CHAPTER 3

LITERATURE REVIEW
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A large body of literature on tourism brand promotion, destination branding and tourism marketing were referred to frame the conceptual background on the subject. The chapter will explain the search process in reviewing these literatures and then examines the theoretical and empirical studies in the field.

3.1 SEARCH PROCESS

Detailed literature survey was carried out during the research process in order to acquire more conceptual clarity and to facilitate problem formulation. Initially, a review of research abstracts was done with the help of PROQUEST, provided by American Business Information Corporation. Online library service at the University of Kerala, Cochin University of Science and Technology (CUSAT), Kalamassery and Rajagiri Business School, Kakkanad, Kochi were used for getting research articles on the topic. Ph.D theses at various universities were referred to acquaint the researcher with existing studies. Besides these, the library of Indian Institute of Management, Bangalore, Kerala Institute of Travel and Tourism Studies (KITTS), British library at Thiruvananthapuram, SCMS, Kalamassery, were also consulted to get a scholarly foundation for the study. Researcher also attended a number of seminars in order to get more awareness about the recent trends in tourism promotion.
3.2 THEORETICAL LITERATURE

The theoretical literature was reviewed for providing a basis for empirical review. Various theories and models relating to tourism, tourism system, tourism marketing and destination branding were reviewed.

Tourism is a study of the demand for and supply of accommodation and supportive services for those staying away from home and the resultant patterns of expenditure, income creation and employment\(^1\). (Ryan, Chris; 1997) It is an activity involving a complex mixture of material and psychological elements. The material ones are accommodation, transportation, the attractions and entertainment available. The psychological factors include a wide spectrum of attitudes and expectations\(^2\). (Douglas, Foster; 1997) In fact, it is the sum of the phenomena and relationships arising from the travel and stay of non-residents, in so far as they do not lead to permanent residence and are not connected with any earning activity\(^3\) (Hunziker and Krapf; 2000). The observations based on the above theoretical formulations on tourism can be summarized as follows.

1. Tourism is a temporary movement of people to, and their stay in, various destinations.

2. It is a leisure activity in which money earned in one’s domicile is spent in the places visited.

3. It is an activity involving a complex mixture of material and psychological element.

4. It is a multi-segment composite industry, which consists of firms, organizations and facilities, which are intended to serve specific needs and wants of tourists.

5. Destinations are visited not for the purpose of permanent residence or employment.
3.2.1 TOURISM MARKETING

Tourism marketing is the process of creating a product or providing a service for which there is actual or potential demand. The objective of marketing in tourism is to attract and motivate all the potential customers to a particular destination. Tourism marketing is the systematic and coordinated execution of business policy by private or state owned tourist undertakings at local, regional, national or international level to achieve the optimal satisfaction of the needs of identifiable consumer groups. Bhatia (2002) explains two levels at which a tourism product is marketed. At first level, the national or regional tourist organization will adopt a marketing campaign to persuade the potential tourist to visit the country or region for which it is responsible. It will create a positive image of its country’s tourist attractions in tourist generating countries so that the potential visitors are attracted. At second level, the various individual firms providing tourist services can market their own components of the total tourist product after the national tourist organizations have launched marketing campaigns to persuade the potential tourist to visit the country or region for which it is responsible. Tourism marketing is the process of creating a product or providing a service for which there is actual or potential demand. The objective of marketing in tourism is to attract and motivate all the potential customers to a particular destination.

3.2.2 TOURISM MARKETING MIX

Marketing mix is the set of marketing tools that the organization uses to meet specific objectives and to attract pre defined target markets. The four Ps of marketing mix such as Product, Price, Place and Promotion are planned and coordinated by the marketers in such a way that the overall effect maximizes the demand and satisfaction of customers. The four elements of marketing mix are explained below.
3.2.2.1 Product

Tourism product can be seen as a composite product, as the sum total of a country’s tourist attractions, transport, accommodation and of entertainment that hopefully results in consumer satisfaction. The products sold in the tourism industry are intangible and abstract. The tourist product is sold as a package or assembled by the individual tourist himself or his travel agent. The three basic components of tourism products are attractions of the destination, facilities at the destinations and accessibility of the destination.

Attractions are those elements in the tourism product, which determine the choice of a destination. The attractions include panoramic view of location, areas of archaeological interest, historical buildings and monuments, national parks or events like trade fairs, exhibitions, arts and music festivals, games etc. Facilities are an important element in tourism product. It helps in attracting the tourist to the destination. Facilities include accommodation, various types of entertainments, picnic sites, recreation and so on. Accessibility is the means by which a tourist can reach the destination. The tourist attractions, which are linked to the tourist generating markets by a network of transport, receive the maximum number of tourists.

In Christopher Holloway’s words, destination itself is a composite product covering a region or a town incorporating a number of individual attractions such as historical buildings, museums, shops, a seaside resort offering beaches, sea bathing and sunshine. In each of these there will be a range of tangible attractions, a less tangible experience of the environment, and a range of facilities such as hotels and restaurants, local transport etc., and the interface with locals, which will incorporate commercial services and cultural exchanges. Even the accessibility of the destination must be incorporated as an element in the product.
The following factors need special consideration while taking product decision:

1. Extend of services to be rendered to the customers
2. Quality of product and services offered
3. Range of products in the product mix
4. Brand name which provides an improved image and added value to the product

3.2.2.2 Price

Price is the element of the marketing mix that brings revenue to the tourist organizations. Prices for tourism products have to take into account the complexity created by seasonality of demand and the inherent perishability of the product. Therefore pricing decision is the hardest to take in the tourism context.

Some of the factors influencing the price of tourism product are outlined below.

1. Perishable nature of the tourism product
1. Degree of competition
1. High price elasticity of demand exhibited by holiday and leisure travel markets
1. Goals and objectives of the organizations
1. Government involvement in the market
1. Relationship of price with the psychological aspects of both quality and status.
3.2.2.3 Place

Place or distribution system is defined as the means by which a tourist accesses, books, confirms and pays for a tourism product. Tour operators and travel agents are the two most common forms of intermediary in the tourism industry. The use of Internet, computerized reservation systems and global distribution systems also enable the organizations to spread demand for their products.

According to Fyall Alan the distribution strategy depends on a number of factors such as nature and characteristics of the market, the commitment of resources necessary to service the strategy, the nature and intensity of competitor activity and the balance to be achieved between cost and control.7

3.2.2.4 Promotion

Tourism promotion is a mix of communication activities aimed at influencing the potential customers or trade intermediaries to think and act in a certain manner. Brand building and product awareness are the two major components of tourism promotion. A promotion campaign carried out by the tourism companies or tourism board must provide information about the product and create a favourable image about the destination. Various promotional tools are briefly explained below:

a. Advertising

Advertising is any paid form of non-personal communication by an identified sponsor in a commercially available medium. The media may include travel guides, newspapers, magazines, radio, television, direct mail and billboards. Advertising is highly appropriate for long-term image building.
b. **Sales promotion**

Sales promotion consists of short-term incentive tools designed to stimulate a desired result from potential customers or the trade intermediaries. Sales promotion campaigns induce brand trial, which in turn increases the frequency of purchase.

c. **Public relations**

Public relations is a non-personal communication which changes opinion or achieves coverage in a mass medium, and which is not paid for by the source. Media relations, sponsorship and attendance at exhibitions and travel fairs are public relations activities common to tourism.

d. **Direct marketing and data base marketing**

In direct marketing the organizations directly deal with the prospective customers. They use the data base technology such as intranets (within organizations), extranets (networks of suppliers and key customers) and the Internet.

Other promotional activities include tele marketing, e-mail and the creation and distribution of CDs, videos and DVDs. Printed communications such as brochures or leaflets are also extensively used by tour operators and tourist organizations to sell their products.

However prior to selecting the most appropriate promotional tool the marketer must consider the factors such as objectives of the organization, nature of the product or service, characteristics of the market place, type and size of the audience etc.
3.2.3 TOURISM SYSTEM MODEL

Leiper’s model of basic tourism system provides a broad understanding of various activities of tourism. His model is demonstrated in figure 3.1.

Fig 3.1
Basic Tourism System

As the above figure 3.1 shows, Leiper’s model considers the activity of tourists, allowing industry sectors to be located, and providing the geographical element, which is inherent in all travel. According to him the three basic elements of tourism are tourists, Geographical elements and Transit route region.
3.2.3.1 Tourists

The World Tourism Organization defines tourists as any person travelling to a place other than that of his/her usual environment for less than 12 months and whose main purpose of the trip is other than the exercise of an activity remunerated from within the place visited. This definition recognizes the main purpose of tourism as leisure, recreation and holiday, visiting friends and relatives, business and professional, health treatment, religion and pilgrimage and sports⁹.

As per the recommendations of the United Nations Conference on International Travel and Tourism, Rome 1963 Government of India’s tourist department has defined foreign tourist as a person visiting India on a foreign passport, staying at least 24 hours in India and the purpose of whose journey can be classified under one of the following headings:

i) Leisure (recreation, holiday, health, study, religion and sport)

ii) Business, family, mission, meeting.

A domestic tourist is a person who travels within the country to a place other than his usual place of residence and stays at hotels or other accommodation establishments run on commercial basis for a duration of not less than 24 hours or one night and for not more than 6 months at a time for any of the following purposes:

i) Pleasure (holiday, leisure, sport etc)

ii) Pilgrimage, religious and social functions

iii) Business conferences and meetings

iv) Study and health¹⁰.
3.2.3.2. Geographical elements

Figure 3.2 demonstrates the geographical elements in a tourism system.

Leiper’s model classifies the geographical element into three. They are:

1. Traveller generating region
2. Tourist destination region
3. Transit route region

Source: Cooper Chris, Fletcher John, Gilbert David and Wanhill Stephen, Tourism Principles and Practices, Pitman publishing, p. 4

Traveller generating regions influence the travel behaviour of tourists. They simulate the travellers to move to a particular destination. It is at this stage that the tourist seeks information about various places, takes travel decisions and makes the departure.
Destination region is the most important element in the tourism system. It comprises a core of the following components such as

- Attractions
- Access (local transport, transport terminals)
- Amenities (accommodation, food and beverage outlets, entertainment, retailing and other services)
- Ancillary services.

The mix of facilities and services at a destination is known as an amalgam. The complete mix must be present in a destination for the deliverance of memorable tourism experience. Effective planning and careful professional management of the destination is essential for its sustainable development.

The transit route region represents the period of travel to reach the destination and the intermediate places, which may be visited enroute.

### 3.2.3.3 Tourism industry

Tourism industry involves the range of businesses and organizations involved in delivering the tourism product. Travel agents and tour operators are predominantly found in the traveller generating region, attractions and the hospitality industry are found in the destination region, while the transport industry is found in the transit route region.
3.2.4 MARKETING STRATEGY MODELS

According to Jha S.M. (1997) overall marketing strategy is a composite built up, by making possible a fair blending of various inputs, marketing channels and physical distribution systems, advertising, personal selling, other promotion devices and prices to get the desired outputs known as objectives, e.g., targeted return on investment, market share and brand image.

Figure 3.3 presents marketing strategy model.

Fig. 3.3
Marketing Strategy Model

Source: Jha, S.M. Tourism marketing, Himalaya Publishing house, 1997, p.283
Overall marketing strategy is volatile as the inputs and outputs change with changes in the environmental conditions. Destination marketers must have in depth knowledge of emerging changes in the users expectations, taste preferences, likes and dislikes and needs and requirements. They must evaluate the overall marketing strategy accordingly. While formulating strategy for the tourism industry they are required to select the best product ie, the well managed tourist resorts, hotels, transportation and communication systems. They are also expected to make suitable arrangements for tour operators and travel agents so that the quality services reach to the target market in a decent way. While making the pricing decisions, the marketers set prices in line with the quality of products to be made available to the consumers. Promotional decisions are to be creative or innovative. They are designed keeping in view the budget and requirements. An organization, which adopts a sound marketing strategy, can ensure a fair return on their investments. They succeed in projecting a favourable image and become successful in establishing leadership in the market.

Fyall Allan (2006)\textsuperscript{12} discusses a model advocated by Ansoff for analyzing the strategic choice options. The Ansoff matrix which contains two variables (products and markets) demonstrates the potential areas in which core competencies and generic strategies may be deployed: Market Penetration, Product Development, Market Development and Diversification. This model is presented in figure 3.4.
The model shows that market penetration aims at increasing market share in existing markets by using existing products. Market penetration strategies are appropriate when:

1. Existing markets exhibit growth potential
2. Competitors are existing in the market
3. The organization is able to maximize benefit from its acquired experience and market knowledge
4. The organization is unable to enter new markets.

Source: Fyall Allan and Garrod Brain, Aspects of tourism: Tourism marketing A collaborative approach, Viva books private limited, New Delhi, 2006, p.116
Market development strategies involve attempts by organizations to take their existing product range into new market areas. This is found suitable where:

1. The existing market shows little or no potential for growth
2. Other market segments or geographic markets exhibit better potential for growth.
3. Regulatory or other restrictions prevent an increase in an organization’s market share in its current market.

Product development strategies indicate development of new products in existing markets. This approach is applicable when:

1. An organization already holds a high share of the market and could strengthen its position by the launch of new products.
2. The existing market has good potential for growth, providing opportunities of good economic returns for new product launches.
3. Customer preferences are changing and customers are receptive to new product ideas or new destinations.
4. Competitors have already launched their own products.

Diversification involves moving beyond existing areas of operations and actively seeking involvement in either related or unrelated areas. This strategic option is appropriate, when:

1. Current products and markets no longer provide an acceptable financial return.
2. The organization has underutilized resources and competences.
3. The organization wishes to broaden its portfolio of business interests across more than one product /market segment.
The organization wishes to make greater use of any existing channels of distribution, thus diluting fixed costs and increasing returns.

The organization actively wishes to spread risks.

There is a need to act counter-cyclically in a given sector.

3.2.5 BRAND STRATEGY MODEL

The Brand Box Model developed by Chernatony and McWilliams\(^\text{13}\) explains the two key dimensions that could clarify the strength of the brand: representationality and functionality. The first dimension promotes the idea that consumers use brands to help them to express something about themselves. It is defined as a set of consistent beliefs and meaning held by their purchasers and users, which are associated with the products or service. The consumer perception of the brand help them in choosing the product which is best suited to the expression of their particular personalities, roles, set of needs and emotions in a given situation.

The second dimension, functionality interprets the utilitarian aspects of the brand. Chernatony and McWilliams defined the functional aspects of brands as names, which marketers have developed to distinguish between competing offerings and to facilitate purchaser and user’s decision-making through rapid recall of consumer relevant performance benefits\(^\text{14}\).
The model uses two dimensions—representationality and functionality—to create a four-cell matrix based on consumers perspectives. The Brand Box model is shown diagrammatically in figure 3.5.

**Fig 3.5**

**Brand Box Model**

![Brand Box Model Diagram]


It is demonstrated that brands are not only characterized by one of these dimensions but by a combination of the two. No brand can be seen as entirely representational, there will be some dimension of functional quality inherent in any product or service that is offered in the market place. The purchase decision of a consumer depends on the degree of representationality and functionality expressed by a particular brand.
Morgan Nigel and Pritchard Annette used the destination brand fashion curve to explain the series of stages in the brands relationship with its customers. It reveals the life and development of a brand through birth, growth, maturity and death. This concept can be applied to a tourism destination brand. At the initial stage of development the tourism destination brand is fashionable or trendy. This is due to their lack of advertising activities because the destination is new and exclusive. The tourists at this stage, although few in number, are influential opinion-formers. At the famous stage, the destination brand attracts lucrative market segments. If the brand fails to remain contemporary, it will drift into the familiar zone where everyone knows about the destination, but it has lost its appeal. This may ultimately lead a destination brand to fatigue—a place, which finds it difficult to attract lucrative market segments. The destination brand fashion curve demonstrates that the destination brands can never remain static. This emphasizes the marketers need to recognize the stage at which the brand requires refreshment. Failure to advance and develop the brand will eventually lead to stagnation and ultimately to brand decay. Destination brand fashion curve is exhibited in figure 3.6.
3.2.6 MODELS OF TRAVEL BEHAVIOUR

A theory of consumer behaviour in tourism is an aid to understand the various factors influencing the travel decision-making. Schmoll’s model highlights many of the attributes of travel decision making which influence tourism demand. He considers motivations, desires, needs and expectations as personal and social determinants of travel behaviour. These are influenced by travel stimuli, external variables and characteristics and features of service destination. Figure 3.7 exhibits the model developed by Schmoll.
Characteristics and features of service destination

Source: Cooper Chris, Fletcher John, Gilbert David and Wanhill Stephen, Tourism Principles and Practices, Pitman publishing, p.28
The model consists of four fields

Field I: Travel stimuli: These include advertising, travel literature, suggestions from other travellers and trade recommendations.

Field II: Personal and social determinants: These factors determine customer goals in the form of travel desires and expectations.

Field III: External variables: These involve the travellers’ confidence in the intermediary, destination image, previous travel experience and cost and time constraints.

Field IV: Characteristics and features of the service destination: Attractions and amenities offered by the destinations, quality/quantity of travel information and type of travel arrangements offered have a bearing on the travel decision.

3.3 REVIEW OF EMPIRICAL LITERATURE

This section of the chapter examines the empirical studies that have been conducted in the field of the present study. The empirical literature relating to the variables under study has been organized in terms of chronological order.

Menon, K Muraleedharan 17 (1991) conducted a research that focused on tourism management and administrative problems in Kerala. The study indicates that the present organizational structure for tourism management lacks integration, unity of command and co ordination. The tourism management with all its rigid bureaucratic rules, procedures and financial constraints lacks professionalism and initiative in the process of building up healthy tourism activities. In order to tackle this problem he proposed the establishment of a tourism board having independent decision making authority, professionally skilled managers and financial autonomy.
Sudheer, S.V. (1991) examined the prospects and problems of tourism in Kerala. The objective of this study were – to assess the potential of natural resources in Kerala, to ascertain the facilities available to tourists visiting Kerala, to assess the economic benefits obtained by the business community in the tourist centres.

The data required for the study was collected from field survey using questionnaires and interview schedules. About 600 foreign tourists and 300 domestic tourists were selected on a random basis. Data were also collected from 70 traders at Kovalom and from 117 members of the staff of Department of Tourism, Government of Kerala.

The study identified the factors that attracted tourists to Kerala. These are ranked in order as (1) natural beauty (2) beaches (3) favourable climate (4) historic value and culture. It is viewed that tourism is affected by the seasonality problem of the industry. He suggested that the duration of the season must be extended by attracting more tourists. He noted that most of the states in Northern parts of Kerala are not attracting tourists owing to exploitation and under exploitation. He commended that the imbalance caused can be minimized by concentrating more on the development of potential areas in those districts. In order to promote tourism more hotels and restaurants which are clean, moderately expensive and best in service may be provided in the close vicinity of the centres.

Selam M. (1993) studied the prospects of generating sizeable foreign exchange earnings through tourism. He opined that the economic significance of tourism lies in its ability to generate foreign exchange to meet the burgeoning import needs of the country. Foreign tourism and domestic tourism together contribute to our GDP considerably. He disclosed that tourism is 65 percent more employment incentive than other industries.
He also puts emphasis on the social significance of tourism. Tourism provides certain beneficial social outcomes both to the host country and also on the global level. These are: projecting the image of the host country in other nations, preservation of cultural heritage, promotion of national integration, improvement in standard of living, development of people’s knowledge, international understanding, exchange of cultural values, protection of flora and fauna, promotion of sports and adventurous activities with the youth and so on.

Frangialli, Francisco (1994) reported that for achieving a rapid and steady growth in tourism, it has to prove its capacity and ability

1. To benefit from socio-demographic factors favorable to international tourism.
2. To incorporate technological changes that foster development.
3. To take advantage of current trends in consumer behaviour.
4. To opt for a strategy of sustainable development and 
5. To develop and to improve human resources.

Ameen A.M. Al-Momani, (1995) commented that tourism industry is a highly complex aggregation of many groups of firms providing different products or services to the tourists. At the core of the industry are accommodation, transportation, food and beverages, travel and financial services plus attractions and traveller-oriented related products. Many others such as car rentals, taxis, service stations, tele communications, retail stores and industry suppliers compliment these products and services.

He reported that destruction of the environment due to the tourism development activities and tourist’s flow are the major threats to tourism. The major environmental worries felt relating to travel are chemicals in rivers and seas, destruction of wild life, dirty beaches and bathing water, acid rain and neglect of old buildings and monuments. Problem of congestion and erosion of land for construction purpose are
additional hazards for tourists. He suggested that a proper control and regular monitoring of the various sectors of the industry might provide safeguard against the possible ill effects of tourism.

Wheeler, Marion 22 (1995) in his article titled ‘Tourism Marketing ethics: An introduction’ examines the nature of the tourism product; paradoxes that occur with its development, the role of ethics in the marketing of the tourism product and “green” tourism as an example of the industry response to ethical construction.

The study revealed that the role of tourism marketing ethics revolves around effective segmentation, communicating more appropriate messages about the destination and the reality of the fragility of the environment. However it is possible to see that marketing ethics are implicit in tourism but have yet to be explicitly discussed by the industry. Tourism product has a number of unique characteristics such as its intangibility evolving overtime into a completely different product, the difficulties with standardization and volatility to world events. These characteristics and the inherent paradoxes in tourism make the acknowledgement of marketing ethics even more important.

He also opined that the reaction of the industry so far has resulted in the popularity and increased visibility of green holiday packages. There are a number of fundamental problems with this form of tourism and the tour operators who are using the green banner to sell their holiday products rather than a commitment to a societal perspective can view it simply as a marketing ploy.

Costa, Jorge 23(1995) identifies important areas of concern and potential opportunities for travel and tourism industry. He revealed that tourism industry is becoming more aware of the need to achieve sustainable development. He opined that both government and investors have to try harder in order to achieve a sustainable development of the regions and countries. He proposed that the protection of the resources could be ensured partly by the development of cultural tourism. This may be a way to preserve places and monuments by correctly planning their use.
He observed that labour shortages are an important matter of concern for hotel operators and companies. He suggested various solutions for the problem. A better career structure and the development of higher skill levels through improved training might be one of the solutions. The development of a better image may also help to minimize the high labour turnover rate. One way to improve image is through successful brand promotion.

He reported that travel market is facing other challenges—the growth of independent traveller, a progressive shift away from original holiday packages, and the growth of long haul and short break markets. He concluded that tour operators have to be more sensitive to the changes in customers needs. Existing products have to be developed to suit the “new” customer.

Vijayakumar B.24 (1995) conducted a study on the sustainable development of eco tourism in Kerala. The objective of the study was to make an assessment of the eco tourism potential of Kerala, to study the preference for eco tourism among foreign tourists coming to Kerala and to develop policy suggestions for sustainable tourism.

The study shows that foreign tourists are attracted to Kerala mainly by its natural beauty. It is reported that majority of the foreign tourists belong to the budget category whose interest is to spend their holidays at minimum cost. He suggested that by providing more facilities and by popularizing eco tourism products, the state could raise the demand for eco tourism especially among high-income groups from North America and West Europe. He further sees that by attracting more high-income tourist and enabling them to increase the duration of stay, eco tourism can contribute much to the foreign exchange earnings. He pointed out the responsibility of government, guest and hosts in promoting eco tourism in Kerala. He noted that the seasonality problem of Kerala can be solved by promoting wildlife, hill stations, beaches and backwater in summer season,
ayurveda in rainy season, various forms of arts and festivals in between and village life at any time.

Satya, Sundaram I. 25 (1995) has listed seven steps, which should be taken urgently in order to increase the inflow of tourists and earn valuable foreign exchange. They are: waiting time for the clearance of customs should be reduced, provision of adequate means of transport, residential facilities at places of interest, appointment of sufficient number of authorized guides in order to avoid cheating and misrepresentation of facts, improvement in the infrastructure facilities for tourism and better publicity to our tourist places at international level. He also opined that a pragmatic policy on the part of the government is urgently required for tourism promotion.

Kamalakshi (1996) 26 in her thesis ‘Hotel industry in Kerala with special reference to tourism’ identified the major problems faced by the hotel industry in Kerala. The study reveals that Kerala has not been adequately marketed as a tourist destination and package tour to Kerala has not been sufficiently popularized. The international tour operators and local agents are reluctant to bring tourists to Kerala on package tour mainly due to the paucity of appropriate hotel accommodation facilities in Kerala. Tourist guidance facilities, tourist information centres, transport facilities and various facilities in a hotel remain much below the average satisfaction of the tourist. A good majority of the foreign tourists stays in the 3-star and higher categories of hotels and the domestic tourists in 2-star and lower categories. Both the foreign and domestic tourists were of the opinion that they were not getting prompt services from hotels. The hotel industry in Kerala has registered significant growth and become one of the prominent industries in all their respects. But the set back in the industry during 1990-91 is indicative of the sensitiveness of the industry to the external factors such as terrorism, communal riots, political instability and epidemics.
Sundaram, Satya I. 27 (1997) depicts the major constraints in the growth of tourism industry. Paucity of funds, inadequate infrastructure, shortage of hotel accommodation, wrong practice by travel agents, lack of coordination between the Department of Tourism and private sector are the various obstacles in tourism promotion. The study disclosed that the Indian tourism industry has not realized its full potential though the average duration of stay of inbound tourist in India is one of the highest in the world. There is an erroneous impression that tourism is a leisure industry not requiring attention of planner and administrators.

It is also suggested that tourism development requires political will and commitment at various levels and involvement of people at various stages. People should be convinced that tourism is an instrument for improving the quality of life, protecting the environment and providing employment even to unskilled labour.

Vijaya Kumar A. 28 (1998) considers tourism as an agent of social change bridging gap among nations, regions and people and helping them to open up for wider consideration of investment through out the world. Tourism is seen as the promoter of development –material as well as spiritual-both at macro and micro levels.

India is a vast country with a variety of tourist attractions but its share on the world tourist’s arrivals does not even form one percent. The study examined the reasons for poor performance. They are: location at distance far away from the main tourist originating markets such as the U.S, Britain, Germany and Japan, inadequacy of tourism infrastructure, concentration of tourist inflows into a few areas, short tourist season in India, continued regional conflicts and terrorist activities, lack of credibility of tourism data, health and security concerns, high cost of capital for developing tourism infrastructure and rising tax burden on tourism industry. He suggested that there is need to evolve an integrated strategy for promotion of tourism in a big way. This need assumes considerable
importance with proper emphasis on a comprehensive, long-term approach to achieve sustainable development in harmony with the country’s overall developmental objectives.

Samuel K. Jacob (1999) pointed out a perceptible change in the preference of foreign tourists. The number of foreign tourists who prefer to wander over the backwaters in traditional country boats enjoying the cool breeze and Kerala cuisine is on the rise. He also opines that the rate of inflow of low budget foreign tourists is growing. These tourists are not interested in five star hotels but would like to enjoy and experience the thrills and specialties of different geographical locations.

Mohinder Singh (1999) highlighted protection of environment as a major social issue. He opined that if a tourist attraction gets environmentally degraded tourist themselves start shunning it. The challenge lies in boosting tourism with a sharp focus on a destination’s maintenance and enhancement of its environmental values. He concluded that attention should be focused on making traditional tourism more sustainable. Efforts should also be directed towards saving a tourist site from environment degradation.

Hankinson (2001) opines that destination’s brand image is very important to its marketing success. He suggests that destination marketers must seek a fuller understanding of the nature of images held by both individuals and organizations in order to build more favourable brand images and thereby enhance a destination’s attractiveness and economic development. This information is also required with regard to competing destinations, if positioning strategies are to be implemented successfully and limited budgets are to be used effectively.

Leisen, Brigit (2001) conducted comprehensive study on image segmentation of a tourism destination. The vacation market is segmented based upon the images held by non-residents of a tourism destination. These images were assessed via self-administered questionnaires, returned by more than 900 survey participants.
The study identified segments from which target markets can be selected and marketing strategies developed. It provides insight into the most favourable and the least favourable image aspects by market segment. The result provides guidelines for the allocation of promotional resources to the segment and the development of the promotional messages. In addition, the demographic characteristics of the segment members can be used to identify media with matching audience profiles.

He opined that from a short-term perspective the groups with the more favourable images are clearly the most attractive segments. These segments form the most responsive target markets because they not only have a favourable image but also have the greatest intention of visitation. He suggested that by directing a promotional campaign at that market destination marketers could further enhance their image. As a long-term strategy, a destination marketer can focus on redirecting the image of the segments that expressed the favourable images. Here creating awareness of the state’s tourism attractions as an on-going information process can provide major opportunities for the state in generating increased travel in the future.

Eco tourism marketing with reference to Kerala was the subject of research by Thambi P. Santhosh (2002). The study aims at determining the eco tourism product potential and market potential of Kerala and suggests ways and means to improve the marketing of eco tourism resources of Kerala. Primary data was collected through structured questionnaire. Six hundred foreign tourists and three hundred domestic tourists were contacted for the study. Information was also obtained from 40 tour operators and 14 representatives of District Tourism Promotion Council (DTPC).

According to the study majority of the tourist respondents have participated in nature-based activities. Wild life viewing was considered as the most preferred activity followed by boating, trekking, viewing flowers and plants, nature photography, camping,
mountain biking, bird watching and environmental education in the order of preference. Fishing was the least preferred activity.

The result shows that Kerala has enormous potential for the development of eco tourism. Wild life viewing has the highest potential followed by trekking, boating, viewing wild flowers and plants, nature photography, bird watching, environmental education, camping, mountain biking and fishing in the order of potential given by tour operators and representatives of DTPC. He concluded that tour operators have not taken much initiative in developing and promoting eco tourism potential of Kerala. He suggested that the government should encourage tour operators to develop and market innovative eco tourism products, which are beneficial to local people in and around eco tourism destinations

Anilkumar P.T. (2003) provides a sobering of the problems and prospects of hotel industry. He also analyzed the facilities and services provided to tourists by hotels. The study shows that the hotel provides vast range of facilities and services to the customers. The main purpose of visit by tourists, foreign as well as domestic is stated to be pleasure irrespective of the status of hotel that they stayed in. It is reported that the hotel industry in Kerala is affected by bureaucratic apathy, lack of proper orientation in government policies, high cost of land, seasonality of business and lack of professionalism mainly at the level of management. The tourists opined that they are taxed very high and forced to spend more on room rent and cost of food and beverage.

Therefore he suggested that budget hotels must be established without compromising the basic standards of comfort, cleanliness, efficiency and amenities. He recommended that the government should provide the necessary facilities for the establishment of such hotels by relaxing legal constraints.
Crockett R. Shane and Wood J. Leiza (2003) describe the Western Australia’s brand development and extension strategies in the context of fundamental brand building principles. They discuss the macro tourism environment of Western Australia, analyses the repositioning challenge and then summarizes the development of Brand WA.

Western Australia Tourism Commission (WATC) is a state government statutory authority, which has been given the role to accelerate the sustainable growth of the tourism industry for the long term, social and economic benefit of the state. WATC felt the need for developing a strong identity that encapsulated the state’s unique attributes and personality. Thus they launched Brand Western Australia in November 1996. The development of Brand Western Australia involved an extensive consultative process with all the stakeholders. A comprehensive qualitative research programme was conducted among overseas visitors and Western Australians in order to shape all aspects of the strategy and to establish credible and representative brand attributes. The three main components of the research programme were:

1. Consultation with the possible end users of branding.

2. A comprehensive market research programme in key national and international markets.

3. A target market selection process.

Further, the WATC undertook an extensive qualitative research programme conducted by Donovan research (1996) in Western Australia’s key national and international markets. The research analyzed the following aspects:

1. Tourists ranked attributes as high motivators for their travel.
Consumer perceptions of Western Australia and Perth as a holiday destination.

What travellers imagined when they thought of WA and of Perth.

Consumer perception of the state’s major strengths and weaknesses as a holiday destination.

The study shows that every brand should have a core personality or purpose. Brand personality is a set of human characteristics associated with a brand. The overall research identified the four core personality elements of Brand WA - Fresh, natural, free, spiritual. These are the constants of Western Australia’s proposition as a destination. Based on these core personality traits, an integrated visual language was prepared, featuring the elements of a warm yellow sun, vast canopy of the blue sky and wide horizon. Brand Western Australia strategy was developed as a five-year holistic package. With a number of marketing and development strategies aimed at maximizing Western Australia’s market exposure, servicing Western Australia’s core tourism sectors, facilitating effective industry partnership and developed industry product and infrastructure.

The Department of Tourism, Ministry of Tourism and Culture has mandated CRISIL Infrastructure Advisory to conduct a study on Kerala’s approach to tourism development so that important lessons may be learnt and replicated in other states. The objectives of the study was to identify the factors/strategies/action plans of the government specifically in the following areas

Product or destination development

Infrastructure development

Marketing strategies in India and abroad

Public private partnership

Impact on local economy
Incentives/concessions provided by the state government

State government initiatives to contain the negative impact of tourism

Any other factor contributing to the overall development of tourism in the state.

The study was undertaken through a combination of field survey and analysis of secondary data from available sources. Sample survey was conducted at various tourist locations in the city of Cochin. The fieldwork was conducted from 4th to 14th September 2004. The respondents included 105 international and 92 domestic tourists.

The study examined the state’s policy, planning and developmental initiatives through the ‘Six S’ framework of India’s National Tourism Policy that comprehensively captures all various dimensions of tourism initiatives. The six S of Tourism Development are Swagat - Hospitality, Soochna - Information, Suvidha - Facilitation, Suraksha - Security protection, Sahyyog - Cooperation and Sanrachna - Infrastructure. The entire analysis was undertaken through a combination of desk research and field surveys. Various stakeholders were interviewed during the course of the study and a detailed questionnaire survey was undertaken to gauge both domestic and international perceptions.

Following are the key learnings that emerged from Kerala

1. Build tourism on core and naturally available resources-Kerala’s tourism success story has been built on two of its core natural strengths-backwater and Ayurveda

2. Create an image distinct from the country-the Indian image is not positive, ‘dusty’, ‘hot’, ‘quaint’ etc are the words used for India. Therefore a distinct identity for Kerala was imperative. This strategy protected the state from fluctuations that affected the country and that often created strong negative currents internationally.
3. Compete internationally, but locally-the state has studied the competing destinations and efforts have been directed towards achieving the quality and product development standards demanded by international travelers to such locations. Kerala has been positioned as another international tourism destination and not an Indian tourism location always benchmarking itself with international destinations.

4. Learn from mistakes made elsewhere- Kerala’s late entry into tourism has helped it to draw valuable lessons from internationally committed mistakes by other early entrants. One benefit has been that it has avoided the ‘traps of development’ that tourism often presents. The second valuable lesson has been ‘not to seek mass tourism but rather focus on class tourism.

5. Professional administration and strong political support-the Kerala administration is committed to a professionally managed approach, top tourism development that is fully supported by the political leadership.


7. Let the professionals lead- Kerala’s tourism is managed in a professional manner.

8. Give the private sector the space it requires to grow-the highlight of tourism development in Kerala has been the strong partnership with the private sector which has been part of the core group in reaching all consensus.

9. Package the product to align with international trends-Kerala has not merely created products but packaged the products for the intended customer.

10. Protect the product-the state has taken serious measures to work towards sustainable tourism development protecting its products from degradation, abuse and pollution.
11. Continue to work on the disadvantages and weakness.

12. Take tourism seriously- all stakeholders including the public at large, are involved in a public consensus to develop the sector.

Close study of the manner in which Kerala has approached its tourism sector leads to the conclusion that its success is the result of a very consciously evolved strategy, which requires to be pursued with the active collaboration of all stakeholders. The essence of the strategy is to set a high goal and work towards it, build on the strengths, market aggressively and ensure product delivery.

Augustine Philip (2004) cited reasons for the current growth of health tourism. In USA cost of all medical and surgical treatments have escalated to prohibitive levels. A proportion of the US population has either no health insurance coverage or only partial cover. Besides insurance companies do not cover cosmetic surgeries of any kind. Cosmetic surgery is becoming increasingly popular in United States. In the United Kingdom the main problem is long waiting lists for all treatments. The waiting period for a hip joint replacement surgery may be as long as four or five years. In the Arabian Gulf countries, some super specialty treatment is simply not available.

He opined that many nationals of these affluent countries study the world wide web on the internet, compare merits and costs of treatment in Asian and South African hospitals, identify the best option and then fly out to that country. The total cost including airfare, hospital expenses, hotel accommodation and the added tourism experience works out to much less than the cost of surgery alone in their respective countries.

He concluded that in order to attract global health tourism on a large scale, hospitals in Kerala must upgrade their facilities to fully international standards. There should be highly skilled specialists in all branches of medicine and surgery. Reception
areas of the hospital must be spacious and beautifully designed. Staff should be extremely polite and super efficient in their work. Accommodation in the hospital should be comfortable and provided with Internet and other communication facilities.

Hankinson Graham (2004) assesses the relative saliency of image attributes associated with history, heritage and culture in shaping the perceptions of places as tourism destinations. The research used the repertory grid technique developed by George A. Kelly in the context of Personal Construct Theory combined with depth interviews to elicit the attributes associated with the images of 25 destinations in the UK. His study identified 11 categories of image attributes. Those associated with a destination’s history, heritage and culture were found to be the second most salient category. The study demonstrates that the marketing of many destinations does not start from a zero basis. A destination with a long political/social historical or cultural heritage may have developed a strong positive image. Such images are referred to as organic images. Special care must be taken to maintain and develop this image. He suggests that the negative organic image of a destination cannot be changed through marketing communications alone. Changing a negative organic image requires a change in destination product itself, which in turn results in high levels of investments. He observed that the destinations seeking to reposition themselves need to maintain and enhance that image through public relations. He considers advertising as less effective tools in promoting destinations.

The study also reveals that the image attributes are not independent of each other. History, heritage and culture were strongly related to other attributes. Building brand equity therefore needs to be broadly based in order to take account of the very wide range attributes, which forms the basis of brand images.

Anilkumar K (2004) in his thesis ‘Identification and Evaluation of the negative factors of tourism in Kerala’ examined the various negative factors, which may retard the growth of tourism in Kerala. Primary data was collected on random basis from
598 foreign tourists, 300 domestic tourists and 300 hosts. Sample was drawn from Northern, Central and Southern parts of Kerala. Secondary data was obtained from Government departments and Government publications. The data collected were analyzed using statistical tools such as averages, Percentages and Standard Deviation.

The study informs us about the major negative factors affecting Kerala tourism. The major negative factors expressed by foreign and domestic tourists were- Growth in unscientific massage parlors, Exploitation of tourists by hotels and restaurants, Commercialization of Country’s culture and art forms, Water pollution, Over pricing, Exploitation of tourist by unscientific yoga, Littering, Exploitation of tourist by taxi and auto rickshaw drivers. The major negative factors identified by host community were – Alcoholism, Female prostitution, Overpricing, Pick pocketing, Littering, Theft, Commercialization of country’s culture and customs, increase in land value in tourist centers, Seasonal unemployment, Cultural diffusion, Overexploitation of natural resources and water pollution.

Federation of Hotel & Restaurant Association of India (FHRAI) 40, 2004 has published the Indian Hotel Industry Survey in collaboration with HVS International, India. The survey covers data from 1037 hotels across various cities in India, having a combined total of 54142 rooms. According to this survey Bangalore is the market occupancy leader with occupancy of 72.4 percent. Hyderabad achieved the second highest occupancy at 70 percent. The overall occupancy in Cochin declined by 19 percent in 2002-2003. Average rates registered a decline of 16.6 percent. They expect occupancy levels and average rates to improve in 2003-04, as Cochin being the gateway city to Kerala will benefit from the increased leisure travel to the state. Thiruvananthapuram has witnessed an increase in terms of room occupancy (8.9%) and a growth in average room rate (18%). They expect that Thiruvananthapuram will benefit as inbound tourism to Kerala increases over the next couple of years.
Pike Steven\textsuperscript{41} (2005) in his article titled ‘Tourism destination branding complexity’ proposes enhancing the understanding of the complex challenges inherent in the development of tourism destination brand slogans. He pointed out that slogan is a necessary public articulation of a destination’s brand positioning strategy. Places are becoming increasingly substitutable and difficult to differentiate and a slogan provides a link between the brand identity aspired to by Destination Management Organisations (DMO) and the actual brand image held in the market. This paper summarizes 6 issues that make the application of branding theory to destinations a complex undertaking. First, destinations are far more multidimensional than consumer goods and other types of services. Second, the market interests of diverse group of active stakeholders are heterogeneous. Third the issues of who decides the brand theme and how they are held accountable are critical. Fourth, there is a fine balance to stuck between community consensus and brand theory because a top down approach to destination brand implementation is likely to fail. Fifth, brand loyalty can be operationalised to some extend by measuring repeat visitation through a DMOs visitor monitor programme. Sixth, funding is a continuous problem for DMOs in both scale and consistency.

Jain Rajnish and Jain Sangeetha\textsuperscript{42} (2005) analyses important dimensions of relational exchange and present insights from an empirical study of hotels regarding practices adopted for customer relationship management. Nine factors governing CRM effectiveness in hotel industry have emerged from the factor analysis. These factors are value, proposition, recognition, customer orientation, reliability, relationship orientation, credibility, customization, personalization and gestures. The study shows that relational exchanges will continue to form the basis of marketing strategies in service business.

Stepehenkova Svetlana, Morrison M Alastair\textsuperscript{43} (2005) attempted to analyze the destination image of Russia transmitted by American and Russian tour operators in the online environment. The objective of the study was to identify the most frequently mentioned places within the country and to pinpoint the most frequent meaningful words
used by the tour operators to discuss Russia as a travel destination. Two software programmes CATPAC II and WORDER were applied to analyze the content of website materials and solve the technical issues of destination counting. The study emphasized the importance of promoting the destination image by diversifying the induced image variables. Information on various image attributes should be provided in websites. It is observed that the Russian websites are loaded with information but not particularly well targeted to specific countries of visitor origin or market segments by travel agents. This research study considered only website information for analyzing the destination image for Russia. Other induced image channels need to be considered for an in depth study of destination image.

Font Xavier, Tapper Richard and Cochrane Janet (2006) reviewed excellent practices, areas of improvement and current initiatives to promote tourism industry. They reported that tourism is a very price sensitive market, but low prices paid by the customers only allow covering variable costs of servicing customers in the short term. They reiterated that tourist knowledge of sustainability is on the increase and therefore tour operators must behave “sustainably” to remain competitive. Tour operators package the services provided by other companies. In this sense they can only be sustainable if their suppliers are sustainable in the first place. Thus it appears that sustainable supply chain management is crucial to delivering corporate social responsibility. Three conditions in the tour operator supplier relationship are important for the success of supply chain initiatives: long term partnership, fair pricing and a consistent volume of operations. They also highlight the moral responsibility of tour operators to improve the social, economic and environmental conditions of their suppliers to ensure sales are more sustainable.
Sarngadharan M and Retnakumari reviewed the position of the hospitality and tourism industry in Kerala. They examined the satisfaction level of tourists by conducting a survey among 300 international tourists. A structured interview schedule was prepared for conducting the data. It is reported that Kerala has been far above the expectation of international tourists in relation to attraction and hospitality. The major attractions of foreign tourists include backwaters, charming beaches, legendary festivals, eco-tourism and unique dances of Kerala. On the basis of the study they suggested that tourism industry in Kerala could be promoted by the creative and innovative managerial decisions. Advertising with world-class professional expertise is also required to create a favourable image in the minds of tourists. The study highlighted the need for developing super structure and infrastructure with maximum participation of the private sector.

In summary, the studies relating to Kerala Tourism reveals the need for professionalism in tourism management. Researchers agree that serene beauty is the most positive factor and destruction of environment is the major threat to tourism in Kerala. One interesting observation is that no investigators consider Kerala Tourism as an established brand in the global market.

Several studies relating to the brand images and destination branding have brought to light the significance of brand image in branding of destinations, it’s influence on travel behaviour and product choice decisions.
REFERENCES


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