rajasthan and Kerela whereas very few numbers of tourists are visiting in the states of Mizoram, Manipur and Nagaland. The calculated rank also exhibit that the arrival of domestic tourists are high in the states of Tamil Nadu, Uttar Pradesh, Andra Pradesh and Madhya Pradesh whereas the less number of domestic are visiting in the states of Nagaland, Mizoram, Manipur, Tripura and Aunachal Pradesh. The correlation matrix table shows that there are positive relation between domestic tourists and crime (0.626) and also in between foreign tourists and crime (0.650). Both the relationships are statistically significant at 1% level. The positive relationship

ensures that with the increase of crime the inflow of tourist are also increasing. Regression equation also fitted considering crime as dependent variable and foreign tourists and domestic tourists as independent variables. The equation established that crime is not significantly influenced by tourists. Although crime has positive impact on tourists but no statistically significant relationship is been found.

The study used two equations, one taken foreign tourist as dependent variable and another one taken domestic tourist as dependent variable. The variables taken for explanation of crime considered as independent variable in both the equations. The regression equations have been fitted for all the north eastern states to examine the influence of crime on tourist inflow to ensure that whether incidence of crime and riot is an important reason for non development of tourism in this part of India despite of having potential resources. The calculated F value of all the equations representing seven states of north states indicates that all the equation is good fitted equation while R<sup>2</sup> shows that how much independent variable explains the dependent variable. In this study, the value of R<sup>2</sup> in all the equations are not significant clarifying that in overall crime and riot has no

**Table 4: Regression Table of Growth of Crime and Growth of Tourists Arrival**

State		CAM	CAK	CAW	CASC	CAERO	CR	CAF	CR	R <sup>2</sup>
Assam	Foreign	.234 (.340)	-.365 (.356)	.387 (.642)	.267 (.312)	.432 (.412)	-.346 (.512)	.369 (.619)	.245 (.412)	.287
	Domestic	-.456* (.039)	-.632 (.043)	.412 (.421)	.274 (.387)	.358 (.321)	-.689 (.123)	.361 (.111)	.312 (.231)	.365
Arunachal Pradesh	Foreign	.134 (.245)	.318 (.398)	.289 (.421)	-.421 (.312)	.431 (.523)	NA	.453 (.519)	.365 (.656)	.312
	Domestic	-.321 (.310)	.413 (.456)	.421 (.222)	-.425 (.121)	.312 (.245)	NA	.321 (.213)	.421 (.313)	.289
Nagaland	Foreign	.123 (.764)	.165 (.312)	.418 (.121)	.218 (.278)	.412 (.256)	.412 (.312)	-.432 (.612)	.287 (.454)	.318
	Domestic	-.468* (.042)	.373 (.221)	.444 (.323)	.341 (.123)	.312 (.432)	.512 (.333)	-.213 (.312)	.384 (.555)	.412
Mizoram	Foreign	.265 (.487)	.312 (.389)	.309 (.212)	-.321 (.229)	.417 (.563)	NA	.432 (.681)	.332 (.712)	.112
	Domestic	-.267* (.031)	.398 (.342)	.410 (.309)	-.234 (.298)	.409 (.413)	NA	.312 (.383)	.419 (.395)	.387
Meghalaya	Foreign	.176 (.512)	.298 (.234)	.512 (.555)	.451 (.612)	.321 (.512)	NA	.301 (.398)	.289 (.412)	.234
	Domestic	.341 (.318)	.418 (.345)	.567 (.551)	.489 (.691)	.412 (.661)	NA	.512 (.341)	.301 (.512)	.189
Tripura	Foreign	.291 (.623)	.163 (.312)	.312 (.223)	.392 (.128)	.342 (.138)	.281 (.256)	-.342 (.314)	.310 (.341)	.124
	Domestic	.365 (.358)	.381 (.265)	.105 (.112)	.412 (.234)	.512 (.276)	.316 (.281)	-.451 (.412)	.419 (.213)	.312
Manipur	Foreign	.365 (.356)	.372 (.612)	.231 (.112)	-.361 (.231)	-.312 (.312)	NA	-.341 (.339)	.271 (.336)	.312
	Domestic	-.539* (.034)	-.427* (.031)	.342 (.129)	-.216 (.138)	-.512 (.162)	NA	-.394 (.283)	.381 (.286)	.410

Source: Self Compiled

impact on tourist inflow. Moreover, it has been observed, in all states the value of R<sup>2</sup> is below .500 indicating the crime and riot have little variation over domestic and foreign tourist rather might be because of burning problem like infrastructure and communication under development, insufficient number of accommodation, non availability tourism information, lack of tourism marketing etc. Nevertheless, in the state of Assam, Nagaland, Mizoram and Manipur, the crime of murder has significantly influenced the on arrival of

domestic tourist as regression coefficient value becomes statistically significant at 5% level. So, the government must take necessary action to control over the crime against murder to remove the fear among domestic tourist and giving assurance of tourist safety to domestic tourist. While in the state of Manipur, the regression coefficient is -.427 statistically significant at 5% level indicating that with the increase of incidence of crime against kidnapping, the inflow of domestic tourist is decreasing. Among all the seven states, Manipur is the state where

tourist inflow is comparatively low and to some extent crime influenced the tourist inflow. Henceforth, the time is come for the government of Manipur to take remedial measures to remove problems including security and safety measure to attract tourist as the state has especially sports tourism potentiality along with geographical advantage.

## 7. Concluding Observation

The few important observations from this study are highlighted below

- In the Indian perspective, the maximum number of tourist are visiting in the states of Tamil Nadu, Maharashtra and Uttar Pradesh and less number of tourist are visiting in the North Eastern States of India. Whereas the incidence of crime has also been seen high in the states of Madhya Pradesh, Uttar Pradesh and Maharashtra and comparatively low in the North Eastern Parts of India.
- It has been observed from the study, particularly from the calculation of rank, correlation between crime and tourist visit and multiple regression analysis that there is no significant relation between crime and tourist visit which contradict the finding of some literature survey.
- In North East India, the rate of incidence of crime and inflow of tourist increasing positively over the years. Except few, in all the states it has been found there is no significant relation between crime and tourist inflow.
- The north eastern states are lacking behind than other parts of the country in respect to tourism development which could be because of host of number of factors. Among the north eastern states, the state of Tripura, Assam and Meghalaya the tourist inflow increasing recently might be due to steps taken by the government and policy maker like development of transport and communication particularly extension of broad-gauge railway, tourism marketing etc..
- In the state of Manipur and Nagaland, there is the scarcity of tourist visit noticed irrespective of domestic or foreign may be because of insurgency problem along with the presence of illegal militant group in addition to the problems common for other states of North East India.
- This study comes with witness that the north eastern part of India is not suffering from the problem of crime and riot, nevertheless the issue of infrastructure, transport and communication; tourism marketing could be the barrier of tourism development that might be the area of further research.

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## Locating Mapithel Peak (Pesii) Ancient Meditation Centre: Feasibility & Viability for Adventure Destination

*Lucy Jajo Shimray*

### Introduction

Mapithel Range is a part of the Patkai Range situated in Ukhrul East District of Manipur. It is situated in the southern part of the Ukhrul District. The habitants of this Mapithel range are mostly Tangkhul Nagas by origin inhabited by nine villages such as Lungphu, Shingta, Marao, Shingkap, T.Hundung Khullen, T.Hundung Khunou, Itham, Chingshao and Bohoram. The other side of this range are inhabited by some villages such as Chadong, Ramrei Aze, Ramrei Khullen, Riha (Loutei) and Nongdam where most of these villages have been affected by the construction of Maphao Dam/Mapithel Dam and are displaced. Mapithel Range's unique geography provides greater potential for natural attractions. It has varied and spectacular scenery, beautiful and appealing mountains with exciting wildlife with rich flora and fauna and various species. It can cater to the various tastes from corners of the globe. The climate of this Mapithel Range is quite moderate and pleasant throughout the year on an average. Thus the scope for expansions is unlimited. The endeavour, therefore would be to convert the vast potential into reality through well planned, well defined, and fully integrated programmes for the tourism development particularly as adventure destination and can act as catalyst for poverty reduction for this region particularly. Not withstanding that today globalisation has immersed as a powerful force for social change.

Shingkap village is a small clean village having 200 households with a total population of approximate 900 to 1000 persons as of primary

census by the author herself. The local community are quite simple and hard working. Hospitality can never be ruled out from the experience shared by visitors like you visit Shingkap and your jeep or Bolero will not return empty handed without all the available agricultural products freely offered by the women folk. The village is just 63 km from the capital city Imphal. One can rightly said it is the land of Gods blessing based on the history related and recorded by the elders of the village. It has a moderate climatic condition almost all throughout the years having both sandy, loamy fertile soil. All kinds of crops and vegetables could be grown in this particular place. But mostly the potentiality of the place in regards to tourism can be well noted with its unique view of the Mapithel peak (pesii), apart from other natural tourist spots like Nokhrii cave, bee hive, hundred year old Mangro tree and picturesque waterfall which are quite eye catching to the visitors. Unfortunately tourism has never been taken up in this Mapithel Ranges of Ukhrul district now included in the Kamjong district of Manipur. Somebody needs to promote and showcase the vast natural richness endowed upon in itself.

Manipur can be introduced to the world as the most backward state among the eight states of the northeast region including Sikkim, showcase as the land of the 'Dancing Deer', a Brow Antlered deer which is not found in any other parts of the world or the unique state flower "Shirui-lily" not found in any other parts. Manipur also known as Switzerland of the east happens to be the place from where the world

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famous games (Polo) is believed to have originated (Sonia, 2013). In fact under the initiative of the Chief Minister Okram Ibobi, in the later part of 2012, Governor Gurbachan Jagat presented on behalf of the people of Manipur "Sagol Kanjei" outfits to the international museum of the Horse at Kentucky House Park in Lexington. (Sharma, Gautam 2014) helping the chronicle to the contribution made to the game of polo by the people and ponies of Manipur. Manipur is also believed to be the state where the foreign missionary first set their foot for propagating Christianity and later shifted towards Ukhrul District (orally narrated by Rev. R.Jajo).

Manipur a small state surrounded by hills and mountains(90%hills &10%valley) is reputed for its super power house of sports and rich cultural heritage having great potential of tourism development. There are around 36 ethnic tribes/ community having the capital city at Imphal. Majority of the commercial activities are concentrated in the valley due to its nature of the geographical location. Recently tourism is getting momentum in the valley areas such as the development of Loktak fresh water lake, Keibul Lamjao national park, floating park of Sangai/antlered deer, historical Kangla Fort, Shri Govindaji Temple etc. Hotels like Classic, Classic Grande, Imphal Hotel, Sangai continental are few selected places for fooding and lodging for those who wish to visit for the first time in Manipur with the nearest Imphal Tuliha Airport, it is located within a short distance. Ample taxi services are plying to and fro 24 hours. Even though Manipur is regarded as a conflict zone yet till today not a single tourist has been landed into trouble which of course defines the simplicity and hospitality of this small state.

However, tourism awareness has not yet reached the masses especially the jhumias in the hill region despite the regions being bestowed with rich landscapes of attractive tourism products. It is with this evidence of naked truth that tourism could be well promoted and develops as alternative for poverty reduction and for sustainable development. The study therefore has been a theoretical approach within a limited study area

for fuller understanding of the research problem. Mapithel peak along the Mapithel range of Patkai Ranges has been undertaken as research study in particular with the main objective to find out the feasibility and viability of promoting as Adventure tourism destination in Ukhrul district now formally known as Kamjong district, Manipur. Of course, the United Naga Council is fighting tooth and nail to revoke the declaration as new district citing the fact that it did not consult the Naga civil society at the time of its formation by the then Congress led govt. under the leadership of Shri. Ibobi Singh. Therefore the study may still refer as Ukhrul district for the present research study.

Ukhrul is one of the Hill station in Manipur where majority of the people embraced Christianity constituting almost 94.63% of the population accounting for 183,998 as on 2011 census(Wikipedia)(Ukhrul town having 27,187 persons)(with 4,544 sq.km. having average literacy rate of 81.35% out of these 18.78% lives in the urban regions of the district., a total of 27,187 people living in the urban areas. and a total of 85.22% lives in the rural areas of the regions. There are more than 200 villages situated in this Ukhrul district. This clearly defines the backwardness of the regions despite having rich natural resources apart from its cultural richness. The fertility of Mapithel Range situated in the East district of Ukhrul in Manipur inhabited by mostly Tangkhul Nagas makes it all the more attractive so that part of this Range has become protected forest area. This theoretical research identified some tourism sites as a potential tourist destination to augment the income of the local people while enriching a real tourism experience as adventure tourism destination of the district in particular and the state in general. Majority of the local community depends on agricultural activities and few other allied activities like fishing ,hunting, bird catching, poultry, piggery, carpentry, handloom, pottery etc for their livelihood.

### **Mapithel Peak: Ancient Meditation Centre**

Mapithel Peak also known as Pesii to the local villagers belonging to the shingkap village has a unique oral history of its own. One has to

travel some 65 km from Imphal city to reach shingkap village and from there around 5km on foot to reach peak(pesii). In the early days, the peak was usually known as a Meditation Centre for fasting by the local church members to find solace and tranquillity. The local people would set out early dawn to climb the mountain peak and stayed there overnight spending in prayers to God Almighty for giving them peace in times of trouble and bound them bountiful blessings in times of harvest and other agricultural practices. Even on this day though the local people do not go to the mountain peak as frequent as before, they still believes that it is the ancient meditation Centre for seeking peace and solace of the Almighty. It is a common belief for the Christian that praying at a quite place away from the hustle brings calmness and serenity to the heart and soul. Therefore if one goes to the quite mountain, one can concentrate more fully in their own prayers while also seeking God's guidance and directions and find solutions to all their problems. If we would look in the book of Exodus of the bible one can clearly understands the importance of the mountain. Exodus:19;2.4;- "After they set out from Pephidim, they entered the desert of Sinai, and Israel camped near in the desert in front the mountain; then Moses went up to God, and the Lord called to him from the mountain". Such is the belief that for any difficult problems it is always better to go to a quite place in the mountain and pour out our heart to God. No doubt it does not necessarily opined that any fasting should be prayed in the mountain. Anywhere other than the church can be a prayer or a fasting place. In fact Jesus went into the desert and prayed for forty days and forty night in fasting to seek God's strength in times of grief and pain when he knew he would be betrayed by his own disciple.(Matthew:4.).However, solitude is always desirable for prayer. Mapithel Peak has always remained a place of peace and solace till today. This particular location can be converted as a prayer house of historical heritage site.

### **Mapithel Peak & its Adventure Tourism Potentials**

The Pesii or the the Mapithel peak is also a

good trekking sites of the mountain besides camping, picnic,hikin, nature walks amidst the wilderness, with rich flora and fauna. If one would stayed the night the view from the mountain peak is just breathtaking seeing the whole of the Imphal city glittering under the moonlit sky. It could be New York of the East. Adventure tourism is an outdoor activity of sports which involves an element of daring and risk. In fact it was the early adventurers who explored most of the new world and opened its gates to people of other civilizations. At this juncture it would be right to point out the fact that with the given potentials many adventurous activities can be promoted in this new identified tourist spot of interest. Who would have dreamt of the Mount Everest in the Himalayan Regions would be scaled and climbed those days during the pre wars, Nepal was largely cut off from the outside world but with genuine efforts on May 29<sup>th</sup> 1953 at 11:30 am two climbers namely Tenzing Norgay of Nepal and Edmund Hillary a bee keeper of New Zealand reached the summit for the first time in the world and remembers them today as the world hero.(Scott, Doug,2005). Ever since then more than 1200 men and women from 63 Nations have climbed and reached the summit of Mount Everest. It needs courage to expedite the potentiality of Mapithel peak by Trekkers, Mountaineers and Adventurers to explore the hidden beauty of this Mapithel peak locally known as Pesii for a far tourism experience.

Mapithel peak and its adjoining area have now been protected forests by the local authority to preserve the endangered species from the animal hunters to protect from its extinction. Many wild orchids are found in abundance in these ranges of Mapithel peak which can be added as another tourist attraction to the adventurers.

Travel and tourism industry in India accounted for approximately 6.23 percent of National Gross Domestic Product(GDP) and 30 million jobs during 2008 (G.S.Chauhan, 2013). Adventure tourism can be defined as as a niche tourism involving exploration or travel to remote areas, where the traveller should expect the unexpected. Adventure tourism is rapidly growing in popularity as tourists seeks unusual holidays,different from the typical beach

vacation. It involves travel with perceived risk, and potentially requiring specialized skills and physical exertion (Wikipedia). Adventure tourism definition would vary according to different types of people. The term can confuse most people, but the best possible definition states that it involves some type of outdoor activities around the natural environment with the outcome of the activity remaining unknown as for example North America as discovered by Erickson, America was founded by Columbus and India was founded by Vasco Da Gama. In the true sense Adventure started around 30 years back when people began to explore the Himalayan ranges in Nepal and created a new form of adventure travelling (Wikipedia). However, India took to travelling in recent times. While there was a steady rise in this form of travelling, India has now emerged amongst the leading ten Adventure Tourism destinations in the world. Many learned persons before us and even in our times have thrust forth various strategies and policies in tourism but little did we find particularly in Manipur except the Manipur Mountaineering Institute (MMI) taking bold initiative in Adventure tourism through Manipur Mountaineering and Trekking Association (MMTA) under various activities of Adventure tourism such as water sports, rafting, gliding, nature walks in the forests, camping, trekking etc. and have produced many prominent personalities in our times. It needs to further expand its domain to other areas of mountains and hills to promote adventure tourism in the field of tourism industry without giving hindrances to the natural environment.

### Rural Tourism

Rural tourism could be defined where it showcases rural life, art, culture and heritage or a specific location, or village and thereby benefiting the local people economically and the society as well enabling interaction between the tourist and the local population for a far enriching tourism experience (Sampson, Charlie; 2016). The local community can earn livelihood through tourism activities such as local guide, distributing pamphlets, extending home-stay to the tourists etc. the villagers can promote

cultural arts, handloom and handicrafts to the visitors as tourism activities to the adventurers and visitors. As T.C. Hudson (1991) rightly pointed out that the Nagas as a whole are a simple, fun loving hard working people and live a communitized social life. The simplicity and hospitality of the women folk can be narrated in their action by extending their hospitality of even washing the feet of the visitors. This particular gesture leaves the visitors with the impression of revisiting the place visited. Of course the practice may not be the same always elsewhere. Unique tribal cuisines like fermented pork locally known as sayungsa is worth the try besides dried smoked beef and fish with yam is a unique indigenous item consumed mostly by the Tangkhul Nagas in Manipur. Various cultural festivals are celebrated in the various months of the calendar. The LUI-NGAI-NI is an officially declared festival of the state being celebrated every year on 15<sup>th</sup> February as a seed sowing festival of the Nagas with pomp and gaiety. The social life and the agricultural rituals of the farmers are still intricately embedded in their daily routine of life activities. This is something the tourists would be interested to learn about while appreciating and commingling with them through rural tourism.

Khui-Phanit/Bee festival is a particular festival of the Shingkap community being celebrated every year in the month of October. All the Bee-hives are collected jointly by all the men folk and cooked at the Headman's compound and later feast together with blessings to the Almighty. On this particular day all kinds of indigenous products such as handloom, handicrafts, organic crops, folk songs and folk dances and all kinds of indigenous games like Tug of war, cock fighting, Bamboo climbing, wrestling, etc are shown as entertainment programme of the day's event with merry making and entertainment to enthral the public. In fact, in recent times rural tourism has become a major tourist attraction. Some of the recent pictures taken during the bee festival can be shown below.

Eco-tourism is side by side a well known facet of the other side of the coin of rural tourism. The ecological wealth of Manipur is unique

that can fulfil the heart's delight of the visitors. Shingkap village along Mapithel Range of Kamjong district can be promoted with rich flora and fauna and other varied species of birds, wild animals found in abundance. The main motive of eco-tourism is observation and appreciation of nature and local traditions related to nature so as to live in a good environmental conditions by spending more time with nature for a more peaceful and quiet living. Getting involve with the local people mingling with their traditions and way of life thereby building closer, mutual understanding between the host and the guest and behave more in an environmentally more responsible manner and learn the significance of rural life for a far more tourism experience.

### Methodology

This research paper is both based on secondary and primary data collection. A first hand information study has been applied from the survey and interviews of the local inhabitants inhabiting along the Mapithel Pesii Range exclusively. All other relevant informations, statistical data and literature related to tourism have been collected from the sources and oter popular tourist destinations.

### Significance of Tourism/Adventure Tourism in Manipur

Tourism industry as an industry has the highest multiplier effect due to its strong linkages with socio-economic development of the society in relation to increase revenue generation of the state and enhances employment and income generation at the local levels by its own virtue of being labour intensive industry (Wikipedia). Tourism can generate income and employment particularly women, in other related sectors/ industries like power, water, transportation, agriculture and allied small-scale sectors, i.e. Handicrafts, handloom, artisans, etc. With tourist looking for different options, adventure tourism is recording healthy growth which includes some performance of acts requiring significant efforts and some degree of risk or physical danger. Some activities such as mountaineering, trekking, bungee jumping, rock climbing etc can be considered adventure

tourism activities.

The scope for adventure tourism in Manipur is endless because the state has a rich diversity in terms of climate and topography. The state govt. therefore with its huge potential of Adventure tourism, earnest efforts must be taken into consideration so that the state also ranks alongside international destination for Adventure tourism. Manipur with its natural diversity and its varied geographical and climatic conditions is considered very conducive for Adventure tourism. India in that context is a "one stop Adventure shop"(Wikipedia) this can be applied in the case of Manipur too where it offers huge potential for adventure tourism activities. Manipur offers fascinating range of areas and activities to choose from, from rafting to rock climbing, to trekking, safaris, to the adventurer seeking tourists. Manipur state is a great destination for the adventure seekers with its deep blue sea such as the Loktak lake, mountainous ranges such as the Mapithel peak, verdant forests, picturesque hill ranges offering a golden opportunity for water sports, trekking etc. The state combines thrills and mystery for Adventure tourism.

### Feasibility & Viability for Advenure Destination

Therefore with the main objective of establishment Adventure destination at Mapithel peak Ancient Meditation Centre finding out the feasibility in terms of revenue, job opportunities, adventure resorts, other outdoor and adventure travel organisations feasibility studies have been utilized from a theoretical perspective. From skiing to trekking we have the tools to properly plan and evaluate these exciting business activities. To bring societal changes in the present era risk factor has to be involved by the visiting tourist so that an understanding between the local people and the tourist of concern shared a common destiny for sustainability in the future. A mutual trust and understanding has to be built between the host and the guest. An independently research feasibility study for an adventure tourism destination is often the first step of turning an idea into a full fledged facility where it designed to support major funding decisions and provide

clients with access to SFA's vast experiences in financing and planning these unique endeavours. A large number of banks, equity firms and small business administration lending sources have come to require a SFA produce feasibility study.

Adventure sports feasibility studies have been utilized by developers of high end adventure resorts, skiing business, tour operators and other outdoor and adventure travel operations. From skiing to trekking we have the tools to properly plan and evaluate the exciting business opportunities. As for example, Adventure sports centres ranging from rock climbing , gymns, to resorts based canopy to tours and zip-liners have come to rely on SFA's extensive business modelling expertise (Wikipedia). Schemes for support to public private partnership (PPP) development in the form of viability Gap - Funding as come forth to grant one tie with te objective of making a project commercially viable. PPP is considered critical for enhancing competitiveness, also for delivering an infrastructure service on payment of user charges should be accorded top priority(Kshetri,Rajendra,2012). An effective market study needs to be done to understand tourists. The PPP model of funding could be work out with the main objectives of building a strong nation by shaping the youths through its well-defined programmes and respond to the environmental challenges while promoting the adventure tourism destination particularly along the Mapithel ranges. It could start as a role model of adventure destination in Ukhrul District of Manipur. The state Govt. at the district level has included Shingkap as one of the five model villages in Ukhrul district. Taking the advantage business stakeholders can come forward to further promote and develop this region for adventure destination of tourism.

### **Viability of Fund Under PPP's Infrastructure**

The development of infrastructure across the country requires large investments that cannot be undertaken out of public financing alone, and that in order to attract private capital as well as the techno-managerial capacity associated with it, the government is committed in promoting ppps infrastructure development.

However, the Govt. of India recognises that infrastructure profit may not always be financially viable because a long gestation periods and limited financial returns and that financial viability of such projects can be improved through the govt. support. Therefore, the govt. of India has decided to put forth certain schemes for providing financial support to bridge the gap of infrastructure projects undertaken through ppps.

1. The government support through Viability Gap Funding normally in the form of capital grant at the Stage of project construction and proposals of any other form of assistance may be considered by the Empowered Committee and sanctioned with the approvals of the finance minister on a case-to-case basis. (tourism department, 2012 feedback India)

The impact of adventure tourism on local committees can be both positive and negative, whether it comes to economic, social or environmental effects. It depends to which extend adventure tourism is develop in a particular region. Every region has its own bearing capacity, that the limit of the incoming influence that does not harm the host community. However, it is always a great challenge to make a profitable business running tourism in an area without some negative impacts effect to the local communities. It is possible for the tourism industry to cooperate with other industries and bring benefits to both the tourism organisations and the local businesses by understanding the needs and desires of both the host community and the tourist. Risks are inherent in all PPPs project due to uncertain feature outcomes which may have direct effect on the provision of services by the project, and the commercial viability of the project. This is an important element in establishing the business case for a PPPs project as a result of which the capacity building of PPPs would be beneficial.

### **Problems and Suggestions**

However, Manipur with poverty ratio at 19 percent still needs a lot of homework and particularly Shingkap village as the entire population depends on agrarian economy. According to the study of Sachdeva, Gulsha

(2000) there is a wide recognition among the policy makers that the main stumbling block for economic development in the NE Region is its disadvantages geographical location. The state therefore needs progressive planning strategy to materialise the said tourism potentials of Mapithel peak of Shingkap.

### Conclusion

Adventure tourism are available in the state with numerous land water, and air based adventure sports sites. There is an urgent need to device a tourism master plan to facilitate systematic approach to adventure tourism and be a part of the state policy. Skill development and capacity building programme for bridging

the gap in demand and supply should be greatly emphasized. Mapithel peak Ancient Meditation Centre can be establish as Adventure destination with its huge tourism potentials and act as an answer to its manifold problems in terms of human resources development, poverty reduction, communal harmony, sustainable and responsible tourism. With the limited given time frame the research is not able to give the minute details and have a comprehensive encompassing study but attempts to give a glimpse of the tourism industry as a whole in Manipur with special focus on Mapithel Peak Ancient Meditation Centre for further researcher so that a total comprehensive research work can be undertaken for the future researcher.

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# Travel Decisions of Tourists and its Association with other Factors Before and During the Visit to the Destination: Comparison of Foreign and Domestic Tourists Visiting Himachal

Sandeep Guleria

## ABSTRACT

*Tourism is one of the most dynamic industries in which many factors are associated with it, that lead it to grow. There is one of the major factor without which the existence of tourism cannot be thought of. And that factor is 'Tourist' or consumer. The ups and downs in the industry depend mainly on consumer, who is also known as "the king" in any business. So, study of consumer behavior in tourism projects the growth, trend and future of tourism industry. A process of buying starts in the minds of the consumer, which leads to the finding of alternatives between products that can be acquired with their relative advantages and disadvantages. This leads to internal and external research. Then follows a process of decision-making for purchase and using the goods, and then the post-purchase behavior which is also very important, because it gives a clue to the marketers whether his product has been a success or not. In the study of tourist behavior, decision making is one of the important elements in it. And to understand tourist decision-making process, the context must be considered. The context refers to the external variables affecting what and how the tourist thinks, feels, learns, and behaves. A basic distinction between, environmental or situational influences and, social and cultural influences is made before discussing the dimensions a group adds to the decision-making process. In the present research paper decision making of both domestic and foreign tourists who visited Himachal Pradesh as tourist destination are taken into consideration and found some inferences.*

**Keywords:** Tourist Behavior, Decision Making, Foreign Tourists, Domestic Tourists.

## I. Introduction

Tourism is a phenomenon in which people use to travel from one place to another. Before going to trip some decisions related to travel has to be taken by the tourist internally, like choice of the destination or choice of services used at the destination. The major reasons for deciding to take a trip and choosing a destination are social influences of family, relatives and friends. Family is a major reference group since it is the source of most of our norms. Also, the family as a decision-making-unit (DMU) where the important decisions of life, including

consumption choices, are discussed. As far as vacation is concerned, parties of friends or special interest groups also represent relevant DMUs. The level of communication, mode of decision making and result of confrontation are important determinants of group decision processes. The purchase of vacation as a product includes evaluation and decision making about the sub components of the whole vacation, like mode of travel, accommodation etc.

Promotion by the marketers also influences the decision of the tourists. When efforts are directed toward joint-decision-making families,

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promotion should appeal both spouses and be aimed at spouses of about same age. Joint-decision-making families participate in many leisure activities. Consequently, advertisements should incorporate families engaging in such activities as visiting friends and relatives, camping, hiking and visiting national parks and monuments.

Vacation taking is a complex decision making process. Travelling for tourism includes a number of decision components, the finalizing of which ultimately leads to actual implementation of the main decision to undertake travel for tourism. The 'where', 'when', 'why', 'how' to go and 'who' to go with, are the broader elements of the final decision that encompass the following sub decisions:

- Choice of destination
- Choice of transport
- Choice of accommodation
- Duration of vacation
- Budget of vacation
- Activities to be undertaken while on vacation

Hyde (2003), classifies the vacation decision as 'Pretrip' and 'On vacation' decisions. He suggests that Pre-trip decision making is deliberate, purposeful, and reasoned. Pre-trip decisions are carefully taken after due consideration of all factors. On-vacation (during trip) decision making, on the other hand, can be light hearted, free spirited, hedonistic and subject to spontaneity.

#### **Nature of Pre-Travel Information Search**

Once a tourist recognizes a need, relevant information from long - term memory is used to determine if satisfactory alternatives exist. This is called internal information search, which is nothing more than retrieving decision - relevant information stored in an individual's long - term memory. The internal information may have been actively acquired at one time from past information searches or passively through low - involvement learning, where tourists are repeatedly exposed to marketing stimuli. In addition, prior experience with the destination or service provides a consumer with a wealth of information that is not available

to first time visitors.

When internal search prove inadequate to make a purchase decision, then the search process focuses on acquiring information from external sources. This is called external information search. Sources of external information available to consumers have generally been organized into four basic categories. They commonly appear in the literature as 1) personal (advice from friends and relatives), 2) marketer - dominated (brochures, advertisements in print and electronic media), 3) neutral (travel clubs, travel guides, travel agents) and 4) experiential sources (inspections, pre-purchase visits, or store contacts) (Beatty and Smith, 1987; Assails, 1987; Hawkins, Best and Coney, 1995). Many consider the Internet as a fifth uniquely interactive source of external information, while others would assign homepages to marketer - dominated or neutral sources depending upon their purpose or content.

#### **Influence of Family and Friends**

Tourists today are autonomous – both by choice and necessity. They have become more insular with a closely knit sphere of influence, and this is affecting how they arrive at and make purchase decisions, including the selection of lodging accommodations. Family and friends are essentially tied with traditional media as the places they go for ideas and inspiration when making travel plans. Family and friends also reign as the trusted source for insights and advice, followed by professional guidebooks. Not surprisingly, the Internet dominates as consumers move closer to making a purchase decision. Hence, different information sources exert varying degrees of influence along the journey from inspiration to reservation, and marketing efforts should be aligned accordingly.

#### **Influence of Social Media**

In this day and age, social media is very much a part of consumers' lives, as they are using social media platforms for sharing content, interacting with other consumers, and praising or complaining about brands and experiences. As a result of all of the content that is being shared, social media analytics are only just

beginning to understand the importance that social media influence can have.

According to new research (<http://www.prweekus.com/consumers-turn-to-social-for-travel-decisions-text-100/article/270332/>), social media also is very influential to consumer travel decisions as well, which serves as a lesson to marketers and travel communications professionals that social media can be a very beneficial outlet to promote travel packages, locations, and especially promotions. Overall the survey found that consumers are making travel decisions by simultaneously assessing information from an unprecedented variety of channels both digital and non-digital. Because of this, travel operators and communications professionals alike must increasingly integrate their efforts across platforms, focusing more on actual purchasing behaviors and motivations than sales and promotions have done in the past.

## II. Literature Review

In the study of tourist behavior, decision making is one of the important elements in it. And to understand tourist decision-making process, the context must be considered. The context refers to the external variables affecting what and how the tourist thinks, feels, learns, and behaves. A basic distinction between, environmental or situational influences and, social and cultural influences is made before discussing the dimensions a group adds to the decision-making process.

### Situational Influences

It is easy to argue that such environmental variables as time, money, health, or marketing pressure can intervene as either inhibitors or facilitators in making a vacation decision. Belk (1975) defines situations as "all those factors particular to a time and place of observation, which do not follow from knowledge of personal (intra-individual), and stimulus (object or choice alternative) attributes and which have a demonstrable and systematic effect on current behavior". He distinguishes five types of situational variables.

- *Physical surroundings* include weather, geographical location, décor, sounds, lights, aromas, tangible signs and displays of

merchandise, and other materials. The weather in the home region, outdoor advertising, and the décor of a travel agency's window are part of vacationer's physical surroundings.

- *Social surroundings* include other people and their characteristics, roles and interactions. The social network is an important source of information and persuasion in selecting a particular travel destination. Crowding can also act as a situational variable: people living in crowded cities tend to spend their holiday in open spaces where they can rest and be alone for a while.
- *Temporal perspective* includes the period (from the time of day to season of the year), time constraints and elapsed or expected time. This situational variable is very important in tourism since many vacationers are limited by the period (depending on the school holiday) and by the available time (paid holiday). The wish to go on holiday is also a positive function of the time elapsed since the last vacation travel.
- *Task definition* stands for the orientation, intent, role, or frame of a person, through which certain aspects of the environment may become relevant. One would not use the same criteria in selecting a city trip for oneself or as a gift for one's parents.
- *Antecedent states* are momentary moods or conditions that "color" the perception, evaluation, and acceptance of the environment present. These conditions are stipulated to be immediately antecedent to the current situation. A person who has just inherited a large sum of money could suddenly decide to take a cruise vacation; a couple that is very tired after moving into a new home could choose a club vacation even if they usually prefer a more culturally active holiday.

### Social and Cultural influences

Groups are fundamental to the individual because they protect, they help solve problems, they allow interaction with certain types of people, and they provide models of behavior. Reference group is defined as a collection of people used by the individual as a standard

for his or her own attitudes, beliefs, values, and behavior (Sears, Peplau and Taylor, 1991). Culture can be considered as a broad, impersonal reference group consisting of the knowledge, behaviors, customs, and techniques socially acquired by human beings. This culture also influences the way a person behaves as a consumer or as a tourist. Social classes are special case of subcultures. Social classes are the consequence of the division of society on the basis of status and prestige. Education and occupation are the basic factors that explain the belonging to tone social class. Wealth and income are less decisive determinants. "Each social class displays a distinctive life - style which is reflected in values, interpersonal attitudes, and self-perceptions that differ from those held by other class" (Mayo and Jarvis, 1981).

### Group (Family) Decision Making

Family is a major reference group since it is the source of most of our norms. Also, the family functions as a decision-making unit, where the important decisions of life, including consumption choices are discussed. Note that as far as vacation of concerned, parties of friends or special interest groups also represent relevant decision making units. The level of communication, the mode of decision making and the result of confrontation are important determinants of group decision processes.

The topic of the tourist's decision making process has been investigated in several papers and monographs in the past two decades. The great majority of these, however are restricted in scope since they are limited to some specific macro or micro aspect of the decision process (Brent Ritchie, 1994). General models are rare. Efforts to integrate the elements described in the first section in a global decision-making process come, to a large extent, from three authors: Crompton, Moutinho and Woodside.

### Crompton's Model

Crompton (1977) presents a system model of the tourist's destination choice process in two steps. First, there is the generic decision of whether to have a holiday. If the answer is yes, then a second decision follows: where to go? He suggests that destination choice should

be conceptualized as the result of the interaction of perceived constraints (such as time, money, and skills) and destination images. Broadening Crompton's conceptualization, Um and Crompton (1992) develop a more complete framework. The model is based on three sets of variables:

1. *External inputs* represent influences from both the social and marketing environment. They are classified into significative, symbolic and social stimuli, according to Howard and Sheth (1969).
2. *Internal inputs* derive from the vacationer's socio psychological characteristics.
3. *Cognitive constructs* represent the "integration of the internal and external inputs, into the awareness set of destinations and the evoked set of destinations" (Um and Crompton, 1992)

There is thus a cognitive evolution which Um and Crompton materialize in five sets of processes.

1. The formation of beliefs about destination attributes.
2. The initiation of the destination choice process after the generic decision to go on holiday has been made.
3. The evolution of an evoked set from the awareness set of destinations.
4. The formation of beliefs about evoked destinations attributes
5. The selection of a specific travel destination from the evoked set.

### Moutinho's Model

In the investigation of vacation tourist behavior in Portugal, Moutinho (1982) made a comprehensive overview of the literature in the field of the tourist's decision-making process and expands it to the proposition of a general flowchart model. This vacation tourist behavior model is revisited by Teare (1994).

The model is divided into three parts based on the usual distinction between pre and post-purchase phases in consumer decision processes.

### Pre-Decision and Decision Processes

This involves "the flow of events, from the tourist stimuli to purchase decisions" (Moutinho, 1987, p. 39). Three fields are included:

preference structured, decision, and purchase. The last two phases are outcomes of the first and are easily defined: a decision is “a psychological predisposition in terms of intention toward the buying act” and purchase is “the act of buying a vacation destination.” The preference structure for a particular destination is based on a set of factors, including internalized environmental influences (cultural norms and values, reference groups, social class) and individual determinants (personality, lifestyle, motives). Attitude and family influence also contribute framing the preferences structure. Intention to purchase depends on the tourist’s degree of certainty toward the destination (“confidence generation”) and on inhibitors, which can cause the tourist to respond differently from what his or her attitudes dictate. The psychological analysis of the preference structure is split into three subfields: *Stimulus filtration, Attention and learning* and *Choice criteria*.

### Postpurchase Evaluation

The tourist purchase assessment process is fundamental since it adds to his or her store of experiences and provides feedback by adjusting the frame of reference for future purchase intentions. In the model, the post-purchase evaluation field is labeled “Satisfaction / Dissatisfaction.” That dimension is considered in relation to the cognitive dissonance mechanism and result in three zones (“latitude”) of commitment to subsequent behavior: positive (acceptance), negative (rejection), and neutral (non-commitment). Moutinho further introduces “Adequacy Evaluation” as a subfield. This factor, resulting from a mental comparison process of costs and benefits, is related to “the ‘ideal’ point of each attribute of the tourist product as perceived by the tourist” (Moutinho, 1987, p.42).

Moutinho does not especially focus on the destination choice process. He considers destination choice as a compulsory sub-decision among other travel decisions. He places it in a group of other sub-decisions (travel mode, timing, budget, intermediaries) that come as a third step after tourism need has been aroused and gathered information has been deliberated

on, and before travel preparation. He often takes vacation destination as one of the possible examples of tourist products. But he sometimes also explains it separately (e.g. when describing the evoked set theory and the tourist product utility concept). In doing so, he implicitly recognizes the special case of destination decisions.

### Woodside’s Model

More recently, Woodside and Lysonski (1989) proposed another general model of traveler destination choice. To a large extent, this model is in line with Um and Crompton’s model. Marketing variables (coming from the marketing mix’s four P’s) stand for the external inputs; traveler variables (previous experience, socio-demographics, lifestyles, and value system) represent the internal inputs; and Woodside and Lysonski’s evolution from destination awareness to choice can be compared with Um and Crompton’s progression from awareness set to the final location choice. However, Woodside and Lysonski are more precise since destination awareness is seen as the mental categorization process between consideration set (spontaneously evoked destination), inept set (rejected destinations), inert set (destinations that are not actively considered), and unavailable/aware set)

They also add important variables that are not isolated in Um and Crompton’s model:

- Active associations
- Traveler destination preferences
- Intentions to visit
- Situational variables

### Critique on Traditional Models

The models have developed a view of the tourist’s behavior that is very rational and sequenced. However, we think that the tourist’s decision-making process is more than a purely formalized multistage process. Philips, Olson, and Baumgartner (1995) point out that traditional decision-making models are relatively irrelevant for describing choices “for which consumers have little experience, or where the problem is less well-defined, or where emotional considerations play an important role”. Woodside and MacDonald (1994) also

recognize that “while useful, such models fail to capture the rich interactions of decisions and behaviors of the travel party and destination environment experienced by the travel party”.

### New Frameworks

Woodside and MacDonald (1994) fill the gap to some extent, as they use qualitative data to describe a general system framework of how leisure visitors may make choices. What is new here is that they identify eight choice subsets which can be activated by four principal “start nodes” related to the information acquisition and processing sequence. The framework gives insight into how decisions, interactions between members of a travel party, and activities or events that activities or events. An important assumption of the model is that activation of initial travel choices (due to “triggering events”) spreads over time to related travel choices.

Teare (1994) conducted a case study of consumer decision making in the UK hotel leisure market. After reviewing pre-purchase and purchase studies, he concludes that prior product experience and product involvement lie at the core of the decision-making process. This is especially in line with Reid and Crompton’s (1993) taxonomy of leisure purchase decision paradigms that is based on the level of involvement. Starting from the belief that these two variables are interrelated, Teare summarizes their potential explanatory value consumption and post consumption studies. Prior experience is still an important factor: it influences the formation of expectations, assessment criteria, and finally, the tourist’s personal rating system.

So it is clear now that there is not one but several ways of looking at vacationers decision-making and behavior processes. Traditional models, like those developed by Um and Crompton (1991), Moutinho (1982, 1987), and Woodside and Lysonski (1989) are based on such pervasive paradigms as positivism, rationality and cognitive information processing. Until now tourism behavior literature and practice have leaned heavily on those models. While useful, they fail in translating the complexity of real life and in addressing such important issues as the role of emotions and

feelings, low involvement and passive information search, nostalgia and daydreaming, etc. These problems have urged a more naturalistic and experiential vision of tourist behavior. The reference to the inter pre-visit and constructivist paradigms paves the way for alternative frameworks and pro-positions. Major contributions by Woodside and MacDonald (1994) and Teare (1994). It is important to remember that there are more possible decision-making processes, depending on the individual, the group, and the moment in time.

To simplify the entire literature reviewed on decision making process of the tourist, in the present study the decision making is revealed by domestic and foreign tourist by asking one of the four options or any other except those four. These are: Self / Independent Decision; Friend’s / Others Recommendation; Knowledge of the destination; Influence of Promotional Media.

### III. Research Methodology

As Himachal is an important tourism destination in India that receives both Foreign and Indian tourists, it has been selected as the study area.

For the purpose of data collection from the tourists, i.e. primary study, the factor of seasonality in the State of Himachal has been kept in view. The primary study has been conducted over a year period from October to October (one year) ensuring the availability of the required number of tourists (both domestic and foreign). Foreign tourists have been approached/interviewed especially in the months of September and October and some throughout the year, while domestic tourists have been approached largely during the months of April to August and in the month of October. The time period includes the peak tourist seasons.

#### Objective of the Study

The study is focused on the identification of Pre-Travel planning and Decision making process of Tourist along with the general behavior of the foreign and domestic tourist and the difference between them. The main

research question for this particular paper is how domestic and foreign tourists make decision to visit a particular destination.

### Research Hypothesis

Based on the review of literature and the objectives, the hypotheses for the study were tentatively made. Its main aim is to study the various variables and the association between them. A hypothesis is defined as a proposition or a set of propositions set forth which can be put to a test to determine the relationship between variables through scientific methods. There are two types of hypothesis;

Null Hypothesis- $H_0$ : There is no significant relationship between the two variables used.

Alternate Hypothesis- $H_a$ : There is a significant relationship between the two variables used

Based on the objectives of the study, the following hypotheses were framed.

$H_0$ : There is no difference between domestic and foreign tourists over advance time taken for planning trip and influence of various factors for decision of the trip.

$H_0$ : There is no significant association between factors influencing travel decision of tourists to visit Himachal Pradesh with gender, age – group and marital status of the both foreign and domestic tourists.

$H_0$ : There is no significant difference between foreign and domestic tourists over the pre and post decision of arrangements of services at the destination.

$H_0$ : There is no significant association between duration of stay of the tourists in Himachal Pradesh and pre and post decision of tourists over the arrangement of services at the destination.

### Statistical Methods Used

Collecting raw data through the help of a questionnaire and treating it with the following statistical methods has fulfilled the various objectives.

#### a) Descriptive Tests: Frequencies and Percentages

Descriptive tests are used to describe the characteristics of the sample or population in totality. They limit generalization to the

particular group of individuals observed or studied. In the present research Frequencies and Percentages have been used to analyze data on demographic profile of the both foreign and domestic respondents.

#### b) Non-Parametric Test: Chi Square and Mann Whitney – U-Test

Non parametric tests are distribution free tests that do not make any assumption about the parameters of the population and do not make use of parameters of distribution. These tests are used in situation where the normality assumption is open to doubt. When we apply a test (to test a hypothesis) without a model it is non-parametric test.

Parametric tests are standard tests of hypotheses. They assume the normality of the population distribution for making statistical inferences about the sample drawn from the population

With regard to the objective of finding out whether there is any association between the factors or not, the chi-square test is used with discrete data in the form of frequencies. It is a test of independence and is used to estimate the likelihood that some factors other than chance account for the observed relationship.

## IV. Result

### Travel Decision to Visit Hp

In present research, sample size of 200 domestic and 200 foreign tourists are taken and the influence of Family, Friend, and Travel Agents (Professional) are studied for the decision to visit Himachal Pradesh. Self-decision or other is taken as “any other” among above variables. Table 1.1 shows the responses of total no. of tourists as well as domestic and foreign tourists separately, in which they respond by whom they got influenced to visit Himachal Pradesh.

The above table infers that among family and friends, ratio of domestic and foreign tourist is nearly same in case of friends, but in case of family, difference is quite large. Foreigners are less influenced by their families to visit Himachal Pradesh. One of the reasons may be lack of knowledge about Himachal in their family. More no. of foreign tourists are

**Table 1.1: No. of Foreign and Domestic Tourists for Different Factors those Influenced the Decision of Tourists to Visit Himachal Pradesh**

Influenced By	Domestic	Foreign	Total
Family	41 (20.5%)	3 (1.5%)	44 (11%)
Friends	39 (19.5%)	33 (16.5%)	72 (18%)
Travel Agent (Prof.)	24 (12.0%)	61 (30.5%)	85 (21.3%)
Self / Any Other	96 (48.0%)	103 (51.5%)	199 (49.8%)
Total	200 (100%)	200 (100%)	400 (100%)

influenced by Travel agents or industry professional than domestic tourists, whereas ratio of self-influenced tourists are nearly same in both the cases.

Table 1.2 analyzes responses given by the tourists pertaining advance planning of the visit done by the tourist.

**Table 1.2: No. of Foreign and Domestic Tourists took Different Span of Time Planning their Visit in Advance**

Advance Planning	Domestic	Foreign	Total
Less than 1 month	176 (88%)	25 (12.5%)	201 (50.3%)
Between 1-3 months	23 (5.8%)	61 (30.5%)	84 (21.0%)
Between 3-6 months	0 (0.0%)	89 (44.5%)	89 (22.3%)
More than 6 months	1 (0.3%)	25 (12.5%)	26 (6.5%)
Total	200 (100%)	200 (100%)	400 (100%)

The above table infers that domestic tourists take lesser time to plan their trip whereas foreign tourists plan their trip more advance than domestic tourists.

whose value of p came out significant at 99% level of significance, which states that there is a significant difference between foreign and domestic tourist over the responses given for the influence for the decision to visit Himachal Pradesh. Hence the null hypothesis is rejected.

Table 1.3 deals with Mann Whitney U test for influence for the decision to visit Himachal Pradesh between foreign and domestic tourists,

**Table 1.3: Difference between Domestic and Foreign Tourists Over Advance Time taken for Planning Trip and Over Influence of Various Factors for Decision of the Trip**

	Tourist	N	Mean Rank	Sum of Ranks	Mann-Whitney U	p-value
Advance Time	Domestic	200	282.18	56436.00	3664.0	.000**
	Foreign	200	118.82	23764.00		
Influences for Decision to visit HP	Domestic	200	183.87	36774.00	16674.0	.002**
	Foreign	200	217.13	43426.00		
	Total	400				

Same test is applied for advance time taken to plan the trip both by domestic and foreign tourist, where the value of p came out significant at 99% level of significance. Hence, it states that there is a significant difference between advance time taken for planning the trip both by domestic as well as foreign tourist. Hence the null hypothesis is rejected.

**Association of Influence for Travel between Gender, Age and Marital status of Domestic tourists**

Table 1.4 shows that there is an association between the gender and the factors which influence the domestic tourists to visit Himachal

Pradesh, as the value of p in the chi -square test is significant on 99% level of significance, which rejects the null hypothesis.

In case of age group of the respondents, the value of p in chi-square test for the table 1.4 does not come out significant and accepts null hypothesis, which states that there is no significant association between the age group of the respondents and the factors which influence the domestic tourists to visit Himachal Pradesh. From the above table it is clear that domestic tourists are least influenced by travel agents and mostly self - influenced to take domestic trip.

**Table 1.4: Association Between Influence of Various Factors for Travel Decision to Visit HP with Gender, Age and Marital Status of Domestic Tourists**

		Influence for Travel Decision to visit HP					Pearson Chi-Square	p- value
		Family	Friends	Travel Agents	Self / Other	Total		
Gender	Male	14	27	21	69	131	24.943	.000**
		10.7%	20.6%	16.0%	52.7%	100.0%		
	Female	27	12	3	27	69		
		39.1%	17.4%	4.3%	39.1%	100.0%		
Age Group (in years)	<20	0	0	0	1	1	9.480	.394 <sub>ns</sub>
		.0%	.0%	.0%	100.0%	100.0%		
	21 - 35	32	37	18	73	160		
		20.0%	23.1%	11.3%	45.6%	100.0%		
	36 - 50	9	2	5	20	36		
		25.0%	5.6%	13.9%	55.6%	100.0%		
>50	0	0	1	2	3			
	.0%	.0%	33.3%	66.7%	100.0%			
Marital Status	Married	7	26	5	33	71	24.932	.000**
		9.9%	36.6%	7.0%	46.5%	100.0%		
	Unmarried	34	13	19	63	129		
		26.4%	10.1%	14.7%	48.8%	100.0%		

**Association of Influence for Travel between Gender, Age and Marital status of foreign tourists**

Table 1.5 shows that the association between the gender and the factors which influence the foreign tourists to visit Himachal Pradesh is not significant, as the value of chi - square comes out insignificant, which accepts the null hypothesis.

In case of age group of the respondents, the value of p in chi-square test for the table 1.5 came out significant which rejects null hypothesis, which states that there is an association between the age group of the respondents and the factors which influence the foreign tourists to visit Himachal Pradesh.

**1.5: Association Between Influence of Various Factors for Travel Decision to Visit HP with Gender, Age and Marital Status of Foreign Tourists**

		Influence for Travel Decision to visit HP					Pearson Chi-Square	p- value
		Family	Friends	Travel Agents	Self/ Other	Total		
Gender	Male	1	18	35	55	109	.796	.850 <sub>ns</sub>
		.9%	16.5%	32.1%	50.5%	100.0%		
	Female	2	15	26	48	91		
		2.2%	16.5%	28.6%	52.7%	100.0%		
Age Group (in years)	<20	1	0	1	0	2	46.769	.000**
		50.0%	.0%	50.0%	.0%	100.0%		
	21 - 35	1	16	30	43	90		
		1.1%	17.8%	33.3%	47.8%	100.0%		
	36 - 50	1	14	27	34	76		
		1.3%	18.4%	35.5%	44.7%	100.0%		
>50	0	3	3	26	32			
	.0%	9.4%	9.4%	81.3%	100.0%			
Marital Status	Married	2	14	25	41	82	.905	.824 <sub>ns</sub>
		2.4%	17.1%	30.5%	50.0%	100.0%		
	Unmarried	1	19	36	62	118		
		.8%	16.1%	30.5%	52.5%	100.0%		

The chi-square test between marital status and factors which influence the decision of visit of Himachal Pradesh shows that there is no association between marital status and factors which influence the decision of visit as value of p comes out is not significant, hence, accepting null hypothesis. From the above table it is clear that foreign tourists are least influenced by family and are mostly self - influenced as well as influenced by travel agents to visit Himachal Pradesh.

**Post and Pre Decision of Arrangements**

The decision of arrangements on accommodation, transportation, sightseeing and attraction and participation in other activities by the tourists has been studied under the present research. Both domestic and foreign tourists are asked whether the arrangements of the above services are pre-decided or they decide after reaching Himachal Pradesh. Table 1.6 shows the frequency and percentage of both foreign and domestic

**1.6: Pre Decision and Post Decision of Tourists Regarding the Arrangement of the Services at the Destination**

	Domestic			Foreign			Total		
	Pre-decision	Post-decision	Total	Pre-decision	Post-decision	Total	Pre-decision	Post-decision	Total
Accommodation	104	96	200	199	1	200	303	97	400
	52%	48%	100%	99.5%	0.5%	100%	75.8%	24.2%	100%
Transport	186	14	200	179	21	200	365	35	400
	93%	7%	100%	84.5%	10.5%	100%	91.2%	8.8%	100%
Sightseeing attractions	56	144	200	129	71	200	185	215	400
	28%	72%	100%	64.5%	35.5%	100%	46.2%	53.8%	100%
Participation in other Activities	60	140	200	131	69	200	191	209	400
	30%	70%	100%	65.5%	34.5%	100%	47.8%	52.2%	100%

tourist for their pre-decision and post decision for all the upper-mentioned arrangements. And table 1.7 shows the difference between foreign and domestic tourist over each type of arrangement.

Table 1.7 shows that there is no significant difference between domestic and foreign tourist over the pre-decision or post-decision for arrangement of transportation. The value of p of Mann Whitney U test comes out insignificant, hence accepting null hypothesis, which states

that there is no significant difference between foreign and domestic tourist over pre-decision or post-decision for the arrangement of transportation.

Table 1.7 shows there is a significant difference between domestic as well as foreign tourist over pre-decision or post-decision for the arrangements of activities they want to participate in Himachal Pradesh, as the value of p for Mann Whitney U test comes out significant at 99% level of significance and rejects null hypothesis.

**Table 1.7: Difference Between Foreign and Domestic Tourists on Pre and Post Decision Regarding the Arrangement of the Services at the Destination**

	Tourist	N	Mean Rank	Sum of Ranks	Mann-Whitney U	p-value
Accommodation Arrangements	Domestic	200	248.00	49600.00	10500.0	.000**
	Foreign	200	153.00	30600.00		
Transport Arrangements	Domestic	200	197.00	39400.00	19300.0	.216ns
	Foreign	200	204.00	40800.00		
Attraction Arrangements	Domestic	200	237.00	47400.00	12700.0	.000**
	Foreign	200	164.00	32800.00		
Activity Arrangements	Domestic	200	236.00	47200.00	12900.0	.000**
	Foreign	200	165.00	33000.00		
	Total	400				

The above two tables infer that in arrangement of all type of services viz. accommodation, transportation, sight-seeing and attraction, and activity participation, most of the foreign tourists decide before reaching Himachal Pradesh about their arrangements. Whereas among domestic tourists, except transportation most of them decide about the arrangement of accommodation, sight-seeing & attraction and activities after reaching Himachal Pradesh.

**Association between duration of Stay and Pre and Post Decision of arrangements**

Table 1.8 shows the association of pre and post decision of arrangement of services at the destination and duration of stay of the tourist at destination. The value of chi-square for all four services and duration of the stay comes significant and its value for p comes significant

at 99% level of significance for decisions of arrangement for accommodation, sight-seeing & attraction and participation in activities, and for transportation the value is significant at 95% level of significance, so the null hypothesis is rejected which states that there is no significant association between the above variables.

The above table infers that tourists who stay for more than 1 week, most of them are pre-decided for the arrangement of accommodation and transportation. While for attractions and other activities the ratio pre-decided and post-decided decisions are almost same. In case of tourists who stay for the duration of less than 1 week, for accommodation and transportation the ratio of pre-decided tourist is more where as in case of attractions and activities ratio of post decided tourist is higher than former.

**Table 1.8: Association Between Duration of Stay Tourists and their Pre and Post Decision for Arrangements of Services**

		Less than a week	1-2 weeks	More than 2 weeks	Total	Pearson Chi-Square	p- value
Accommodation	Pre-decision	40	206	57	303	57.310	.000**
		13.2%	68.0%	18.8%	100.0%		
	Post-decision	47	46	4	97		
		48.5%	47.4%	4.1%	100.0%		
Transportation	Pre-decision	83	231	51	365	6.397	.041*
		22.7%	63.3%	14.0%	100.0%		
	Post-decision	4	21	10	35		
		11.4%	60.0%	28.6%	100.0%		
Attractions	Pre-decision	19	137	29	185	27.571	.000**
		10.3%	74.1%	15.7%	100.0%		
	Post-decision	68	115	32	215		
		31.6%	53.5%	14.9%	100.0%		
Activities	Pre-decision	19	141	31	191	30.437	.000**
		9.9%	73.8%	16.2%	100.0%		
	Post-decision	68	111	30	209		
		32.5%	53.1%	14.4%	100.0%		

**Arrangement of the Services**

At any destination main services required by the tourists are accommodation, transportation, attraction, sight-seeing and other services. For all these services, arrangements are being done by the tourist or by the suggestion of some other source/agency. Table 1.9 shows the arrangement of the above mentioned services at Himachal Pradesh and source / agency who

suggested for that particular service to the tourist. Also table 1.9 suggests that there is a significant difference between the domestic and foreign tourists over the suggestions taken for arrangements of each service at Himachal Pradesh. The value of p for the chi-square test in all the cases comes out Significant at 99% level of significance. Hence, the null hypothesis is rejected, which states that there is no

**Table 1.9: Suggestions Taken by Tourists from Different Sources for the Arrangement of the Services at the Destination**

		Self- Arranged	Friend's suggestion	Travel consultant's suggestion	Any other's suggestion	Total	Pearson Chi-Square	p- value
Arrangement of Accommodation	Domestic	80	41	70	9	200	94.269	.000**
		40.0%	20.5%	35.0%	4.5%	100.0%		
	Foreign	13	23	162	2	200		
		6.5%	11.5%	81.0%	1.0%	100.0%		
Arrangement of Transportation	Domestic	101	32	59	8	200	110.72	.000**
		50.5%	16.0%	29.5%	4.0%	100.0%		
	Foreign	16	25	157	2	200		
		8.0%	12.5%	78.5%	1.0%	100.0%		
Arrangement of Attractions	Domestic	143	35	15	7	200	106.82	.000**
		71.5%	17.5%	7.5%	3.5%	100.0%		
	Foreign	51	54	93	2	200		
		25.5%	27.0%	46.5%	1.0%	100.0%		
Arrangement of Sight Seeing	Domestic	150	30	10	10	200	85.299	.000**
		75.0%	15.0%	5.0%	5.0%	100.0%		
	Foreign	75	46	77	2	200		
		37.5%	23.0%	38.5%	1.0%	100.0%		
Arrangement of Other Services	Domestic	159	20	11	10	200	71.075	.000**
		79.5%	10.0%	5.5%	5.0%	100.0%		
	Foreign	91	39	68	2	200		
		45.5%	19.5%	34.0%	1.0%	100.0%		

significant difference between domestic and foreign tourist over the suggestions taken from various sources for the arrangement of various services at Himachal Pradesh.

The above table also infers that in case of domestic tourists, for the arrangement of accommodation and transportation, they take the suggestion of travel consultant as well as friends with some significant figures along with maximum responses of self-arrangement. Whereas responses for arrangement for attraction, sight-seeing and other services the suggestions of friends, travel agents and any other source is very less and most of the domestic tourist arrange for these services by their own. In case of foreign tourists, for arrangement of accommodation and transportation maximum no. of foreign tourists have consulted from travel agents. Whereas for sight-seeing, attraction as well as for other services beside travel agents the suggestions

from the friend, foreign tourist also respond considerably for self-arrangements.

Association between service arrangements and age, gender and marital status of the tourists Responses of the tourists for the different service arrangements may vary according to their age group, gender as well as marital status. The association between them can be verified with the help of Chi-square test.

**Association in accommodation arrangements**

Table 1.10 shows the association between the responses of tourists for arrangement for the accommodation and their gender, age-group and marital status. The chi-square test between arrangement for accommodation and gender of the tourist comes out significant as the p value comes out significant at 99% level of significance. Hence, rejecting null hypothesis, which means there is an association between the gender of tourists and responses for arrangement for accommodation.

**Table 1.10: Association Between Accommodation Arrangements and Age, Gender and Marital Status of Tourists**

		Arrangements for Accommodation					Pearson Chi-Square	p-value
		Self-Arranged	Friend's suggestion	Travel consultant's suggestion	Any other's suggestion	Total		
Gender	Male	67	30	143	0	240	26.973	.000**
		27.9%	12.5%	59.6%	.0%	100.0%		
	Female	26	34	89	11	160		
		16.3%	21.3%	55.6%	6.9%	100.0%		
Age Group (in years)	<20	1	0	1	1	3	23.085	.006**
		33.3%	.0%	33.3%	33.3%	100.0%		
	21 - 35	66	47	130	7	250		
		26.4%	18.8%	52.0%	2.8%	100.0%		
	36 - 50	21	13	75	3	112		
		18.8%	11.6%	67.0%	2.7%	100.0%		
	>50	5	4	26	0	35		
		14.3%	11.4%	74.3%	.0%	100.0%		
Marital Status	Married	34	30	84	5	153	2.780	.427
		22.2%	19.6%	54.9%	3.3%	100.0%		
	Unmarried	59	34	148	6	247		
		23.9%	13.8%	59.9%	2.4%	100.0%		

The chi - square test between age-group and responses of tourists for the arrangement of accommodation comes out significant. The p value for the same is significant at 99% level of significance, which rejects the null hypothesis and shows that there is a significant association between age-group of the tourist and responses for the arrangement of accommodation.

The chi-square test between the marital status and responses of the tourist for the arrangement of accommodation comes out insignificant. Hence, null hypothesis is accepted, which states that there is no association between responses

for the arrangement for accommodation and marital status of respondents.

**Association in transportation arrangements**

Table 1.11 shows the association between the responses of tourist for the arrangement for transportation and their gender, age-group and marital status. The chi-square test between arrangement for transportation and gender of the tourist comes out significant as the p value comes out significant at 99% level of significance. Hence, rejecting null hypothesis, which means there is an association between the gender of tourists and responses for arrangement for transportation.

**Table 1.11: Association Between Transportation Arrangements and Age, Gender and Marital Status of Tourists**

		Arrangements for Transportation					Pearson Chi-Square	p-value
		Self-Arranged	Friend's suggestion	Travel consultant's suggestion	Any other's suggestion	Total		
Gender	Male	80	26	134	0	240	23.709	.000**
		33.3%	10.8%	55.8%	.0%	100.0%		
	Female	37	31	82	10	160		
		23.1%	19.4%	51.3%	6.3%	100.0%		
Age Group (in years)	<20	0	1	1	1	3	31.491	.000**
		.0%	33.3%	33.3%	33.3%	100.0%		
	21 - 35	90	36	118	6	250		
		36.0%	14.4%	47.2%	2.4%	100.0%		
	36 - 50	23	15	71	3	112		
		20.5%	13.4%	63.4%	2.7%	100.0%		
	>50	4	5	26	0	35		
		11.4%	14.3%	74.3%	.0%	100.0%		
Marital Status	Married	47	22	79	5	153	1.027	.795
		30.7%	14.4%	51.6%	3.3%	100.0%		
	Unmarried	70	35	137	5	247		
		28.3%	14.2%	55.5%	2.0%	100.0%		

The p value for the same is significant at 99% level of significance, which rejects the null hypothesis and shows that there is a significant association between age-group of the tourist and responses for the arrangement of transportation.

The chi-square test between the marital status and responses of the tourist for the arrangement of transportation comes out insignificant. Hence, null hypothesis is accepted, which states that there is no association between responses for the arrangement for transportation and marital status of respondents.

**Association in Visit for Attraction Arrangements**

Table 1.12 shows the association between the responses of tourist for the arrangement for attraction and their gender, age-group and marital status. The chi-square test between arrangement for attraction and gender of the tourist comes out significant as the p value comes out significant at 99% level of significance. Hence, rejecting null hypothesis, which means there is an association between the gender of tourists and responses for arrangement for attraction. The p value for the same is significant at 99% level of significance,

which rejects the null hypothesis and shows that there is a significant association between age-group of the tourist and responses for the arrangement of attraction.

**Table 1.12: Association Between Arrangements for Attractions and Age, Gender and Marital Status of Tourists**

		Arrangements for Attraction					Pearson Chi-Square	p-value
		Self-Arranged	Friend's suggestion	Travel consultant's suggestion	Any other's suggestion	Total		
Gender	Male	132	44	64	0	240	22.888	.000**
		55.0%	18.3%	26.7%	.0%	100.0%		
	Female	62	45	44	9	160		
		38.8%	28.1%	27.5%	5.6%	100.0%		
Age Group (in years)	<20	1	0	1	1	3	29.458	.001
		33.3%	.0%	33.3%	33.3%	100.0%		
	21 - 35	129	49	67	5	250		
		51.6%	19.6%	26.8%	2.0%	100.0%		
	36 - 50	40	35	34	3	112		
		35.7%	31.3%	30.4%	2.7%	100.0%		
	>50	24	5	6	0	35		
		68.6%	14.3%	17.1%	.0%	100.0%		
Marital Status	Married	69	31	48	5	153	3.927	.269
		45.1%	20.3%	31.4%	3.3%	100.0%		
	Unmarried	125	58	60	4	247		
		50.6%	23.5%	24.3%	1.6%	100.0%		

The chi-square test between the marital status and responses of the tourist for the arrangement of attraction comes out insignificant. Hence, null hypothesis is accepted, which states that there is no association between responses for the arrangement for attraction and marital status of respondents.

**Association in Activities Arrangement**

Table 1.13 shows the association between the responses of tourist for the arrangement for activities and their gender, age-group and marital status. The chi-square test between arrangement for activities and gender of the tourist comes out significant as the p value comes out significant at 99% level of significance. Hence, rejecting null hypothesis, which means there is an association between the gender of tourists and responses for arrangement for activities.

The chi - square test between age-group and responses of tourists for the arrangement of activities comes out significant. The p value for the same is significant at 95% level of

significance, which rejects the null hypothesis and shows that there is a significant association between age-group of the tourist and responses for the arrangement of activities.

The chi-square test between the marital status and responses of the tourist for the arrangement of activities comes out insignificant. Hence, null hypothesis is accepted, which states that there is no association between responses for the arrangement for activities and marital status of respondents.

**Association in arrangement for other services**

Table 1.14 shows the association between the responses of tourist for the arrangement for other services and their gender, age-group and marital status. The chi-square test between arrangement for other services and gender of the tourist comes out significant as the p value comes out significant at 99% level of significance. Hence, rejecting null hypothesis, which means there is an association between the gender of tourists and responses for arrangement for other services.

**Table 1.13: Association Between Arrangements for Activities and Age, Gender and Marital Status of Tourists**

		Arrangements for Activities					Pearson Chi-Square	p- value			
		Self-Arranged	Friend's suggestion	Travel consultant's suggestion	Any other's suggestion	Total					
Gender	Male	148 61.7%	43 17.9%	49 20.4%	0 .0%	240 100.0%	21.991	.000**			
	Female	77 48.1%	33 20.6%	38 23.8%	12 7.5%	160 100.0%					
Age Group (in years)	<20	1 33.3%	1 33.3%	0 .0%	1 33.3%	3 100.0%	19.984	.018			
		21 - 35	144 57.6%	44 17.6%	54 21.6%	8 3.2%			250 100.0%		
	36 - 50	54 48.2%	28 25.0%	27 24.1%	3 2.7%	112 100.0%					
		>50	26 74.3%	3 8.6%	6 17.1%	0 .0%			35 100.0%		
	Marital Status	Married	79 51.6%	30 19.6%	39 25.5%	5 3.3%			153 100.0%	2.640	.451
			Unmarried	146 59.1%	46 18.6%	48 19.4%			7 2.8%		

**Table 1.14: Association Between Arrangements for Other Services and Age, Gender and Marital Status of Tourists**

		Arrangements for other services					Pearson Chi-Square	p- value			
		Self-Arranged	Friend's suggestion	Travel consultant's suggestion	Any other's suggestion	Total					
Gender	Male	164 68.3%	31 12.9%	45 18.8%	0 .0%	240 100.0%	22.938	.000**			
	Female	86 53.8%	28 17.5%	34 21.3%	12 7.5%	160 100.0%					
Age Group (in years)	<20	1 33.3%	1 33.3%	0 .0%	1 33.3%	3 100.0%	19.117	.024			
		21 - 35	159 63.6%	31 12.4%	52 20.8%	8 3.2%			250 100.0%		
	36 - 50	63 56.3%	23 20.5%	23 20.5%	3 2.7%	112 100.0%					
		>50	27 77.1%	4 11.4%	4 11.4%	0 .0%			35 100.0%		
	Marital Status	Married	88 57.5%	23 15.0%	37 24.2%	5 3.3%			153 100.0%	3.523	.318
			Unmarried	162 65.6%	36 14.6%	42 17.0%			7 2.8%		

The chi - square test between age-group and responses of tourists for the arrangement of other services comes out significant. The p value for the same is significant at 95% level of significance, which rejects the null hypothesis

and shows that there is a significant association between age-group of the tourist and responses for the arrangement of other services.

The chi-square test between the marital status and responses of the tourist for the arrangement

of other services comes out insignificant. Hence, null hypothesis is accepted, which states that there is no association between responses for the arrangement for other services and marital status of respondents.

All the tables of service arrangement discussed above infers that in all the categories of gender, age-group and marital status, maximum no. of tourists have consulted travel agents in case of arrangement of accommodation and transportation. Whereas in case of arrangement for attractions, activities and all other services most of the tourists in all the categories respond for the self-arrangement. Therefore, it is evident that out of all necessary services required by the tourist, accommodation and transportation are the services for which tourist take the suggestion from travel consultant or some professional.

## V. Conclusion

This paper dealt with pattern of decisions taken before and during the travel by the tourists, related to main services in and outside the destination. The first decision related to travel for any tourist is decision of choice of destination. This decision may be taken by tourist himself or there may be the influence of family, friend, travel agent or any other professional who has knowledge about the destination. In present research, Himachal Pradesh as a destination, maximum no. of tourists decided by their own as far the choice of Himachal Pradesh as destination is

concerned. Besides, this no. is followed by the no. of tourists influenced by travel agents in case of foreign tourists and influence of family and friends got same place in case of domestic tourists. Also, it is found maximum domestic tourists plan their trip in less than a month in advance, whereas maximum no. of foreign tourists plan their trip in between 3 - 6 months in advance.

The next important decisions are related to use of services at the destination. Main services are accommodation, transportation, attractions and activities in which tourists are intended to take part during their trip. For the arrangements of these services tourists either decide before reaching or after reaching the destination. It is found in present research in both cases of domestic and foreign tourists, mostly arrangement for accommodation and transportation are pre-decided by the tourists, whereas for sight - seeing and participation in other activities, most of the domestic tourists decide after reaching the destination and most of the foreign tourists decide before reaching the place. The arrangement of all the services is also influenced by the suggestion of the friends, family, travel agent or some other source or by tourist him/herself. Here also in case of foreign tourists, for all the necessary tourist services in Himachal Pradesh, foreign tourists consult travel agents. Whereas most of the domestic tourists arrange most of the tourist services by their own. Gender, age - group and marital status of the tourists also influence the decisions of tourists

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# Talent Development: A Review in Context

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## ABSTRACT

Although talent development is increasingly needed in organizations, there is skepticism about its notion in blueprint and reality. This paper probes and extends better understanding into the disparity on the dissimilarities of the notion, meanings and approach to talent development. It also examines the range of tools available to organizations for development. Gaining inferences from a series of research papers, it revealed that talent development is an important constituent of the complete mechanism of talent management. The study underlined why talent development has proved crucial to the success of an organization, whether in prosperity or adversity. The restrictions faced by organizations in the implementation of TD strategy have also been discussed. Though the study is exclusively qualitative in its essence; it highlights avenues for future studies. This study will help training professionals in dealing with certain problems and challenges that lead to the management and development of talent at work.

**Keywords:** Talent, Talent Development, Talent Management, Talent Development Tool.

## 1. INTRODUCTION

Human capital is regarded vital for an organization in order to gain edge over its competitors (Price, 2004); an indispensable entity that is available for a premium for organizations and becoming scarce resource (Kim and McLean 2012; Pruis 2011; Lockwood 2006) every passing day. It is illustrated in Talent Shortage Survey conducted by ManpowerGroup in 2018 that reported shortage of talent for the key leadership roles in 67% of the large organizations across the world. These talent 'gaps', 'crunch' or 'shortage' have hindered the business advancement (Collings and Mellahi 2009) by impacting on its operating costs, bottom-line profitability, competitiveness, service, quality, brand and investment in the longer-term.

Moreover, the issue of the shortage of talent is almost global. Michaels *et al.*, (2001) found that organizations around the world have little choice but to strive for the same group of

talented people with the similar tools, tactics, and perspectives employed by many other organizations. This has led to certain unfair and illegal practices like poaching of talents. In an era of internationalization, where talent and intellectualism are preferred as the principal medium of exchange, developing talent has become pre-requisite for making a fortune because it is the talented people who will make your customers choose your brand and support your business.

The notion of developing talent is not new; there has always been a need for talented employees since eternity. But, the crunch for talented employees has only hit the business sector today because of the paradigm shift of human resource. Norma D'Annunzio-Green (2008) revealed that since mobility is no longer a concern for "Generation Y" employees due to their propensity towards changing their jobs regularly, talent retention has turned out to be a serious problem for the HR managers. These employees focus more on employability as opposed to employment,

thereby exerting pressure on organizations to impart them continuous professional advancement opportunities. Furthermore, a remarkable development during the past years is that employees not anymore dedicate or confide their employment to one employer. They embrace a proactive approach, looking for organizations with the best professional advancement criterion (Mirvis and Hall, 1994; Sullivan, 1999; Roehling *et al.*, 2000; Tanskey and Cohen, 2001). This has led to a worldwide battle amongst corporations for developing and encompassing appropriate talent development mechanisms into their frameworks.

Human resource managers, the world over, have realized that talent development has turned out crucial for business growth (Cook and Macaulay 2009; Kim and McLean 2012). In developing strategies to this end, they burn the candle at both ends and for a little while the development of talent has assumed a significant role for organizational advancement.

All such elements bring forth talent development - as a subject field, at the top of the priority list. However, there are relatively scant and fragmented scholarly papers that centralize quintessentially on talent development (Garavan *et al.*, 2012). It is with this objective that this study was proposed. Studies and researches relevant to the topic were systematically reviewed to further examine this domain.

Analysis of literature indicated that several researchers and academicians have described talent development with an array of ideas and thoughts that identify gaps for a great deal of uncertainty and lack of transparency about what organizations characterize as talent, its applicability and the overall objectives of talent development and thus pose a danger to its implementation. We expect that through the empirical observations accrued from the numerous papers and articles we will clarify the challenges encountered in the development of talent and the difficulties faced by the organization and its manpower in the direction of a framework based on talent. The paper also critically examines the range of TD interventions available to organizations.

## 2. OBJECTIVE OF THE STUDY

The prime concern of the present study is to review the prominent and relevant literature of past researches pertaining to talent development so as to probe the notion, meanings and approach to talent development and highlight the constraints confronted by organizations and the employees in the direction of a framework based on talent. The study also examines the range of development tools available to organizations. The aim of the study is also to offer a base for identifying opportunities so as to provide better guidance for further research into this domain.

## 3. RESEARCH METHODOLOGY

This study is qualitative in nature. Research papers published in the period between 1987 to 2016 are taken into account. Secondary data has been accessed from review of literature as well as from various journals and articles. The articles have been accessed from online databases i.e. scholar.google.co.in, National HRD network, emeraldinsight.com, elsevier.com, sciencedirect.com, researchgate.net, academia.edu and data available in books are collected in order to carry out an in-depth analysis.

## 4. WHAT IS "TALENT"?

Collings and Mellahi (2009) claimed that talent contributes significantly to the overall organizational accomplishment. But what is "talent"? A discourse on talent development would be impaired in the absence of an interpretation of the term "talent". Talent in broad terms relates to the aptitudes, abilities or the art that a person acquires in a certain profession or domain.

Howe *et al.*, (1998), Tansley (2011) and CIPD (2007) revealed that the word 'talent' has been used since ancient times; and also stated that it has different understandings and perceptions, all of which depend heavily on situations, persons, and organizations. This is consistent with researches of Iles *et al.*, (2010) who pointed that talent cannot esvaried meanings to diverse persons, organizations, establishments, etc. However, (Williams, 2000; Michaels *et al.*, 2001; Tansley, 2011; and Gallardo-Gallardo *et al.*,

2013) stressed that a distinct knowledge of the meanings, descriptions and notion of the term 'talent' is critical for the progress of establishments.

Principally, talent is often understood from either an **objective** perspective (*characteristics of people as talents*) or a **subjective** perspective (*people as talents*). Some researchers hold an objective perspective of talent, which portrays the characteristics of being talented instead of talented people. Aptitudes (Thijssen & van der Heijden, 2003), proficiencies (Thijssen & van der Heijden, 2003; Ulrich, 2007; Lehmann, 2009; Siikaniemi, 2012) and organizational abilities (Claussen *et al.*, 2014) are few of the key attributes expressing talents from an objective perspective. Michaels *et al.*, (2001) portrayed talent as entirety of an individual's skillsets, his inherent powers, abilities, level of knowledge, understanding, expertise, caliber, rationality, demeanor, behavior, personality and zeal. Talent was defined by Gagne (2000) as supreme expertise of organized and consistently cultured qualities or expertise. On the other hand, some of other interpretations with subjective perspective relate to great-performance workers (McDonnell *et al.*, 2010), highly-promising workers (McDonnell *et al.*, 2010), persons who can produce substantial contribution to the present as well as prospective achievement of the organization (Stewart & Harte, 2010; Morton 2004), individuals who can fulfill present as well as future leadership criteria (Rhodes *et al.*, 2008), and managers as a whole (Sheehan, 2012). Zikmund (2000) described talent as all those individuals who can accelerate organizational effectiveness either by means of their instant endeavour or eventually by displaying the highest degrees of excellence.

## 5. DEFINING THE SCOPE OF TALENT DEVELOPMENT

Organizations have been continuously emphasizing that they wish to manage and develop talent. However, researches have shown that the notion of talent development is conceived diversely in various organizations with varying degrees. Few academicians consider it as interchangeable with HRM and the issues

of what talent denotes and in what way organizations need to manage them are yet a matter of discussion (Collings and Mellahi 2009).

There is unexpectedly scant printed papers and articles that focus on global talent development problems and defines the dimensions and outlines the peripheries of the notion (Cohn *et al.*, 2005; Garavan *et al.*, 2009; Younger and Cleemann, 2010; Cook, 2010). It is recognized, nevertheless, that talent development (TD) is a key element of global talent management (Barlow, 2006; Novations, 2009; Cappelli, 2009; Scullion and Collings, 2011; CIPD, 2011; Garavan *et al.*, 2012).

In HRM and HRD publications, talent management (TM) is more than ever being mentioned about (Berger and Berger, 2003; Stahl *et al.*, 2007; Cappelli, 2009; Burbach and Royle, 2010; Collings *et al.*, 2011). It is a prominent, even "imperative" subject across the globe (Barlow, 2006; Birschel, 2006; Jenkins, 2006; Berry, 2007; Powell and Lubitsh, 2007). Dessler (2009) viewed TD as a crucial constituent of talent management, which is a bunch of organizational methods and practices (McDonnell *et al.*, 2010; CIPD, 2011) that describes how organizations lure, choose, engage, train and handle employees in an optimized and planned manner (Scullion and Collings, 2011). These two notions are also frequently related to, and occasionally used mutually (Lewis and Heckman 2006) with, career development (Collings *et al.*, 2009), which features a continuing range of training and associated exercises that determine the success and fulfillment of an individual's profession (Dessler, 2009).

According to Evans *et al.*, (2002) talent development aims at evolving leaders through processes such as 360-degree feedback, networking, coaching, training, job assignments, action learning, mentoring and challenging employees. Davis *et al.*, (2007) defined TD as the manner of transforming an organization, its workforce, its various stakeholders, and set of persons within it, by way of meticulously organized and impromptu training, with an objective to have an edge for the organization. Mehdiabadi *et al.*, (2016) defined TD as an all-inclusive system comprising of a

set of principles, tasks, and procedures focused at enhancing the interested and competent employees for the mutuality of individuals, host organizations, and community at large.

According to Garavan *et al.*, (2012) talent development emphasizes on the planning, selecting and execution of development techniques for the talented individuals to make sure that the organization has the present as well as forecasted inventory of talent to achieve business goals and the development tasks are in sync with the talent management programs of the organization.

Thunnissen *et al.*, (2013) stressed that talent development coupled with talent attraction and engagement are considered as the three principal techniques or processes in TM. Pruis (2011) stressed that talent development is a long term, holistic and comprehensive process that keeps the organization stable, progressive and creative. Therefore, Neal and Sonsino (2012) concluded that the existence of the organization counts on their creativity in practices, procedures, products and leadership. Ketter (2010) recommends that as organizations strive in new marketplace with limited resources, talent development remains a requisite for them.

Stahl *et al.*, (2012) asserted that "one of the major issues being faced by the corporates worldwide is to create and maintain a strong pool of talent" and one definite way of creating talent pipeline is in the form of talent development. Govaerts *et al.*, (2010) in his study revealed that organizations need to implement talent development systems if they intend to retain their employees. He also stressed that organizations should allow staff members to learn new things and practice what they are well-versed in. Gandz (2006) revealed that talent development practices are usually carried out by establishments to make sure that there is no talent deficit, to assure envisioned progression instead of substitution, and to brand the organization like a talent magnet in the corporate world.

### **Inclusive versus Exclusive approach toward talent development**

The inference of inconsistencies in interpretation

of talent implies that it can mean whatsoever firms and establishments would like it to imply (Gallardo-Gallardo *et al.*, 2013) and consequently, this perception of talent decides which set of worker sought to be developed. Few establishments, for example, will involve all grades of employee in their definition of talent, whereas others will concentrate on handpicked ones only.

Iles *et al.*, (2010) have pointed out disagreement regarding what talent may comprise of for the purpose of developing the talent of any individual. Consequently, two approaches to talent development were identified: an exclusive approach which centralizes on crucial tasks, profiles and trains them to perform these responsibilities and an inclusive approach that centralizes on developing all budding staffs; this eventually leads to maximum advantages for the establishments (Pruis 2011).

Talent can be seen as being exclusive to some great-performance workers or as a characteristic that every workers exhibits in a certain degree and that can be cultured and evolved by way of different mechanisms (Lewis and Heckman, 2006; Collings and Mellahi, 2009). Downs & Swailes (2013) asserts that approaches pertaining to talent are usually an exclusive process concentrating on a small fraction of workers in an establishment termed as key players or stars; regardless of the truth that "talent persists at every level of employees, development processes in establishment concentrate mostly on top executive and administrative positions"

Berger and Berger (2003) advocates inclusive approach and believe that every individual has one talent or the other that can be determined and unleashed. Nevertheless, they recommend that an establishment that facilitates talent management effectively classifies workers and emphasize development investments in key, great-performance and highly-promising employees. Baum (2008) stressed that management should apprehend talent from inclusive perspective, to ensure that all employees are considered based on their ability to assume additional duties and assignments and be elevated within their department and in the broader sense organization.

The scientific data advocates a blend of

approaches in establishments. A CIPD (2011) survey concluded that several establishments have opted for an exclusive approach which concentrates on grooming top executives only. There has been a great deal of emphasis on huge potential, future stars, prospective managers and go-getter. The exclusive approach implemented by Somerfield Ltd (Cook and Macaulay 2009) assisted the organization in creating a bench strength of budding leaders.

Cook and Macaulay (2009) revealed that a more inclusive approach was implemented by Electrolux Ltd, wherein every staff member is regarded as talented. They recommend that not merely the high promising workers need to be focused upon. Mere concentration on handful employees who are selected, groomed, compensated and taken to next level can result in discouragement and inefficiency of rest of them and they may not get an opportunity to be promoted to leadership positions. Although the McKinsey Consulting Group in the beginning strongly favoured an exclusive technique to developing, currently they recommend an inclusive technique which aims to develop not only "A players" but "B players" as well (Ernst & Young, 2010). Yet, comparatively lesser number of organizations implements inclusive technique. A survey conducted in Public Personnel Management (Reilly, 2008) clearly indicates that inclusive techniques are prevalent in state owned enterprises. Bersin (2010) views this inclusive approach as a kind of talent segmentation but with credit that entire staff members contribute in the organization. Christensen *et al.*, (2010) stated that this kind of approach is in accordance with an innovative perspective. Such approach implies that every employee must be viewed talented in view of his capability for innovative thinking.

To surpass the drawbacks of these approaches, Van der Sluis and Van De Bunt - Kokhuis (2009) advocated the mixed approach that facilitates organizations to derive the benefits of these two models. Ford *et al.*, (2010) further reveals that a mixed approach to development would eventually be most appropriate when it comes to equity, impartiality and staff encouragement.

There is significant discussion about the pros and cons of exclusive and inclusive approaches; but, it is important to realize the manner in which both techniques affect organizational profitability and the commitment of staffs that are ignored in an exclusive technique.

### **Modus Operandi - Make Versus Buy Approach Toward Talent Development**

Brewster *et al.*, (2007) revealed that due to unfair and illegal acts like poaching of talents, establishments have lost some of their talented staffs to their rivals and have been left with an option to either *train or attract* other staffs in order to thrive as well as survive. However, there is no clarity whether organizations should concentrate more on hiring and recruitment or developing of talented employees (Briscoe and Hall 1999). *Make or buy* approach has been an object of continuing discussion among management scholar in the literary works (Cappelli, 2008; Cappelli & Keller, 2014). Pfeffer (2001), as one of the patrons of 'make' approach, cautions that sheer consideration to hire and engage and overlooking the development of talent might weaken the establishment in the long run. Furthermore, according to Garavan *et al.*, (2012), concentrating on procuring talents from the outside is less fruitful in the longer term; on the contrary, establishments must practice the policy of developing talented employees internally, with a view that staff members have sector and business-related know-how and expertise (Lepak and Snell, 1999) so that he remains in competition. Consequently, for the purpose of realizing their mission and goals, establishments have to aim at staff development.

### **6. TALENT DEVELOPMENT TOOLS**

Organizations rely on a set of tools for the talent development. The particular technique for organizations is based on strategic goal, learning requirements, availableness of resources, etc. Based on McCauley *et al.*, (2010), the kinds of programs utilized to develop talent by organizations may be classified into these distinct groups: developmental assignments, feedback processes, developmental relationships, formal programs and self-development activities.

## Developmental Relationships

Bonding and relationships are considered an extremely strong determinant of growth and advancement as these are a great basis of evaluation, obstacles, support and guidance (McCauley and Douglas, 2004; Rock and Garavan, 2006). As stated by Higgins and Kram (2001), developmental relationships are treated as a bonding in which one person cares about the progression of the career of another person. Novations(2009) and CIPD (2011) specified that these are undertaken extensively for developing strong promising talented people. Lombardo and Casey (2008) concluded that the techniques in these activities entailed a frequent interaction among definite designer-driven learning actions, learner-driven actions, communication among themselves and learner action and reasoning handling. These activities vary from those which are evolved instinctively in the work station and in different facets of human activity (such as mentors and role models) to such which are deliberately oriented to encourage and promote learning (such as professional coaches and social identity networks). One more extremely prominent technique premised on relationships is the community of practice (Wenger, McDermott, and Synder, 2002; Saint-Onge and Wallace, 2003). They include a set of people, usually from a particular establishment, having similarity in acumen and tasks however engaged in multiplied visions or territories. These people get together for knowledge sharing, to discuss ideal procedures, enrich one another and guide each other since they are confronted with similar kinds of problems.

## Developmental Assignments

Pushing employees vertically above in the organization has remained a general approach of exposing them to new problems and difficulties, however the more intentional use of lateral movements and temporary tasks is more commonly an important aspect of employee development practices (McCauley, 2006; Yost and Plunkett, 2009). Job rotations, secondments, project assignments/stretch assignments and job moves (multinational assignments and nationwide transfers) enable employees to learning

through experience – by handling day-to-day issues and challenges. Evans *et al.*, (2011) revealed that such orientations give employees the chance to discover varied organizational, societal, cross-cultural and work practice scenarios. As a matter of fact, studies have time and again revealed that challenges lead to on-the-job learning (McCauley *et al.*, 1994; DeRue and Wellman, 2009; Dragoni *et al.*, 2009), which leaders regard as a main source of knowledge (Morrison *et al.*, 1987; McCall *et al.*, 1988).

Action learning team is probably one of the highly organized types of developmental assignments. It is a series of development mechanisms where crucial real-life issues pertaining to an organization is addressed. Three types of goals are aimed at: delivering quantifiable business outcomes, conveying learning unique to a specific background, and developing broader management competencies and proficiencies (Palus & Horth, 2004). Meaningful action learning may stretch from implicit, simple learning at job to orientated and substantial-impact learning activities to revolutions of individuals and establishments (Marsick, 2002).

## Feedback Processes

While feedback instinctively takes place in the course of human dialogue in organizations, but sincere response regarding one's conduct, abilities, and influence on other people is uncommon and irregular in most of the establishments. For managers to obtain constant, premium-class response, employee advancement mechanisms must incorporate formal feedback practices.

Coleman (1987) defined assessment center as “a series of testing techniques aimed at allowing applicants to display, in normal circumstances, the competencies and capabilities that are crucial to be successful in a particular task”. The results of the assessment center process can be used for employee selection or development.

360-degree feedback employs a meticulously framed tool (questionnaire) and gathers views in an organized manner regarding an individual's performance from a broad set of persons (colleagues, subordinates, clients and other stakeholders). Chappelow (2004) lately concluded

that probably the most noteworthy drift in the domain of employee development in the last two decades might have been the universality and acceptance of 360-degree feedback. People termed it as the most remarkable management innovations in the last 20 years (London & Beatty, 1993; Atwater & Waldman, 1998). This mechanism gives better results if it begins with managers at the *top* of the hierarchy and flows downward all through the organizational structure.

### Formal Programs

This technique involves participation to business events, executive education and formal education. Examining its goals, Rothwell and Kazanas (2003) put forward a demarcation between employee education that concentrates on transforming people to assist them groom for job progression *vertically* (up the chain of command) or *horizontally* (across a range of specialized skill) and staff training that is a short-period, transformation endeavor aimed at enhancing productivity at an individual level.

### Self-Development Activities

Organizations may provide a plethora of self-activated programs to develop leaders. Books, articles, newspaper, magazines, manuals, journals, reports, publications and online materials act as a primary source of learning and awareness for employee members. Distinguished personalities, eminent speakers, guest lectures, seminar, conference and workshops give an opportunity to experts, wizards and veterans who can share ideas and keep abreast with the recent technological advancements and developments in the industry. Attending seminars, conventions and trade shows also provides orientation to contemporary ideas and concepts and latest developments, as well as networking with like-minded people who are continuous source of learning and guidance. Events that encourage and energize knowledge sharing and dialogue beyond management levels – fireside chats, town hall meetings, staff meetings, conclaves, etc. can well be considered as an important component of the employee advancement mechanism as these expose employees to various aspects, strengthen

institutional core values, and promote open-mindedness, positiveness and transparency. These flexible chunks of learning are less-time taking, are accessible whenever learning is required, and available in abundance.

## 7. CONCLUSIONS

On the basis of this review of the domain of talent development, a number of tentative inferences can be concluded. Talent development is a considerably under-developed and less-researched topic. It is consistently regarded as an important constituent of talent management process, which in turn is put forward as one of the top most challenges encountered by the organizations these days. Though talent is limited and economic downturn has compelled few organizations to put talent development to the off stage, yet it is requisite for every organization. For talent development to be effectual there is no universally-accepted approach. However, the broad array of development tools needs to be considered to determine its suitability.

From four point of view there is scope in the talent development concept. A universally accepted definition of talent development and its scope need to be further researched. There can be no convincing manner of distinguishing talent, so talented individuals might be unnoticed, or those selected may not have the competence they initially appeared to have. Furthermore, there is one area about which there is no unanimity, and this concerns who all employees of the organization should be taken into consideration for the talent development program. There is proof that the new approaches to talent development are emerging: an earlier focus on exclusive models that intended to identify and develop top management talent (A players) is giving way to a realization that A players need to be part of productive and talented teams, and these teams, consisting of 'B players', can be found at all levels of the organization, and indeed in supplying or partner organizations. Inclusive approaches may therefore dominate in the second decade of the 21st century, much as exclusive approaches did in the first decade. The inclusive, as opposed to exclusive approach must be

implemented. This assures optimum use of a number of critical issues regarding which talented people and positions organization in employee needs to be developed, to what extent gaining an edge over the others. The paper raises and in which manner.

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## Mapping of Expectations and Experiences of the Tourist Staying at HPTDC Hotels

*Anil Kumar, Neeraj Aggarwal & Vishal Kumar*

Tourism in Himachal Pradesh is not a new concept. Its history goes back to Hiuen T-Sang, the Chinese traveller, visited India and made important observations about Jalandra, Kuluta and Srugna. Apart from Hiuen T-Sang many more foreign travellers have left interesting account of their tours to various parts of the hilly state of Himachal. William Moorcraft has described beautifully the power of various Rajas, economic and social conditions, art and architecture, painting, climate, scenic beauty, flora and fauna of the hill state.

Tourism as an Industry began to develop in Himachal Pradesh only in the 19<sup>th</sup> century, when the British started founding hill station for the rest and peace. Himachal gained International name when British declare it summer capital in 1864. With the reorganization of the states in 1966, tremendously rich tourist potential areas like those of Kullu, Manali, Kangra, Dharamshala, Shimla, Chail and Dalhousie came over to Himachal Pradesh. The development of tourism in Himachal Pradesh began with the starting of the Second Five-Year Plan. Most of the tourists visit Himachal Pradesh for its natural and scenic beauty. (Singh, Daleep 2002).

Himachal Pradesh is a delightful state for visitors particularly during the hot season when people flock to its hill stations to escape the scorching heat of the plains. In terms of tourism the State has an immense resource of natural / scenic, and cultural wealth to offer. The snow peaked mountains, glistening rivers, serene environments, ideal climate and a peaceful lifestyle, all combine to make Himachal a

magnetic attraction. The state is rich in Tribal Culture, Languages, Folklore, and Dress forms, special Himachal cuisine other than off course the rich bounty of natural beauty. The State has all elements to attract various segments of tourist population. But what we still need is better accessibility and tapping of the right potential markets. (Bansal, 2006)

Himachal Pradesh, as compared to the other states of India has a unique and strategic geographical location and many other favorable geo-environmental conditions for tourism development. This state, nestled in the Himalaya, offers a variety of attractions to domestic as well as foreign tourists. Tourism has already been declared an industry in the state. Investors looking forward to invest in tourism can expect substantial returns in this otherwise industrially backward and far-flung state that other industries avoid due to its remoteness, topography and environmental fragility. Himachal Pradesh is the only state where systematic steps for the development of tourism have already been initiated. As the people are benefiting by its direct or indirect influences at this early stage, such actions have been welcomed by all and sundry. Himachal is indeed a paradise for tourists and nature has bestowed upon her unique beauty. Lush green valleys, snow covered Himalayan ranges, a serene, peaceful, hospitable and comfortable environment, and a rich cultural heritage are some of the attractions, which tourists will hardly find elsewhere to satisfy their hedonic urges. Himalayas are the Unique Selling product

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and a strong spinal support for the state of Himachal Pradesh in Northern India. They have also given the area an enormous geographical spectrum and unique and unparalleled treasure and is hard top parallel elsewhere in the world. In tandem with this diversity, comes a vast

range of flora and fauna. The outer fringe of Himachal is formed by the Shiwalik hills, which are, characterized by Shallow valleys and low dense Scrub forests. The mid ranges have the majestic Himalayan Cedar and spruce followed by alpine meadow intervening ranges close to the snow clad peaks of inner Himalayas.

### Tourist arrivals In Himachal Pradesh

**Table 1 Domestic and foreign tourist arrival in Himachal Pradesh (1993 to 2017)**

Year	Bilaspur		Chamba		Hamirpur		Kangra	
	I	F	I	F	I	F	I	F
1993*	9148	30	73524	25	19390	1	118754	4335
1994*	10839	155	131696	359	13086	19	141211	11345
1995*	11578	247	115016	423	12396	-	106233	9633
1996*	22967	208	144618	968	18089	17	135303	11425
1997	435401	321	293853	1202	23356	16	590257	13310
1998	459166	337	322433	1477	21620	18	646720	17689
1999	473823	584	334650	1562	22837	26	669870	22019
2000	464547	834	358851	1862	26982	70	690922	26344
2001	499294	815	400193	1616	33328	170	799757	28441
2002	477201	166	357060	1211	21786	54	828653	29060
2004	584706	87	450803	1466	41532	92	1012567	38713
2005	634781	128	448473	1617	42670	0	1080520	40923
2006	682353	126	493567	1952	47454	28	1133314	47412
2007	728666	325	559831	2504	124244	41	1245088	60377
2008	683761	190	644309	3953	279745	53	1275155	70819
2009	886495	170	686136	3353	432433	34	1403963	75549
2010	962061	86	786163	3253	554970	12	1631232	91709
2011	1093317	104	817477	2191	630108	4	1813686	98962
2012	977502	134	954518	974	683202	3	2190302	115109
2013	1145212	172	994023	663	729178	4	2098028	102595
2014	1241267	156	1090874	970	753185	8	2230888	102479
2015	1368807	350	1122894	1197	855263	4	2396970	112843
2016	1431831	440	1162267	823	906914	12	2528837	123895
2017	1616925	446	1180949	828	980611	02	2684948	138341

Year	Kinnaur		Kullu		Lahaul and Spiti		Mandi	
	I	F	I	F	I	F	I	F
1993*	559	185	430103	2517	1244	323	78940	1727
1994*	1245	1029	537167	14420	1029	1988	84344	5843
1995*	1280	638	425878	13856	1500	11111	73407	1770
1996*	2060	1746	383813	12390	5118	11751	81771	2979
1997	3137	2373	717018	15793	11661	13171	147569	3360
1998	3874	2758	795282	17613	12563	15054	160704	4088
1999	3198	983	838940	27597	13876	10185	168704	5654
2000	3763	648	894806	33244	18639	12994	185436	6454
2001	7370	1830	1001296	41891	23963	17709	233249	6845
2002	9629	3439	1072695	48352	28175	20130	224554	2240
2004	14219	4609	1477324	69649	40897	28615	269479	3581
2005	10098	2059	1641007	67933	44148	22997	337105	5122
2006	231228	12212	1867984	89751	52107	31525	375438	5417
2007	55158	24258	1962424	102654	85749	40080	465137	6815
2008	147754	20773	2001674	112910	172931	41398	603086	9154
2009	271287	13811	2224649	119514	251415	65101	869904	8070
2010	384936	18742	2395990	133707	362660	59125	1006418	10485
2011	467186	17860	2659527	138488	470815	73040	1184335	9813
2012	445334	14860	3082545	143900	396662	47413	798461	9068
2013	123178	3282	2766709	119341	114726	4897	874139	9663
2014	26497	2084	3187436	104309	85282	5111	936532	9189
2015	117216	2695	3314463	109468	86591	4612	1086231	10478
2016	97864	2863	3515169	122064	100759	15278	1152614	11181
2017	463771	2609	3732044	133057	104645	14275	1231968	10072

Year	Shimla		Sirmaur		Solan		Una	
	I	F	I	F	I	F	I	F
1993*	519463	2746	18401	36	170841	247	15090	22
1994*	541107	7231	20664	38	221010	2180	16259	42
1995*	568436	8082	17678	-	210481	2083	19807	60
1996*	623383	7899	20158	08	147000	1903	17220	66
1997	818510	10482	258623	195	164762	2145	369273	159
1998	898993	13515	284884	214	199311	2346	394811	102
1999	943503	19188	292273	507	186033	3001	405137	138
2000	1038975	24285	317074	821	206117	3491	364057	204
2001	1136063	31022	344423	1097	240619	1580	392217	12

2002	1227710	37860	346321	676	236715	1164	128418	31
2004	1597246	55382	393596	726	288546	1424	174154	0
2005	1757307	64752	428859	779	314595	1480	188179	0
2006	1971417	90407	470926	750	346856	1947	207358	42
2007	2095946	98839	514752	1048	373447	2419	271546	49
2008	2061539	112917	575798	1785	480125	2693	446820	91
2009	2175314	108981	653668	2090	586388	3811	594920	99
2010	2485564	127737	748599	2712	673932	5780	819461	268
2011	2818270	134167	872597	3142	801234	6464	976336	283
2012	3195332	158671	948654	3088	867890	6818	1105646	246
2013	2992991	164006	840634	3009	850825	6476	1185943	141
2014	3193637	156235	899226	3112	913732	5766	1366145	280
2015	3261152	154155	1016060	3377	1072486	6692	1426912	237
2016	3416629	165476	1059618	3558	1117837	6973	1507411	207
2017	3318829	162168	992352	2522	1225105	6454	1598394	218

\*Exclusive of religious tourists

**Source:** From records of Dept. of tourism and Civil Aviation, Himachal Pradesh available at <http://himachaltourism.gov.in/>

## LITERATURE REVIEW

Himachal Pradesh being one of the famous tourist destinations has attracted many scholars to undertake their researches but there is a lack of enough literature available on Himachal Pradesh. Tourism being one of the newest disciplines in the academics.

Kapoor (1976), has studied on Tourism as an Instrument of Economic Development with special reference to Himachal Pradesh. The main objective of this study was to analyze the role of tourism industry in the overall economic development of the state and formulation of the strategy for the promotion of tourism. He has concluded in this study that tourism in Himachal Pradesh as a district product presents a vast potential. This is perhaps one of the industry whose development ensures the simultaneous development with a number of other related industries. The authorities associated with this trade throughout the world are now adopting new techniques for promotion of tourism. Singh (1978), studied on the Economic Potential of Tourism in Himachal Pradesh with special reference to Shimla. The

main objective of this study was to analyze the various economic aspects of tourism with regard to the employment and income generation. The data has been collected through both primary as well as secondary sources. The findings of this study are that there is an unexplored area of tourism in Himachal Pradesh. There is enough scope and vast potential for the tourism development due to hilly areas and natural resources, which can help to generate employment and income as well as foreign exchange. Amar Chand (1982), conducted a study on the Economic Potential of Tourism in Himachal Pradesh with special reference to Kullu & Manali. The main objectives of this study were to discuss upon the various facilities available to the tourists and to know the difficulties faced by these tourists during their stay. For this purpose the primary as well as secondary sources of information has been used. It is concluded from this study that the tourism industry must be adopted proper planning, co-ordination, entrepreneurship and legislation to develop tourism and attract more and more tourists towards to this valley. Tourism can be

developed at best if it is formed as an integral part of the overall development. Gautam, N. (1987) has conducted a study on problem and prospects of tourism in Shimla. In her study she had pointed out the problems of traffic and congestion in Shimla. She also pointed about the growth of heritage tourism in Shimla. Gupta, S. (1988) has conducted a study on the financial performance of H.P.T.D.C. Lal Virender (1988) also conducted a study on H.P.T.D.C. Singh, Mian Goverdhan (1989) has written a book on Himachal Pradesh. This book can be considered as one of the best efforts on history and culture of Himachal Pradesh. Tyagi Archana (1989) had made an attempt to study the development and potential of tourism in Himachal Pradesh. The main objective of her study was to critically examine the performance and development of tourism and to identify tourism potential in the state. To achieve this objective the data has been collected by both primary as well as from secondary sources. The findings of this study reveal that Himachal is pleased with all the ingredients, which make a state a tourist state. Besides all the tourists attractions, this state could not achieve the name and fame. Bhatt Rajesh (1989) also conducted study on H.P.T.D.C. Bansal, S.K. (1990) has conducted his study on Kangra Fort where he had described the impact of Turkish Sultans on Kangra Fort. Saxena, B.R. (1999) has conducted study on fairs and festivals of Himachal Pradesh. His study was focused on fairs and festivals of Rampur Bushehar and surrounding areas. He also made a socio-economic and cultural analysis of fairs and festivals of Himachal Pradesh. In his study he also pointed out about the touristic importance of fairs and festivals. Sharma, C.S. (1992) has conducted a study on H.P.T.D.C. with special reference to its organizational structure. Thakur, D. (1991) has conducted his study on the tourism in Himachal Pradesh. In his study he has taken a case study of Shimla town where he has described the Shimla as a tourist destination, present trends and future perspectives. Mahajan, A. (1992) has conducted a study on tourism in Kangra valley with its developmental

potential and problems. He was of the opinion that Kangra is blessed with immense tourist potential but the problem is related with marketing of this. And moreover, he also pointed about the poor accessibility of destinations. In his study he has listed various cultural and heritage resources of Kangra valley including Masroor Temple. Kumar Satish (1997) conducted his study on Forts and their importance in the history of Himachal Pradesh. Chauhan Suman (1997) conducted study on social organizations and land control; a study of the role of temples in Kullu and Shimla. Singh Yoginder (1998) has undertaken his study on tourism in Himachal Pradesh with a case study of H.P.T.D.C. In his study he has evaluated the tourism industry in Himachal Pradesh. He pointed out that Himachal Pradesh is having immense beauty in addition to this Himachal is also rich in its culture and heritage, which can act as tourism products. He has conducted his study with a sample of 150 tourists and presented a lot of practical recommendations. Manoj Sharma (2007) discuss the concept of the Public Private Partnership (PPP), its origin, need for the PPP, existing experience on the PPP and implementation of the tourism related projects through PPP. It also enlightens Public Private Partnership scenario worldwide, in India and in the State of Himachal Pradesh of the tourism related projects..

#### OBJECTIVE OF STUDY

- 1) To identify the customer satisfaction level in tourism services quality provided by HPTDC.
- 2) To identify and measure relationship between customer satisfaction and tourism service quality attribute at HPTDC.

**RESEARCH METHODOLOGY:** Paired sample t-test was used to find out the expectation and experiences among the tourist visiting Himachal Pradesh and staying at HPTDC hotels.

**Table 1.1: Paired Samples Statistics**

		Mean	Std. Deviation	Std. Error Mean
Pair 1	Himachal Pradesh is a True Holiday Destination (expectation)	4.64	.608	.030
	Himachal Pradesh is a True Holiday Destination (experience)	4.56	.666	.033
Pair 2	Himachal is a safe destination (expectation)	4.54	.696	.034
	Himachal is a safe destination (experience)	4.42	.728	.036
Pair 3	Himachal is having a wonderful Heritage and Scenic Beauty (expectation)	4.62	.657	.033
	Himachal is having a wonderful Heritage and Scenic Beauty (experience)	4.48	.745	.037
Pair 4	Himachal Pradesh is a tourist friendly place (expectation)	4.50	.752	.037
	Himachal Pradesh is a tourist friendly place (experience)	4.34	.817	.040
Pair 5	Ample adventure activities are available in Himachal Pradesh (expectation)	4.23	.857	.042
	Ample adventure activities are available in Himachal Pradesh (experience)	4.04	.899	.045
Pair 6	Reaching Himachal is easy (expectation)	4.14	.911	.045
	Reaching Himachal is easy (experience)	3.99	.914	.045
Pair 7	Himachal Pradesh is a clean destination (expectation)	4.34	.792	.039
	Himachal Pradesh is a clean destination (experience)	4.23	.891	.044
Pair 8	Mountains and trails are very good (expectation)	4.60	.622	.031
	Mountains and trails are very good (experience)	4.43	.762	.038

**Table 1.2: Paired Samples Correlations**

		Correlation	Sig.
Pair 1	Himachal Pradesh is a True Holiday Destination (expectation vs. experience)	.750	.000
Pair 2	Himachal is a safe destination (expectation vs. experience)	.604	.000
Pair 3	Himachal is having a wonderful Heritage and Scenic Beauty (expectation vs. experience)	.638	.000
Pair 4	Himachal Pradesh is a tourist friendly place (expectation vs. experience)	.693	.000

Pair 5	Ample adventure activities are available in Himachal Pradesh (expectation vs. experience)	.586	.000
Pair 6	Reaching Himachal is easy (expectation vs. experience)	.586	.000
Pair 7	Himachal Pradesh is a clean destination (expectation vs. experience)	.553	.000
Pair 8	Mountains and trails are very good (expectation vs. experience)	.601	.000

**Table 1.3: Paired Samples Test**

		Paired Differences				t	Sig. (2-tailed)	
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference			
					Lower			Upper
Pair 1	Himachal Pradesh is a True Holiday Destination (expectation vs. experience)	.074	.454	.022	.029	.118	3.237	.001
Pair 2	Himachal is a safe destination (expectation vs. experience)	.123	.635	.031	.061	.184	3.901	.000
Pair 3	Himachal is having a wonderful Heritage and Scenic Beauty (expectation vs. experience)	.147	.601	.030	.089	.206	4.940	.000
Pair 4	Himachal Pradesh is a tourist friendly place (expectation vs. experience)	.162	.618	.031	.102	.222	5.289	.000
Pair 5	Ample adventure activities are available in Himachal Pradesh (expectation vs. experience)	.181	.800	.040	.104	.259	4.579	.000
Pair 6	Reaching Himachal is easy (expectation vs. experience)	.152	.830	.041	.071	.233	3.697	.000
Pair 7	Himachal Pradesh is a clean destination (expectation vs. experience)	.113	.801	.040	.035	.191	2.845	.005
Pair 8	Mountains and trails are very good (expectation vs. experience)	.172	.631	.031	.110	.233	5.493	.000

\* degree of freedom = 407

**Conclusion:** Hotel industry which is demonstrating a growth rate of around more than 5% a focus is required upon the Customer Satisfaction. Today's competitive business environments have made quality as one of the most important sources of competitive advantage for the tourism business enterprise/destination. Many leading quality organizations have started to exploit opportunities to face situations and recognized the importance to have systematic processes to manage quality to gain and maintain competitive position. It is no longer sufficient just to maintain a business, it is necessary to move forward if a business wants to achieve a sustainable future. The tourism organizations like HPTDC are aware of and interested in quality improvement

in tourism, the employment of inappropriate tourism quality systems has been associated with the major source of current quality problems in tourism. These problems are reflected in an increasing number of customers dissatisfied with their total tourism experience. Research conducted at HPTDC Hotels reveals that tourist experience was lower than what was actually expected, but the difference is not much, but significant, which can be almost negligible. Customer care, improvements in efficiency, effective marketing, benchmarking, staff training and development are all vital for survival and competitiveness in a changeable business environment. Customers' perceptions of service quality have an impact on customer loyalty. Consumer satisfaction acts as a mediator among service quality and client loyalty.

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# Significance of Ecotourism in Developing Countries: A Paradigm Shift Towards Social Transformation in Marginalized Sectors

Remya R Kumar, Manoj Edward & Tinu Tresa Thomas

## ABSTRACT

The emerging fields of ecosystem are increasingly recognizing the importance of understanding the actual impacts of ecotourism ventures on the ecology as well as on the lives of the people living in and around the environments in which ecotourists frequent. This research note considers the ways in which benefits gained from Protected Areas are distributed across time and space among the representative species and the local inhabitants of Periyar Tiger Reserve (PTR), one of the best managed Protected Areas in India. Even though PTR has been earning praises and applause globally; it has been seen that there is a rampant increase in the number of tourists visiting the park over the years, hence it is important to understand whether this growth in tourism has affected the wellbeing of local community and native wildlife species.

**Keywords:** Protected Area, Ecotourism, Impact, Revenue, Community, Ecology, Dung Density.

## 1. Introduction

The Periyar Tiger Reserve (PTR), akin to most of the protected areas, is located in lands less suitable for human use but houses immense scenic value (Scott et al., 2001a, b). Over the years, this scenic value has brought in humans interventions to these pristine areas, and these external interferences has definitely intervened with the life of the flora, fauna and the tribal folks of these regions. Studies have shown that land use change, construction of dams, and a myriad of other anthropogenic forces outside protected area (PA) boundaries potentially affect ecological processes within PAs, such as movements of organisms, water availability, forest fires and other disturbance regimes (Karanth and DeFries 2010).

Ecotourism has been defined by Black and Crabtree (2007, p. xxvii), as “a force within the industry that, in its very essence, aims to minimize tourism’s negative impacts whilst

maximizing tourism’s positive impacts”. Even though the negative effects due to ecotourism are smaller in scale, it is essential to understand the impact smaller in scale than external effects such as energy prices and terrorism, ecotourism represents a relatively large internal intervention in the global tourism industry, and one which has now been continued for an extended period (Buckley 2009). There are studies which point to reduction or loss of many species in protected areas from habitat loss, hunting, disease and other factors (Gaston et al., 2008). These losses threaten to negate the progress in bringing additional areas under protected status in the last few decades (Naughton-Treves et al., 1998); hence it is essential that a tab is kept on the impacts of ecotourism on native species, before it is promoted any further.

The topography and the protected areas of Kumily, which houses the Periyar Tiger Reserve, possess high biological value while sustaining high human densities. The Periyar

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Tiger Reserve is instrumental in supporting local livelihood of the tribal community and is thereby highly susceptible to the pressures from growing commercial interest, especially from tourism. The need of the hour is to strike a balance between conservation goals and the requirements of the tourists and local residents. PTR is a perfect example of a park that migrated from exclusionary protectionist approaches to people-inclusive approaches. However, only few studies have been conducted in Eastern nations to understand the impacts of ecotourism on popular local fauna and to gauge its effect on the local community of this region. To fill in these research gaps, this study aims at documenting the practical achievements or outcomes of ecotourism on the local tribal community of Periyar Tiger Reserve, as well as on the ecosystem, by taking into account the job prospects ecotourism has brought to the local community and also by documenting the animal density and dung density of selected species of animals surrounding areas of camp sites. Practical implications and further research are also discussed.

## 2. Literature Review

### 2.1. Ecology and Ecotourism

Protected Areas (PAs) which cover more than 12.7% of the Earth's cover (Bertzky et al., 2012), have long been regarded as an important tool for maintaining habitat integrity and species diversity (Brooks et al., 2004; Butchart et al., 2010; Coad et al., 2008; Rodrigues et al., 2004). However, there is considerable debate on the extent to which PAs deliver conservation outcomes in terms of habitat and species protection (Brooks et al., 2006; Ferraro and Simpson, 2002; Meir et al., 2004). It is often observed that many of the world's PAs exist only as 'paper parks' and this has been a major backlash against protected area (Dudley and Stolton, 1999), lacking effective management capacity, and unlikely to deliver effective conservation (Joppa et al., 2008). For effective wildlife management, prior knowledge of species diversity and distribution is essential, so as to detect significant changes and devise appropriate management interventions. Efficient and reliable methods are required for monitoring

changes in species abundance in protected areas. The literature widely mentions a number of methods which have been tried and tested to estimate the number of various species of wildlife such as trail monitoring, scan counts, camera trapping, visual encounters, photo-captures, signs and dung counts to develop appropriate monitoring programmes for mammals.

One of the pervasive and far reaching revolutions brought about by Protected Areas was the rapid spread of ecotourism. Ecotourism brings new ways of seeing and using people's surroundings to already existing socio-ecological landscapes and creates new boundaries (Forbes 1995, Vivanco 2001, West & Carrier 2004). In spite of the positive thought process behind ecotourism, it often leads to pressure on local resources because of increasing tourists and tourism activities (Panusittikorn & Prato 2001, Puntenney 1995) and this could eventually damage the environment (Carrier & Macleod 2005, Karan & Mather 1985, Quiros 2007, Zurick 1992). Ecotourism can also lead to increased economic expectations on the part of local people (Chapin 1990, Foucat 2002), but it is often reported that ecotourism fails to deliver promises of community-level benefits (Alexander 2000, Kiss 2004, Kruger 2005, and Stone & Wall 2004). Indeed, many argue repeatedly that ecotourism is neither ecologically nor socially beneficial (Carrier & Macleod 2005, West & Carrier 2004), yet it persists as a strategy for conservation and development. The ecotourism projects often focus on some sort of commercialization of plants, animals, places, or peoples (Brandon & O'Herron 2004), but they rarely take local systems of evaluation into account (Sillitoe 2001, West 2005).

Understanding the ecotourism activities in the region and the benefits they bring about to the host communities is a critical factor in ensuring successful management and sustainability of community-based ecotourism. An evaluation of functions and status of ecotourism at site level may contribute in understanding the gaps between ideal scenario and ground-level reality (Bottrill & Pearce, 1995) and this study proposes to fill this research gap.

### 2.2. Indigenous People in Protected Areas

It is often seen among the advocates of environmentalism that humans are seen as

external to ecosystem, and is frequently assumed that environmental crisis as a result of destructive human actions, with a little attention to the local indigenous people who are often victims of development rather than beneficiaries. The eco-development operates within the parameters of wildlife protection and assumes that wildlife conservation is a priority which overrides people's rights to resources within the protected area.

Former World Bank projects, such as the Sardar Sarovar Project, which advocated forced displacement and resettlement of local communities proved to be an utter failure and hence softer options of voluntary resettlement, Joint Forest Management and Participatory Irrigation Management were, introduced (Baviskar 2003). Borgerhoff Mulder & Coppolillo (2005, p. 36) claim the literature on displacement represents a "massive cataloguing of past, recent and on-going abuses." On the ground, human rights and indigenous people's organizations accuse conservation organizations of evicting people from parks (Chapin, 2004; Colchester, 2003; Dowie, 2005; FPP, 2003). During the World Parks Congress in Durban in 2003 (Sustainable Development, 2003, p. 1; IUCN, 2005, pp. 42-45), resolutions recommended that indigenous people should no longer be displaced from national parks (IUCN, 2003, Resolution 24) and that all social costs of park creation should be fully compensated (IUCN, 2003, Resolution 29). The problems associated with relocation were not prevalent in PTR, since Joint Forest Management has been advocated from the initial days of shifting the indigenous tribes to the fringe areas of the forest.

The overwhelming impression protected-area creation leaves in the minds of the local indigenous communities is of restricted access and use of the forest, through legislation, enforcement, and privatization (Greenough 2007, Horowitz 1998, Igoe 2003, Mahanty 2003, Negi & Nautiyal 2003, Santana 1991). This study will analyze the new livelihood opportunities bestowed on the indigenous communities in place of the traditional occupation they had been practicing for ages, which could not be perused any longer due to heavy restrictions and stringent rules on access to forest and forest resources brought through Forest Protection Acts.

### 3. Materials and Methods

#### 3.1. Study Site

The Periyar Tiger Reserve comprises of 925km<sup>2</sup> of forested area in which 881km<sup>2</sup> is core zone, which is completely free from human activities except protection, and remaining 44km<sup>2</sup> is buffer zone, where in all the ecotourism activities happen. The India Eco-development Project (IEDP) was implemented in Periyar Tiger Reserve from 1996 to 2004. The PTR made successful biodiversity conservation through People Participatory Conservation during the project period. For sustaining eco-development initiatives even after the project period, a trust named Periyar Tiger Foundation was established in 2004, which has become a model for the country. The trust in the relationship between the park authorities and local indigenous people were fostered primarily through the IEDP, the major objectives of which was to improve the capacity of the PA management, to conserve biodiversity and to minimize the negative impacts of people on PA and vice versa by increasing collaboration of local people in the conservation effort. To sustain the process of participatory management beyond project period, Periyar Foundation in 2004. The Government of India recognized the success of People Participatory Management practiced in Periyar Model and declared PTR as Field Learning Centre under Biodiversity Conservation and Rural Livelihood Improvement Project.

#### 3.2. Research Methods

In order to analyze the impact of ecotourism on the human inhabitants of the PA, we utilized field study and questionnaire survey and for understanding the effects of ecotourism on native species of fauna indirect evidences and intensive camera trapping method were made use of to understand the population trends of species.

The assessment of economic impacts of tourism takes into account the factual data regarding the involvement of local community members in multiple ecotourism related activities. Survey instruments were developed on basis of a review of literature pertaining to community-based

tourism. This questionnaire included items to analyze the improvement in livelihood and well-being of local community and income generation through ecotourism programmes.

The methodology adopted in this study to document the elephant numbers near the camp sites is the most popularly used dung density documentation technique. Dung density for elephants give estimates that are as precise as those from aerial surveys of elephants (RFW Barnes 2002). Dung density surveys were conducted between September 2016 and September 2017. The sambar deer and gaur deer population was estimated applying incomplete count method, wherein, a part of the population was counted along the line

transects and also the herds found close to the campsites and then extrapolating to the entire population. Camera trap methods were also employed to estimate the animal count, wherein, the entire area of the park was divided into 4km<sup>2</sup> grids and camera traps were deployed in each grid, at a spacing of 1km to 3km and height of 2ft to 3ft.

## 4. Results

### 4.1. Population Trends in Native Species

Indirect evidences of elephant, gaur deer and sambar deer in surrounding areas of camp sites within Periyar Tiger Reserve are given in Table1, which reveals an abundance of all species in the area.

**Table 1: Animal Density of Common Native Species Found Near the Ecotourism Camp Sites**

Elephant (Dung Density) Per Km <sup>2</sup>		Gaur Deer (Animal Density)		Sambar Deer (Animal Density)	
2016	2017	2016	2017	2016	2017
Dung Density	Dung Density	Number	Number	Number	Number
1331.40	1331.40	7/km <sup>2</sup>	13/km <sup>2</sup>	7/km <sup>2</sup>	9/km <sup>2</sup>

The most important animal species from the point of view of tourism are the mammalian diversity, large predators and mega-herbivores (Goodwin & Leader-Williams, 2000; Kerley et al., 2003; Walpole & Leader-Williams, 2002). In this study the animal population near the camp sites is showing an upward trend, which indicates more animal sighting per square kilometer, and this will definitely have a positive impact on the number of visitors to the park and in turn the revenue generated. Major reason for this increase in animal numbers is the intact forest protection strategies that exist amidst the astounding biological opulence of Periyar. It is estimated that more than 2.5lakh people living in and around forest depends on these areas for their livelihood. This livelihood induced forest dependency was a major concern for the management of Periyar Tiger Reserve. The India Eco Development Project (IEDP) envisaged participatory management of Protected Area in association with peripheral village groups. An Eco Development Committee (EDC), titled Ex-vayana Bark Collectors and

Vidiyal Forest Protection EDC was formulated comprising of people previously engaged in illegal activities. Their main livelihood used to be derived from plundering forest resources, poaching elephants and other animals including tigers and sandalwood smuggling. Through tireless efforts this group of ex-forest offenders were gradually brought back to the mainstream and rehabilitated as park protectors. The Periyar Tiger Trail package is a unique eco-tourism package of adventurous trekking and camping using manpower and skill of this Ex-vayana Bark Collectors group. The routes selected for trekking and sites for camping are primarily centered in vulnerable pockets. The statistics shown in Table 1 reveals that the successful implementation of the objectives envisaged by the IEDP led to an increase in the animal population due to absence of hunting and poaching.

### 4.2. Improved Livelihood and Well-Being of Local Community

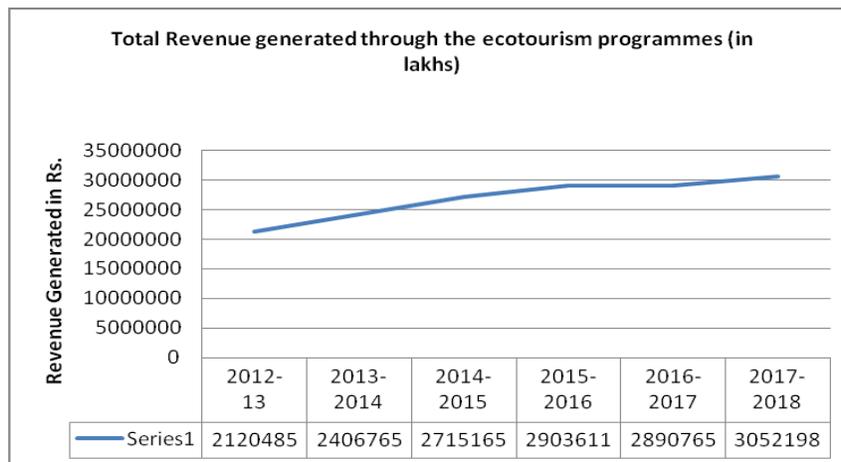
Primarily the eco-development programmes aims

at reducing the negative dependency on forest and in improving livelihood of the dependent community. The total annual revenue generated through various community based ecotourism programmes have been given in Table2. The revenue generated from the park is utilized not

only to enable the government support the park management but also to help local people to find their subsistence and supplementary livelihood thereby reduce pressure on forest. From Figure 1 it is evident that the revenue generated is increasing consistently over the years.

**Table 2: Revenue Generated Through the Ecotourism Programmes (In Lakhs)**

Name of Programme	Revenue Generated in Lakhs Indian Rupees					
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Bamboo Rafting	7067250	7724000	9474346	10692000	10419215	11133400
Border Hiking (Anjuruli)	1422000	953500	1029997	1101000	857250	571200
Bamboo Grove	1499350	1951250	2832060	2841906	2727533	3049730
Jungle Camp	852800	910500	1352500	1479000	1327011	1199500
Tribal art performance	904200	906600	887500	852300	702800	478100
Tiger Trail	2562000	2923000	2134000	2296000	1847850	2130800
Jungle Scout	2159250	2434500	2573250	3457105	3968800	3695600
Jungle Inn	22000	0	0	0	30000	0
Nature Walk	2716200	3372100	3377300	2860500	3394800	4007550
Green Walk	1974800	2219700	2520200	2592300	2745900	3431400
Bullock Cart Discoveries	25000	0	0	0	0	0
Range Scan Border Hiking (Brandipara)	0	672500	970500	864000	886500	824700
<b>Total</b>	<b>21204850</b>	<b>24067650</b>	<b>27151653</b>	<b>29036111</b>	<b>28907659</b>	<b>30521980</b>



**Figure 1: Total Revenue Generated (in Lakhs Indian Rupees) from the Various Ecotourism Programmes**

The ecotourism programmes act as a base camp for monsoon forest patrolling camps and special protection camps in some of the crucial highly vulnerable zones where protection is essential. The ecotourism EDCs are indirectly involved

in protection and conservation when they take the tourists into the forests for day and night treks, camps, the tourists, the guides and the staffs who accompany them are involved indirectly in forest conservation and thereby

generate additional man hours of forest protection as shown in Table 3. All the above said activities are carried out as reciprocal commitments by

EDC members towards park protection. Most of the EDCs generate their own income through ecotourism and do not depend on government funds.

**Table 3: Details of Additional Man Hours Generated Through Ecotourism Programmes**

Programmes	Additional Patrolling (man-hours) in 2017-18					
	Guest Number	Guest Hours Generated	Guides Number	Guides Hours Generated	Staff Number	Staffs Hours Generated
Tiger Trail	306	11040	222	8280	74	2760
Bamboo Rafting	5831	38907	2733	18321	782	5080
Jungle Patrol Jungle Scout	3336	8340	706	1765	706	1765
Border Hiking (Anjuruli)	338	3042	126	1134	78	702
Nature Walk	11877	29693	2349	5873	0	0
Green Walk	10261	25653	2045	5113	0	0
Border Hiking (Brandipara)	482	4338	198	1782	97	873
Total	32431	118013	8379	42268	1737	11180

#### 4.3. Income Generation through Ecotourism Programmes

Living as they do on the hilly fringes of the state and depend mainly on the forests for their livelihood, life has never been a fair play for the tribal communities, previously, 'tribal' communities had been noted as 'outliers' of the Kerala model's 'central tendency' (Kurien 2000: 194). The ecotourism programmes has supported and given full time salaried engagement to around 52 tribal families. Information on the employment opportunities bestowed by ecotourism on local communities has been detailed on Table4.

The Periyar Tiger Reserve houses many innovative as well as effective packages such as the Periyar Tiger Trail which is a unique ecotourism package

of adventurous trekking and camping in the wilderness of PTR using manpower and skills of this group. Then the Bamboo Rafting package implemented with the help of Vidiyal EDC is mainly aimed at preventing the illegal activities along the fringe of Periyar Lake. These package helps EDC members meet their livelihood and presence inadvertently helps in the protection of the park. The routes selected for trekking and site for camping are primarily centered in the vulnerable pockets of PTR.

**Table 4: Details on Employment Opportunities Provided by Various Ecotourism in PTR During 2017-18**

Ecotourism Activity	Number of Tribal Employed	Number of Non-tribal Employed	Salary/Wages (Monthly in Rs.)
Tiger trail	8	0	16380
Bamboo Rafting	36	24	16380
Border Hiking	19	0	16380
Bamboo Grove	4	3	16380
Jungle Camp	1	4	16380
Tribal Art Performance	25	0	Rs.502909/- shared among 25 persons
Jungle scout	5	19	16380
Nature Walk	18		16380
Tribal walk	19		16380
Border Hiking - Brandipara	0	16	16380
Green walk	19		16380

## 5. Discussions and Conclusion

### 5.1. Status of Native Species of Fauna in PTR

Our data shows a steady increase in certain species of animal activities near the camp sites, this confirms the fact that wildlife has become used to the presence of man. But past research have found that excessive exposure of animals to humans can affect them adversely. Even though it is generally accepted that the predictability of individuals vary along a 'shy-bold continuum' (Wilson et al. 1994), evidence suggest that fecundity and survival influence parental risk-taking behavior (Ghalambor & Martin 2001), and timings of life history events may influence risk-taking behavior directly or indirectly (Grand 1999). Thus, the difference between species in wariness or risk tolerance might be explained by specific life history traits or they fall along a life history continuum (Blumstein 2005). Longevity is also associated to risk taking, hence the species that live longer might be expected to be more cautious (Blumstein et al. 2005), hence the over familiarity that wildlife of ecotourism zones exhibit could prove to be detrimental to their existence. Body size is often correlated with extinction probability, since larger species are target of human hunters (Owens & Bennet 2001; Wroe et al. 2004). It is evident from the data that the mammals in PTR are not easily disturbed by ecotourism; else they would have spent more time escaping possible threats. But increased human interference with wild results in a reduction in number of food items captured by carnivores due to disturbances (Blumstein et al. 2005). This could pose threat to carnivore species, firstly they tend to avoid risky areas that contain disturbances, individuals may forage in suboptimal or insufficient areas and simply starve, and hence frequent disturbances could pose a threat to individual conditions (Clark 1994). It is understood that species in poor condition often take greater risks around humans (Krause et al. 1998). Some species gets habituated to human presence and gets sensitized, but there are other species that are unable to habituate and they could be forced out of their preferred foraging areas and might suffer. In spite of the fact that it is a widely accepted fact that ecotourism stands in forefront

for habitat protection, biodiversity preservation, soil formation, nutrient recycling and control of water and air pollution ( Dixon and Sherman 1991), there are several costs associated with the same, such as damage of living resources that ecotourism is intended to protect. In Canada, tourists are alleged to harass polar bears by approaching too closely (Isaacs 2000); wildlife observers are reported to drive cheetahs exposing cats to danger and risks of inbreeding, tourists feeding wildlife has led to increased dependency on humans by wildlife (Padgett and Begley 1996, Roberts 1998).

Hence it is important to understand the regions where the animal activity is concentrated, their migration, movements and why it is happening. The more the animal gets acquainted to the human presence, more is the possibility of them to venture out of the forest into human inhabitation and thus increase the chances of human-animal conflicts, thus posing threat to the life of animals. The good news is that data shows that animal population is on rise, but it is hard to ignore the bad news that looms, the issues of resource sharing such as the space shared between these animals and humans, sharing of food, for example, fishing leads to dwindling of food for many animals like crocodiles, hence resource sharing becomes more and more difficult. Further studies have to be conducted in this direction too. The previous studies showed that tourists have a preference in viewing large predators and mega-herbivores, but this bias in public opinion in favor of such species could undermine the role of ecotourism in biodiversity conservation by preventing areas without such species from benefiting (Kerley et al., 2003) and by skewing the distribution of donor funding towards areas that contain them (Czech et., 1998). For this reason more study should be conducted focusing on understanding tourist viewing preferences of different market segments.

### 5.2. Interventions on Livelihood of the Indigenous People

The tribal in Kerala (Adivasis of Kerala) are the indigenous communities of the southern Indian state of Kerala and they mostly live in forests and mountains of Western Ghats. Until recently the tribal were mostly food gatherers

and hunters and hence they are believed to have been from the Middle Stone Age Culture. Now around 55.47 percentage of tribes in Kerala rely on agriculture for their livelihood, and the major reason for this shift from traditional occupation to agriculture could be paucity of forest produces and animals and also the stringent Forest Acts that came into being, which regulated their access to forest and forest produces. Hence, initially many of them switched to agriculture but later owing to alienation of land, many of them took to manual labor. The manual labor available in their region, at one point of time was felling of trees, logging and poaching for sandalwood smugglers and other antisocial elements. The articles which the non-tribal attach great importance such as timber, Minor Forest Produces, land etc., are of very little significance to tribal because they do not attach commercial importance to items. It was observed in many cases that even if the tribal community members own a large extend of land; they mostly utilize only a small part of it and they mostly use valuable timber for fencing without having any clue of the market price. The Minor Forest Produces, such as honey, grasses, and bamboo, their agricultural produces like pepper, cardamom, and ginger used to be purchased by agents or middlemen at substantially low price taking advantage of their ignorance. In order to check this the Forest Department entrusted EDCs to handle such transactions, and now their produces are strictly sold through the EDCs, either directly to market (example their organic pepper is exported to Germany), and also through eco-shops within the reserve.

A total of 154 people from various tribal communities are employed in various projects in PTR and they spent a total of 42268 man-hours for forest protection and ecotourism activities in 2017-18, and thereby reducing financial burden to Government against their wages. Apart from this income the efforts taken by the Government though several development activities has brought these people on the outlier to the mainstream, and other income generating activities carried out are agriculture, Government jobs, Private company jobs (mainly in tourism industry), and Cooley work. The educational status of their children, housing condition, household amenities have also

improved considerably. As a part of training the tribal are taken for fieldtrips to other Protected Areas, to understand their activities and to replicate best practices. The children of members of EDC are issued Green Passport which gives them free access to PAs for various nature club activities, apart from this, nature sensitization camps for the young generation of PAs are conducted frequently.

Hence we can understand that, as researched and established in previous studies the potential of ecotourism to increase the wellbeing of local community is true beyond doubt but other studies states that it could dangerous to accept ecotourism as a common good without analyzing its costs critically(Boo, 1990; Cater & Lowman, 1994). The indigenous communities of the region were based upon traditional values and were managed differently from the mainstream population of Kerala. The management scheme of most of the indigenous communities were based upon a collectivist orientation to life which gives rise to a group oriented, and encourages holistic development. The indigenous knowledge existing within and developed around specific indigenous people belonging to a particular geographical area needs to be documented properly. Therefore, more studies should happen in meticulously documenting culture, traditions and medicinal practices of tribal community.

The lifestyle of the local community often witness tremendous structural changes with the advent of tourism, such as economics (e.g., Manyara & Jones, 2007; Simpson, 2008), social changes (e.g., Bull & Lovell, 2007; Simpson, 2008), cultural changes (e.g., Lee, Kang, Long, & Reisinger, 2010; Nyaupane, Morais, & Dowler, 2006; Simpson, 2008), and environmental changes (e.g., Dyer, Gursoy, Sharma, & Carter, 2007; Lee et al., 2010; Simpson, 2008; Yoon, Gursoy, & Chen, 2001). It is essential to have a thorough knowledge on the various impacts and changes brought about by ecotourism and apart from that it is important to gauge the support and cooperation from the local community members to ensure sustainability of the tourism venture (Fallon & Kriwoken, 2003; Gursoy & Rutherford, 2004; Nicholas, Thapa, & Ko, 2009). Therefore it is highly recommended that the attitude of the

local tribal community of the Periyar Tiger Reserve towards ecotourism has to be studied extensively by tourism scholars. Additionally, perceived benefits and costs may change as the destination enters into a different stage in

its tourism lifecycle; therefore, further longitudinal research is necessary to investigate the attitude of local community over a span of multiple years.

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Research Note-1

## Need for a Central Law on Tourism in India

Dhruva C.K.V.

### ABSTRACT

As of 2017 Tourism in India generated over Rs.1,75,000/- crore (i.e. USD.27 billion) income. Despite the sizeable income generated there is no uniform central law regulating Tourism in India. It is well known that as per the Constitution of India Parliament and the State legislatures have exclusive powers to legislate on items in the Union List and the State List respectively, while both can legislate on items in the Concurrent List. Where legislation might be required on matters that are not mentioned in any of the three Lists, residuary provisions in Article 248 of the Constitution and Entry 97 of the Union List allowed for the same. It is needless to mention that the original authority with legislative powers on the subject matter of Tourism in its status as a residual matter has to be exercised by the central government *here read the Ministry of Tourism*. And sadly from the perspective of stakeholders in the travel trade industry comprising of Hoteliers, Transporters, Tour Guides, Tour Operators, bars and restaurants etc. have all been regulated by means of *ad hoc* government orders and guidelines passed by the Executive without any statutory backing save in the realm of administrative law towards managing the affairs.

### Introduction

#### Existing Situation and Requirement for a law.

As of 2017 Tourism in India generated over Rs.1,75,000/- crore (i.e. USD.27 billion) income. Despite the sizeable income generated there is no uniform central law regulating Tourism in India. It is well known that as per the Constitution of India Parliament and the State legislatures have exclusive powers to legislate on items in the Union List and the State List respectively, while both can legislate on items in the Concurrent List. Where legislation might be required on matters that are not mentioned in any of the three Lists, residuary provisions in Article 248 of the Constitution and Entry 97 of the Union List allowed for the same. It is needless to mention that the original authority with legislative powers on the subject matter of Tourism in its status as a residual matter has to be exercised by the central government *here read the Ministry of Tourism*.

<https://economictimes.indiatimes.com/news/economy/finance/india-earned-27-bn-from-foreign-tourist-arrivals-in-2017-minister/articleshow/62526432.cms>

b. From the perspective of stakeholders in the travel trade industry comprising of Hoteliers, Transporters, Tour Guides, Tour Operators etc.:

It is interesting to observe that ever since the formation of the Department of Tourism (now India Tourism), Ministry of Tourism, Govt. of India the various components of the tourism industry such as travel agents, tour operators, transport operators, tourist guides, hotels, bars and restaurants etc. have all been regulated by means of *ad hoc* government orders and guidelines passed by the Executive without any statutory backing save in the realm of administrative law towards managing the affairs.

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## Literature Review

<http://www.businessworld.in/article/Politics-Of-Policy-Needed-An-India-Tourism-Board/01-05-2017-117293/>

This is a general article that hinted on the lack of a uniform law on tourism in the country and the pressing need for a central body that with full authority to regulate tourism.

<https://tourismcongress.files.wordpress.com/2018/10/tourism-innovation-vol-8-no-1.pdf>

Pages 45 – 51 - The article here analyses the laws prevalent in various countries and general situation in India. The article does not go into the depth of the issue nor analyse the current situation on absence of a central law and presence of state laws on the instant subject.

The current article does a fairly in depth study with a comparative study of the various state laws and the resultant confusion that has now arose on account of the centre failing to regulate tourism with an effective law making body despite the huge revenue.

## Methodology

The article here analyses the latent powers of the central govt., a situation where the States of the Union were forced to usurp powers under the constitution of India, the resultant confusion and ways and means of ameliorating the situation. The study here is review of the existing situation from the perspective of the stakeholders in the tourism, travel trade industry and the comparative study of the various State laws and the resultant confusion arising from the same in the absence of a uniform central law that regulates Tourism.

## Findings & Discussion

The Finding here is the spadework undertaken by the States of the Indian Union in the absence of the central govt. taking a lead and the ways and means to have a regulatory body for a set of uniform laws. The Discussion is from the perspective of stakeholders in the travel trade industry comprising of Hoteliers, Transporters, Tour Guides, Tour Operators etc. on account of the above.

It is interesting to observe that ever since the formation of the Department of Tourism (now India Tourism), Ministry of Tourism, Govt. of India the various components of the tourism industry such as travel agents, tour operators, transport operators, tourist guides, hotels, bars and restaurants etc. have all been regulated by means of *ad hoc* government orders and guidelines passed by the Executive without any statutory backing save in the realm of administrative law towards managing the affairs. As regards Tourist Guides the central govt. had been relying on the provisions of Ancient Monuments and Archaeological Sites and Remains Act, 1958 along with Ancient Monuments and Archaeological Sites and Remains Rules, 1959 to regulate the licensing of guides i.e. Regional Level Guides (RLG's) who operate inter-state. For the sake of clarity the subject of the rule (*here Rule 8(d)*) is limited to protected monuments (under the aforesaid Act) only whereas the scope and ambit of Tourism goes way beyond guiding in protected monuments. This *ad hoc* approach has more often than not led to immense litigation, which has time and again affected the efficient functioning of the Ministry and the image of Tourism in India. It is in this context that an industry that generates over USD.27 billion be regulated by means of a central legislation. A central legislation that sets out defining the various stake holders in the industry, the role and relationship entailed and a regulatory body viz. a statutory authority such as a Tourism Board or Authority that takes care of 'Tourism' as whole in India. A law in this aspect is vital to create responsible tourism in a welfare state and put a definitive end to the *laissez faire* situation that prevails today.

A central law must be passed by the Parliament invoking the inherent legislative power in Entry 97 (residual powers), read with Entry 52, List 1, seventh schedule and Art.248 of the Constitution of India. Such a law alone will keep a check on the state governments who seek to enact laws by usurping powers under entry 24 of list 2, seventh schedule of the Constitution of India. Once this initiative is undertaken by the central government using its residual powers, the state governments can

thereafter **only promote** and **not regulate** tourism in their respective states.

**c. In the absence of a central law.....**

The attempt to usurp the above power was indulged in by States since the 1980's. The first being Goa which passed a law under entry 24 of List 2 (State List), of the Seventh Schedule of the Constitution of India. This was done on the pretext that until Inbound Tourism is not taken care of by the Central government vide a law of the Parliament of India (i.e. in public interest, under entry 52 under List one), each State should be deemed to have power under entry 24 of the State List as this is a state subject, which requires definite legislation. Having exercised their powers in such manner, given below is a short analysis of a few State laws on Tourism in this domain:

i. the Goa Registration of Tourist Trade Act, 1982 and Rules 1985. Here a 'Tourist Guide' is included in the definition of 'Travel Agent'! Accordingly all Guides (even Govt. of India Regional Level Guides (RLGs) operating in Goa including from other regions visiting on assignments) must Register under the state law on Tourism as per S.14. Additionally of interest is the definition for hotel that includes virtually any eating joint, house boats, restaurants, bars, tents etc. The definition of boats, dealers, deckbeds, chairs, beachshacks, **malpractices, tourist**, tourist area, spice plantation, tourist season with ref. to shack, tourist taxi operator, tour operators, travel agents, **umbrella**, adventure sports operator, water sports operator etc. makes an interesting read given the insight of the state govt. in well defining these terms. The definition for the term Tourist here includes any person visiting including groups and pilgrims. The Act in addition vide S.7 - S.13 gives detailed registration process for hotels and penalties for violation. S.11, 18 allows the govt. to fix the rates chargeable by Hotels, Travel Agents (including guides) respectively. Failure to register in accordance entails fine ranging from Rs.100/- per day, composite of Rs.500/- to Rs.1,00,000/-! The aforesaid law had set the pace for other States viz. Kerala, Rajasthan and Karnataka etc. to pass laws regulating Tourism.

ii. Kerala had passed its on laws on tourism in 2005 vide the Kerala Tourism (Conservation and Preservation of Areas) Act, 2005. The stage is now set for passing new laws on guiding and tour operating in the days to come. The Govt. of Kerala had recently introduced a Bill in the state Legislature towards the Tourism Regulatory Authority of Kerala (TRAK) Act, 2018. This is a step whereby the state of Kerala has decided to expand the ambit of its tourism laws. As per the said law being enacted it is observed that: the S.2 Definitions vide sub section e. mentions tourism services as: *means - (i) services provided by hotels, restaurants, resorts, houseboats, home-stays, ayurvedic resorts, beach resorts, massage centres or institutions, by whatever name called, that offers tourism activities, facilities and administered or maintained by any person or body of persons, whether incorporated or not.* Additionally the S.2 Definitions vide sub section h. mentions service provider as: *means any individual or establishment providing tourism based services in Tourism Sector in the State of Kerala.* There is *per se* no definition for the term 'Tourist'.

It is interesting to note that services of guiding are nowhere mentioned. However by obvious extrapolation the definition of 'service provider' under sub-section h. could include guides as they are service providers. A clarification on this is needed here. This is vital especially in light of sub-section e. which although inclusive does not mention the services of guiding and sub-section m. in a bland and abrupt manner restrains itself to merely tourism promoters. As regards the powers and functions of the Authority being constituted vide S.13 one observes that they are only recommendatory in nature, as no clear power is vested with the **Authority** (being formed) to make regulations. Thus while enforcing the guidelines of the State Executive there are no rule making powers vested with the Authority. Interestingly there is no specific clause on the consultative process to be followed here. Moreover as per S.33 the Regulatory Authority being put in place is at the dispensation of the state government thus exposing it to extrajudicial shortcomings.

iii. So also with Rajasthan where the Rajasthan Tourism Trade (Facilitation and Regulation) Act,

2010 is the one and all law on tourism. S.8 details the registration procedure of a Tourist Guide (including RLG's of India Tourism) with the prescribed authority and the regulations that bind them. Sub-sections 4, 5, 6 of section 8 provide for fine of Rs.1,000/- for unauthorised guiding and criminal prosecution along with simple imprisonment for 15 days and fine of Rs.2,000/- for subsequent offences. Similarly a tour operator and travel agent all have the same definition wherein they are engaged in the business of making travel arrangements for a monetary consideration. Interestingly this state law goes to offer specific definitions to that of a hotel, hotelier, motel, service providers, paying guest, paying guest accommodation, tourist, tourism unit, tourist area, tourist destination, tourist action force and including the term 'malpractices'. The definition for the term 'Tourist' is well drafted comprehensive one in distinguishing the foreign tourist from the domestic tourist while consciously excluding those who cannot be considered as tourists. The law further details on the Expert Committee that sets out norms for registration and regulation of service providers, tour operators, travel agents, hotels and paying guest accommodations. In addition it also specifies the obligations and consequences due to non-adherence. Of interesting read is S.11, S.12, S.13, S.20 - 24 that details the penalties and punishments for contravening the provisions of the Act especially on film shooting obligations. An innovative addition here is S.14, S.20 that makes it **mandatory** for upkeep of public health, sanitation, hygiene and cleanliness of tourist destinations and heritage sites **by local authorities**. S.17, S.18 details on the protective role of the Tourist Action Force and S.19 sets out the policy of the govt. on heritage tourism.

iv. Similarly the Karnataka Tourism Trade (Facilitation and Promotion) Act, 2015 is supposed to be beneficial for the tourism industry, the government and travellers. However in effect the same could be detrimental to the national tourism policy of the Govt. of India i.e. Ministry of Tourism. The law here has passed through several rounds of discussions with tourism trade bodies and state government departments. As in the other state

enactments the definitions of malpractice, nuisance, public private partnership, Tour Guide, Tourism Trade, Tourism Operator, Travel Agent, Touting, Tourist, Tourist Destination, Tourist Mitra are indeed thoughtful and noteworthy. S.3, S7 envisage setting up of a State Tourism Council, which is the apex body for development, promoting, making recommendations for tourism in the state. Further the S.31, S.35 - S.37 deals with the rule making powers of the said council. In addition S.8 allows for registration of every category of Tourism Trade as per the procedure laid down. The term 'Tourism Trade' is wide in its application and covers all service entities including those sundry related to promoting tourism. "Tourism trade" means and includes such class of facilities, service, activities or products relating to tourism, as may be prescribed, provided to a tourist in a premises or by any person or travel agency regularly or occasionally and includes facilities services or activities relating to tourism including medical tourism, eco tourism, rural tourism, water tourism, caravan tourism and adventure tourism or any other class of tourism by whatever name called and home stay, hotel, resort, wellness centre, visitor information centre, interpretation centre, water sports, boat house, way side amenity, dormitories as may be prescribed.

The term 'Tourist' is less complicated and well defined. Additionally of interest is S.16 and S.17 that deals with Tourist Guides and Tourist Mitra. The offence related to unlicensed guiding and engagement of 'Tourist Mitra' is path breaking. S.18 provides for public private partnership in development of tourism infrastructure and promotion. S.19 on collection of data as in Rajasthan mandates service providers to provide the govt. with all statistical data relating to tourism services rendered. The penalties for non cooperation is equally interesting. Again as in Rajasthan of relevance is S.22 that mandates local authorities to ensure cleanliness and check vandalism in tourist destinations. Criminal prosecution for violation under S.23 - S.26, S.30 is a remarkable move.

In a recent development (as of September 2018) in Karnataka, the Department of Archaeology,

Museums and Heritage has been brought under the Department of Tourism. This such that one would not be subservient to the other but with the rationale that this department was engaged in preservation of monuments that were also tourist destinations. Further this could help synergise heritage planning with development of tourism, within the existing legal framework of the Karnataka Ancient and Historical Monuments and Archaeological Sites and Remains Act, 1961.

v. An instance where a legislation was brought in as an ordinance (*a possible knee-jerk reaction*) and thereafter as a law is the Delhi Prevention of Touting and Malpractices against Tourists Act, 2010. This sought to vest the Police with powers of arrest, search and seizure in terms of the S.6 - S.12 with the sole objective of containing touts who cause nuisance to tourists. By S.2(1)(d) here "malpractice" includes dishonesty, cheating, impersonation and obstruction in allowing free choice for shopping or stay or travel arrangements. The definition for tourist vide S.2(1)(f) means any person/group of persons including pilgrims who visit/s Delhi from any part of India or outside India. S.2(1)(g) defines touting to include enticing, misguiding or coercing for shopping, accommodation, transportation, sight-seeing or pestering for any particular premises, including the precincts thereof, any person, establishment, dealer or manufacturer for personal consideration. The Explanation provided thereafter for the same in the said law is wide in nature so as to include any kind of unsolicited service to the tourist. The said law while prohibiting malpractice and touting vide S.3 provides for penalties therein vide S.4. The punishments although bailable and cognizable for commission of malpractice range from one (1) year imprisonment or fine of Rs.10,000/- or both; and for abetting such malpractice, six (6) months imprisonment or Rs.5,000/- fine or both.

#### d. The Repercussions...

(i) The above instances summarize the responsible initiatives of a few state governments to regulate tourism as the same contributes substantively to the respective state's

economy. The day is not far off when many other States of India will have their own laws on Tourism. This in all probability could go against the national tourism policy and the interests of the Ministry of Tourism. And one cannot rule out the possibility of the laws of one State contradicting with those of the other. The current trend of the central government to de-regulate should not result in a situation where there is lack of regulation and confusion from one State to another as for instance seen in the definition of the term 'Tourist' itself. In the event of a litigation it is obvious a law (including State enacted law) would prevail over a guideline of the Executive (*here Ministry of Tourism, Govt. of India*). One can only imagine the nightmare faced by the foreign Tourists who have to deal with the various state regulations when each and every State in India comes out with their conflicting enactments! Hence to ameliorate the situation a Uniform Tourism Regulatory Law of the central government that supersedes all state enactments can be the only solution.

(ii) Yet another issue here that is bound to affect the central government is that if steps are not taken by the Ministry of Tourism (*read central government*), the floodgates of sub standard Tour Guides, Escorts, Tour Operators, Hoteliers, Transporters will be opened, overlooking the principles of Carrying Capacity in the Tourism Industry. It is vital to regulate the fundamental rights of Indian citizens under Art.19 (1) g of the Constitution, by placing reasonable restrictions in public interest vide Art.19 (6) and this can be achieved only by a central enactment on Tourism. In the current instance where there is a need towards serving a public interest reasonable restrictions by law are necessary.

To save the situation it is time that the central government immediately get its act together and make a Uniform Law, replacing the confusion of the heterogeneous state regulations. While so, state governments should be allowed to continue their right to **promote tourism instead of regulating tourism**. On this the central government has to effectively differentiate between the right to promote tourism versus the right to regulate tourism.

The former being a common prerogative of the central and state government and private sector while the latter must be in the exclusive/ eminent domain of the central government. As on date the continued silence of the central government in not having a central law that governs the broad aspects of regulating tourism speaks of short-sightedness and the probability of vested interests in a *laissez faire*. Certainly all is not lost as the move by the states are in its early stages and the situation can be salvaged even now.

## CONCLUSION

### The Way Ahead

a. The need of the hour and the way ahead is an effective enactment viz. The Tourism Regulation Act, by the central government citing Entry 97 read with Entry 52, List 1, seventh schedule, and Art.248 of the Constitution of India in the preamble itself. Thereby a statutory governing body called the Tourism Board or Authority (as it exists in many parts of the world) regulating all aspects of tourism amidst the stake holders must be put in place. The Tourism Board

or Authority should have representation of all stake holders. And the Rules therein should assist in the overall regulation of inbound and outbound tourism so as to arrive at the objective of a safe, sustainable and honourable Tourism in India.

b. The said enactment amidst others should carry definitions of who an approved Guide is, approved Escort/ Tour Manager, approved Tour Operator, approved Travel Agent, approved Transport operator, approved Hotel, Bar, Restaurant etc. The existing guidelines of the Ministry and that of various States in this regard may be brought forward as regulations herein. The regulations can prescribe qualifications, rights and duties of all players in the travel trade, tourism industry, and a scientific process to be followed by which the Tourism Board or Authority may vide a binding tariff advisory determine entrance fee to monuments, minimum guide fee, escort fee, operator margins payable etc. can be arrived at. Given the money multiplier effect on the economy brought about by Tourism it is also imperative to achieve the standards set forth by the Global Sustainable Tourism Council here.

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Research Note-2

## Agritourism: Perspective and Prospects

*Latika Pandey, Akanksha Rastogi, Ayyanadar Arunachalam & Trilochan Mohapatra*

### ABSTRACT

The geographical features provide India with variable climatic conditions leading to diverse agricultural systems, forest types, ethnic groups, cultures and festivals, placing the country in the global map of tourism destinations. It is a general perception that tourism pressure often degrades the quality of pristine environment. Thus, developing and implementing the tourism options that are sustainable becomes quite crucial. As majority of the Indian population lives in villages and practice agriculture as a livelihood source, agritourism can serve as an ideal occupation for them, particularly when the government is committed to enhancing socio-economic conditions of farmers. Promoting agritourism in the country will not only provide the visitors to observe, live and enjoy the simple but soothing lifestyle of the majority of the Indians, but also serve as an alternate source of income to the villagers/farmers. Thus, agritourism can be a boom in reducing the economic gap between the rural and urban India along with preventing outmigration from the villages, and could well attract and retain youth in agriculture.

**Keywords:** Agritourism, Farmers, Sustainability.

### Introduction

The explanation of an unconventional kind of tourism, known as agritourism, has always been a matter of debate for most of the philosophers, researchers and practitioners (Roberts & Hall, 2004). Agritourism is a combination of natural settings and products of agricultural operations with tourism, in which the tourists visit a working agricultural setting, a farm, ranch or winery for leisure, refreshment, recreation and educational purposes and get involved in farm-based recreational activities like shopping, dining, fishing, lodging and even celebrating the agri-festivals with the farmers (Tew &

Barbieri, 2012; Gil Arroyo et al. 2013; Barbieri, 2014; Recio et al., 2014; Santeramo & Barbieri, 2015; Awan et al., 2016). Agritourism is quite common in Taiwan (Yen et al., 2014), Tuscany (Morgan et al., 2010), Philippines (Cruz, 2003) Germany (Oppermann, 1995), China, Poland and Greece (Hegarty, 2005; Koutsouris et al., 2014), Ghana (Eshun, 2014), 2007), Austria (Embacher, 1994), Norway (Haugen & Vik, 2008) and some other parts of America and Europe. Nilsson (2002) emphasized that farm/agri tourism, as an example has ideological roots in the romanticism of social tourism and nature. Advancement in agritourism covers the prospects of tourists' intensification of

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awareness and better understanding on protection of the environment along with enhancing the quality of life of the farmers with particular reference to developing countries where agriculture is quite an important aspect of rural development (Akpinar et al., 2005).

India, being the world's largest democracy with rich socio-cultural diversity, traditional knowledge system and bioresources, as interactive heritage has been manifested. Eventually, the food production practices are also diverse e.g. terrace agriculture, valley agriculture, tarai agriculture, agroforestry, plantation, orchards, homegarden, floriculture, *jhum* lands, integrated farming systems (IFS), etc. Agriculture is the major source of livelihood for the rural Indians, based on which several nature festivals are celebrated in different parts of the country. A few examples are Naro Nasjal Festival and Hemis Festival of Ladakh region (Kumar, 2012); Losar Festival of Ladakh, Himachal Pradesh, Sikkim and Arunachal Pradesh (SiliconIndia, 2015); Harela and Phool Dehi of Uttarakhand (Rautela & Karki, 2015); Ka Pomblang Nongkrem of Meghalaya; Bhogali Bihu and Wangala of Assam; Nabanna of West Bengal; Hornbill Festival of Nagaland; Onam festival of Kerala; Pongal of Tamil Nadu, etc.

Agritourism is often confused with the term 'rural tourism' as it is a type of rural tourism. Agritourism is not well developed in some parts of the world like Eastern England, Sweden, Canada and USA, this does not mean that rural tourism is also poorly developed there (Lane, 1994). Agritourism, being socially and environmentally sustainable (Kuo & Chiu, 2006) has a great potential to escalate the economical growth in the developing countries (Awan et al., 2016). To develop agritourism in the rural areas, it becomes very necessary that they should have all the facilities just like the urban cities. Nonetheless, most of the rural areas of the country are lacking basic facilities like proper infrastructure, healthcare, education, telecom services, street lights, etc, all of which becomes a hindrance in developing them to any kind of tourism spots. To evade this, our former President Dr. A.P.J. Abdul Kalam emphasized on providing urban amenities to the rural areas under public-private partnership

for which he gave the acronym 'PURA' (The Hindu, March, 17, 2010). As a measure of providing the livelihood security for people in fringe areas of forests and protected areas, the Chapter 11 of Agenda 21 suggested all the governments to endorse and promote ecotourism (Hardy et al., 2002). Finally, in the year 1996, the World Tourism Organization, the World Travel and Tourism Council (WTTC) and the Earth Council together launched Agenda 21 for the Travel and Tourism industry (Awan et al., 2016).

When the government is committed to doubling farmers' income, promoting agricultural tourism shall bring in a sense of appreciation of our strong socio-cultural linkages with food production systems and practices. Participating in agritourism doesn't only enable an individual to rejoice pollution-free village life and relishing traditional food, but also is an opportunity to bring tourists close to where 75% of Indians live (Tour de farm, 2017). It is envisaged that travel and tourism creates 1.5 times more job opportunities than any other sector in the world, thus becoming the world's largest industry ([http://www.internationalseminar.org/XIV\\_AIS/TS%20%20B/2.%20Bipin%20Ch.%20Goswami.pdf](http://www.internationalseminar.org/XIV_AIS/TS%20%20B/2.%20Bipin%20Ch.%20Goswami.pdf)).

It is quite appreciable that the number of foreign tourists arriving to the India is increasing year by year (Figure 1). The top ten source countries for foreign tourist arrival (FTAs) in India are Bangladesh, United States, United Kingdom, Canada, Malaysia, Sri Lanka, Australia, Germany, China and France with a total of 8804411 tourists arrival in the year 2016. With an annual growth rate of 9.7% in tourist arrival, the foreign exchange earnings is US\$ 22.92 Billion (India Tourism Statistics at a Glance, 2017).

### Criteria for Agritourism

While making an agritourism plan, it becomes important to maintain the tourist inflow according to the carrying capacity of the village in order to prevent the environmental degradation. Over all, there are four powerful dimensions of sustainable tourism i.e. environmental, economic, socio-cultural and institutional perception (Spangenberg &

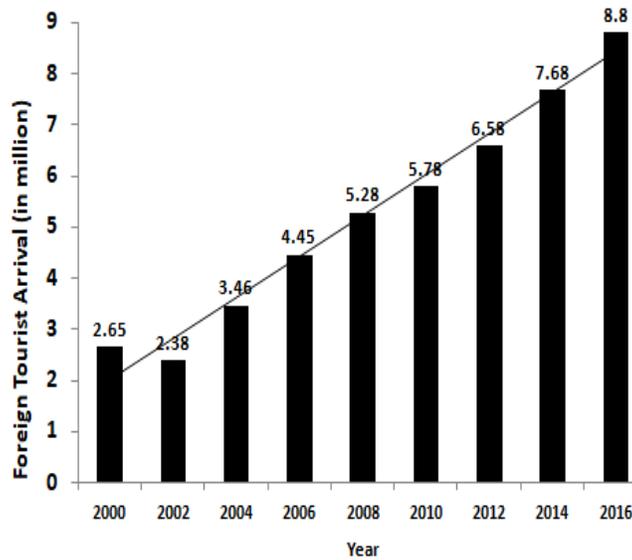


Figure 1: Foreign Tourist Arrival (FTAs) in India

Valentin, 1999; Eden et al., 2000; Spangenberg, 2002; Awan et al., 2016).

Before implementing agritourism in any area, it is important to analyse whether the locality is suitable or not, and what kind of measures are required to produce such favorable conditions there which can be complementary,

supplementary or primary to the agricultural operations (Catalino & Lizardo, 2004). Vathrakea (1996) gave the criteria for the selection of the places for developing agritourism in a less developed country like Greece (Figure 2) that could be adopted for India too.

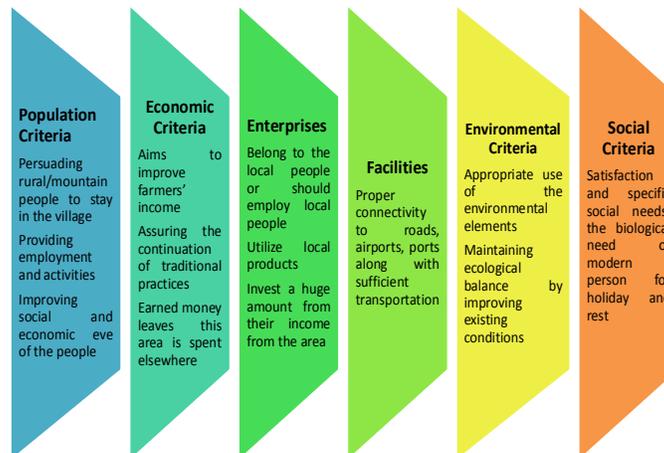


Figure 2: Criteria for Agritourism

Source: Vathrakea, 1996

Earlier, Eshun (2014) emphasized on four elements which are necessary to develop agritourism enterprises in an area viz., i) agribiodiversity rich, ii) farmers good in entertainment and

services, iii) farms having unique selling proposition and iv) agritourists. Flanigan et al. (2014) have also given a typology of agrotourism market that depicted different kinds of

interactions between tourists and agriculture during a visit to agrifarm. Recio et al. (2014) recommended that it is the duty of the farm owner to maintain his/her farm in such a way to attract more tourists along with taking the feedback for further improvisation in the farm.

The depopulation trend accompanied by economic changes and community regeneration in rural areas are almost universal as powerful industrialization and urbanization have consistently transformed the economic and political position of rural societies (Lane, 1994). Because of the population decline from rural areas, the pressure of control and maintenance of arable land comes on the left out population in the village. For instance, the 2% population in the United Kingdom cultivates and maintains 70% of the country surface when bulk of the population is limited to 11% of the land area (Shaw & Williams, 1994). Likewise, in the European Union, 75% population resides only in 20% of the land and 55% of Denmark's population in 20% of the land area (OECD, 1998). According to Census of India, 2011, there are around 649,481 villages in the country, out of which, only 593,615 are inhabited. According to Agri-Tourism Development Corporation (ATDC) (2004), 43% of urban population did not have any relative left in the village and 97% of them want to experience the raw scenic beauty of the villages (AgriTourism, 2017). In such scenario, a well-designed agritourism plan can improve the social and economic growth by providing jobs and enterprises, structure expansion and transfer incomes, thus, reducing poverty in the villages of developing economies, diversifying economy and preventing emigration from the remote villages (Recio et al., 2014; Awan et al., 2016).

### **Positive Aspects of Agritourism**

Apart from generating employment opportunities for entire family of the farmers, agritourism diversifies the income sources for the farmers, shares challenges and professional satisfaction of the real lifestyle of a locality, develops communication skills, promotes gender equality supplements the family's income and giving the visitors a better understanding of the agriculture and ecosystem

(Wright & Annes, 2014; Agri Tourism, 2017). Being less expensive, it has a great potential to attract more tourist in the villages, thus reviving the slowly emptying villages, which is a very important point for Indian context where a lot of the villages have turned into ghost villages. Shrestha et al. (2011) suggested that agritourism enterprise is the only sector which can spread the tourists in various parts of the globe, bringing them close to ground realities of the region and develop a sense of being the responsible tourist (Nilsson, 2002), ultimately leading to agrobiodiversity management and conservation.

Agritourism can also help in spreading the indigenous traditional knowledge (ITK) of one area to the other parts of the globe, thus conserving the ITK along with improved access to credit, markets, and training and private-sector joint ventures (Shrestha et al., 2011). Tourist can buy fresh commodity directly from the farmers which will give more benefit to the farmers as it will not involve the middlemen. While interacting with the tourists, farmers may also come to know about those crops which can provide them better income. Agritourism can also promote those villages where there is some kind of specialty or grow any kind of high demand or rare crop, but have not been linked to proper market yet. Thus, promoting agritourism will definitely help in slowing down the emigration from the villages by generating weekly income to the farmers along with attracting the interest of Indian youths towards agriculture and finally changing the entire perspective of those who consider agriculture as a less profitable business. It will also help reduce the pressure on other tourist spots which are generally overloaded during the season of vacation. Apart from this, when the scope of tourist places to visit will increase, the total expenditure occurred during a vacation will decrease as agritourism may cost less than any five star hotel. It may also reduce the need of separate infrastructure development for tourist if they are provided lodging facilities by living the simple life with the villagers. In a case study of Yunnan province in China, agritourism not only provided additional income to the farmers and

new occupational opportunities to the rural communities, but also helped in improved environmental preservation and cultural minorities and the village lifestyle (Yang, 2012).

### India: An Ideal Agritourism Destiny

In the light of above, a country like India with high degree of socio-cultural diversity and agricultural practices sequesters a greater potential for agritourism in rural areas. Today, the state of Maharashtra offers as a preferred agritourism spot in India (Box 1), because of good connectivity and transport linked to rich scenic beauty and diversified cultural heritage (Maruti, 2009; Joshi et al., 2011). In Uttarakhand, the 'Veer Chandra Singh Garhwali Paryatan Swarozgar Yojana' for promoting tourism related enterprises in rural villages is a great initiative to provide employment to the villagers, thus prevent their outmigration (Mamgain & Reddy, 2015). Kaziranga National Park may also become a destination for agritourism where tourists can be attached to the indigenous tribes and involve in the activities like local food, cultural events, ethnic dresses (dakhna for bodos women), farm activities etc. ([http://www.internationalseminar.org/XIV\\_AIS/TS%205%20B/2.%20Bipin%20Ch.%20Goswami.pdf](http://www.internationalseminar.org/XIV_AIS/TS%205%20B/2.%20Bipin%20Ch.%20Goswami.pdf)).

In a case study of K village in Nainital, an analysis of community response to tourism focusing on the home-stay program was conducted that revealed the reason behind the less economic benefits for the households from tourism as may be due to the less involvement of the community in tourism development along with the willingness of the villagers in the home-stay program which will create opportunities for jobs and improve the income of the local community (Imran & Nguyen, 2018). Goa has also been proposed to be a potential venture for agritourism in order to make the tourism sustainable in the region (Subhash et al., 2011). Places like Thanjavur district, which is known as the "Rice bowl or Granary of Tamil Nadu" (Badrinath et al., 2016) and Kuttanad agriculture in backwaters which makes it the 'Rice Bowl of Kerala' are perfect examples of unique agriculture ecologies that could make an agritourist amazed. Similarly, north-east region

of India is very much connected to the nature, inhabiting many tribal communities, rich in indigenous traditional knowledge, agri-based festivals and mesmerizing scenic beauty offers to be a powerful spot of agritourism. Shanghai's wetlands which are famous for dancing deer (*Rucerosus eldii eldii*), Ziro valley of Arunachal Pradesh (Box 2) are some other examples. Along with the crop landscape, the places with unique livestock heritages like Mithun (*Bos frontalis*) in north-east India, yak (*Bos grunniens*) and double-humped camel (*Camelus bactrianus*) in cold-arid Himlayas, etc. could also serve as an agritourism destination.

In this way, diversified geography with different ethnicity of India, manifest opportunities for agritourism, which if well explored and utilized, can contribute to a noticeable change in the rural economy, followed by rise in country's GDP from tourism. However, it is also not universally true that diversification into tourism will 'save' the farming community as the relationships between agriculture, forestry and eco-tourism are quite complex (Lane, 1994), but it can definitely help in conserving the agricultural, traditional, ethnic and bio-resource diversity in the context of India.

### Challenges of Agritourism

Although, agritourism has many advantages, but it also has some demerits like disruption of immovable property values and encourage speculations in an area, degrading sensitive natural environments and cultural and social habits of the local people, traffic congestion on narrow countryside roads, conflict and tension with the local community by insensitive and profit motivated developments by the greedy entrepreneurs, lack of support from co-operatives, local councils and tourist boards and short single season (Vathrakea, 1996; Lane, 1994). In order to make the agritourism successful, sufficient amount of substantive capital input, marketing linkage, reliance on external advice, proper policies to support and promote the agritourism are quite necessary (Page and Connell, 2012), apart from enabling policies and governance regime.

### Box 1: Success Story of Baramati, Maharashtra

The pioneer state of agritourism in India is Maharashtra where Mr. Pandurang Taware started a pilot project on agri-tourism in Palshiwadi, tal Baramati, district Pune in Maharashtra in the year 2005 by the efforts of Agri Tourism Development Corporation (ATDC). The Agritourism model spreaded and replicated across 30 Districts in 328 Agritourism centres of Maharashtra, for providing sustainable supplementary income source and generated local employment in the villages. In Baramati, agriculture tourism or agritourism development in the villages have helped the farming families found new avenue to gain supplementary and sustainable income because of 100% appointment of farm families in staff post along with training them in culture and etiquettes, cooking, housekeeping, *etc.* Cash rewards are also given to the outstanding workers and local youths are always involved in decision making. Tourists are involved in local festivals, traditional clothing and dancing, ploughing, picking vegetables and fruits from the field. They are served the home-cooked food. Agritourism have results in 33% increase of the income along with reducing the source migration, finally conserving the agriculture heritage of the country. Till now, Baramati agri and rural tourism has planted more than 2500 trees of 123 species that will help to rejuvenating the native flora and fauna by restore the barren land of the region and constructing farm ponds for rain-water harvesting. Mr. Taware was the recipient of National Tourism Award Recipient 2012, by Department of Tourism Government of India; Winner, Wild Asia 2012 Responsible Tourism Awards 2012, by Wild Asia, Malaysia; Winner, Global, Responsible Tourism Award 2011, by Responsible Travel, London and National Tourism Award Recipient 2010, by Department of Tourism Government of India (Source: AgriTourism, 2017).

### Box 2. Ziro, in Apatani valley of Arunachal Pradesh: A possible model for agritourism in north-east India

The Tani landscape of Arunachal Pradesh spread over of Ziro valley and adjoining areas has diverse kind of landuse systems like settled cultivation, evergreen/semi-evergreen dense forest, forest plantation, stony waste/barren rock, river, *jhum*, abandoned *jhum* land with various ethnic communities (Apatanis, Nyishi, and Galo). Nyshis generally practice *jhum* farming while the Apatanis are known to be the great natural resource managers as they do settled paddy-cum-fish cultivation system by efficiently utilizing the water. They also have human-managed forests, pine and single culmed bamboo which also fulfills their day to day needs. Thus, Ziro valley can be an ideal pilot project model to promote the agritourism in the north-east India in order to achieve sustainability in the Himalayas (Pangging et al., 2012).

### The Way Forward

As the country is looking for options to enhance the quality of life of citizens, particularly in the rural and peri-urban areas, agritourism remains an under-exploited avenue that has potentials for socio-cultural heritage as well as employment opportunities. This could enhance the profitability of farmers, if done collectively. If successful, agritourism shall reshape the agricultural landscapes. This will also promote cultural tourism/agri-gymn, *etc.* and link agri-enterprises such as handloom,

textiles, natural dyes, floriculture, sericulture, apiculture, processing, *etc.* to come together and generate employment opportunities for the agri-dependent societies, ultimately leading to doubling of farmers' income in the nation. Nonetheless, the very process of strengthening agritourism requires adequate skilled manpower that is exposed to different successful sites. Policies to this effect are essential too. Further, the involvement of provincial and municipal local government units, department of agriculture, department of tourism, travel agencies, NGOs, and local communities in a

well synchronized manner will help in smooth conduction of the ecotourism. In the long-run, there may be the chances of reverse economy by bouncing back the financial flow from urbans to rural areas, thus maintaining the balance between rural and urban lands and finally acting as an aid for doubling the farmer's income.

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