Chapter 3

TOURISM PROMOTION IN INDIA AND ABROAD

In tourism, promotion means careful planning of activities used to communicate products and services viz. brochures, billboards, and newspaper advertisements etc. Potential customers get information through promotion that positively influences what they think of a product and convinces them to use its services. Effective tourism promotion requires high levels of skill to respond to increasingly sophisticated market needs.

By considering the significance of tourism, both the Central and the State governments initiates various policies to encourage people’s participation in tourism development including Panchayati Raj Institutions, local bodies, co-operatives, non-governmental organizations and enterprising local youth to create public awareness and to achieve a wider spread of tourist facilities. However, attention will be focused on the integrated development of identified centres. Further the government provides linkages and synergies in the policies and programs of all concerned departments/agencies by establishing effective co-ordination mechanisms at Central, State and District levels. The focus of national policy is to develop tourism as a common endeavour of all the agencies vitally concerned with it at the Central and State levels, the public sector undertakings and the private sector.

3.1 Objectives of Tourism Promotion

The objectives of tourism promotion are to foster understanding between people, to create employment opportunities and bring about socio-economic benefits to the community, particularly in the interior and remote areas and to strive towards balanced and sustainable development and preserve, enrich and promote India’s cultural heritage. One of the major objectives is the preservation and protection of natural resources and environment to achieve
sustainable development. Tourism development of a nation depends on the following factors.

**(i) Safety and Security**

The safety and security of tourists are of primary importance both from the point of view of tourism development and the national pride. It will be, therefore, given high priority in the national strategy for tourism development. Central government will take up with the State government to enact suitable legislation on travel trade/tourist police for protection and security of tourists and for providing institutional mechanism to deal with complaints received from tourists and the industry so as to create a better security perception amongst actual and potential visitors.

**(ii) Facilitation Services**

Tourists have to pass through several government agencies so as to meet the requirements under various laws. These include obtaining visas, undergoing immigration checks, obtaining permits to visit certain areas, payment of fees for certain facilities etc. The endeavour of the government would be to improve efficiency in providing such facilitation services and make travel to and within India a pleasant experience. Introduction of issue of visa on arrival at least for 15 days at all the airports, computerization of the system of issue of visa, streamlining of luggage handling system at airports, improving tourist facilitation services at the airports by adopting technological solutions are some of the important facilitation services in this regard.

**(iii) Conservation and Development**

Tourism development needs to be properly guided and regulated to avoid adverse impact on the natural environment and cultural heritage which constitute the tourist attraction. A judicious balance needs to be maintained between conservation and development. Government will continue its policy of trying to maintain balance through planning restrictions and by educating the
people in appreciating their rich heritage and by eliciting their co-operation in preserving and protecting it.

(iv) International Co-operation

Tourism is a global industry requiring inputs from various international agencies and collaborations with other countries. The policy of the government therefore will be to foster positive win – win partnership with all international agencies and other countries.

(v) Professional Excellence

Tourism being a service industry it is necessary to enhance its service efficiency. The tourism policy will strive towards excellence by introducing professionalism through training and re-training of human resources and providing memorable visitor experience to both domestic and international tourists.

3.2 The Role of Agencies in the Promotion of Tourism

The government, private sector, voluntary agencies and public-private partnerships are largely engaged in the promotion of tourism by performing varying roles.

3.2.1 The Role of Government

Tourism is a multi-sectoral activity and the industry is affected by many other sectors of the national economy. The State has to, therefore, ensure inter-governmental linkages and co-ordination. It also has to play a pivotal role in tourism management and promotion. The specific role of the government includes:

(i) Provide basic infrastructural facilities including local planning and zoning arrangements.

(ii) Plan tourism development as a part of the over all area development strategy.

(iii) Create nucleus infrastructure in the initial stages of development to demonstrate the potential of the area.
(iv) Provide the required support facilities and incentives to both domestic and foreign investors to encourage private investment in the tourism sector.

(v) Rationalize taxation and land policies in the tourism sector in all the States and Union Territories and in respect of the land owned by government agencies like railways.

(vi) Introduce regulatory measures to ensure social, cultural and environmental sustainability as well as safety and security of tourists.

(vii) Ensure that the type and scale of tourism development is compatible with the environment and socio-cultural environment of the area.

(viii) Ensure that the local community is fully involved and the benefits of tourism accrue to them.

(ix) Facilitate availability of trained manpower particularly from amongst the local population jointly with the industry.

(x) Undertake research, prepare master plans, and facilitate formulation of marketing strategies.

(xi) Organize overseas promotion and marketing jointly with the industry.

(xii) Initiate specific measures to ensure safety and security of tourists and efficient facilitation services.

(xiii) Facilitate the growth of a dynamic tourism sector.

3.2.2 The Role of Private Sector

Tourism has emerged as the largest export industry globally and all over the globe private sector has played the lead role in this growth. The private sector has to consider investment in tourism from a long term perspective and create the required facilities including accommodation, time share, restaurants, entertainment facilities, shopping complexes etc. in areas identified for tourism development. Non-core activities in all airports, major stations and interstate bus terminus such as cleanliness and maintenance, luggage transportation, vehicles parking facilities etc. should be opened up to private operators to increase efficiency and profitability. The specific role of the private sector includes:

(i) Build and manage the required tourist facilities in all places of tourist interest.
(ii) Assume collective responsibility for laying down industry standards, ethics and fair practices.

(iii) Ensure preservation and protection of tourist attractions and give lead in green practices.

(iv) Sponsor maintenance of monuments, museums and parks and provision of public conveniences and facilities.

(v) Involve the local community in tourism projects and ensure that the benefits of tourism accrue to them in right measure.

(vi) Undertake industry training and man-power development to achieve excellence in quality of services.

(vii) Participate in the preparation of investment guidelines and marketing strategies and assist in database creation and research.

(viii) Facilitate safety and security of tourists

(ix) Endeavour to promote tourism on a sustained and long term perspective.

(x) Collaborate with government in the promotion and marketing of destinations.

3.2.3 The Role of Voluntary Agencies

Voluntary agencies and volunteers have to contribute their expertise and understanding of local ethos to supplement the efforts of other sectors to provide the human touch to tourism and foster local initiatives.

3.2.4 Public - Private Partnership

Today, the role of private sector in the development of tourism is being recognized and private participation in development of tourism is being planned wherever feasible. Thus, a constructive and mutually beneficial partnership between the public and the private sectors through all feasible means is an absolute necessity for the sustained growth of tourism. It is, therefore, the policy of the government to encourage emergence of such a partnership. This will be achieved by creating a Tourism Development Authority consisting of senior officials of the government and tourism experts and professionals from the private sector.
3.3 Benchmark in Tourism Promotion

The major difference in tourism promotion bodies in different countries is not the agencies themselves, or even the organizational structure. Most countries have the same kinds of tourism institutions. The difference is only with regard to the power - government versus private sector. In many developing countries and in countries where tourism is in a transition stage, the government’s role is still strong. In more and more countries, such as Europe, North America and East Asia, the balance of power for tourism promotion has shifted in favour of the private sector. As the private sector is more entrepreneurial and responsive than the government, industry members can provide valuable expertise for market-driven promotional and marketing activities. At the same time, the government can provide a longer-term vision and guidance on tourism development.

Many aspects of tourism development can be considered public goods. Efforts such as nationwide image building, regulation, investment attraction, and infrastructure development may not be undertaken by the private sector alone, as their commercial benefits may not be immediately clear. Thus, the government still plays a key role in facilitating access to capital, land and skilled employees. Public-private partnership works best when there are formal mechanisms to link companies and industry associations with the government agency.

3.4 Tourism Promotion Agencies in Other Countries

Only a few decades ago, government agencies played a very central role in tourism activities and encompassed all areas of tourism development, from building infrastructure to launching promotional activities. With the growing shift towards liberalization and privatization since 1980’s, however, many governments are now taking a less interventionist approach. Today, most of the State tourism agencies serve merely as a catalyst or coordinator for tourism development, supporting initiatives of the private tourism industry.
The growing rationalization of tourism management has led to a separation of tourism policy and planning from marketing and promotional activities. In most of the countries, the Central governmental agency serves as a coordinator of broad tourism policies and strategies (in India, NTA perform such role). The Tourism Boards of various countries have taken the help of print, web and media advertisements for promoting their country as a tourist destination. The advertisements are unique, informative and have helped in attracting many travellers.

In many countries, tourism is linked with the Ministry of Economic Affairs or Trade and Industry; elsewhere it is linked with Sports, National Heritage or Environmental Ministries. Only a few countries had full-time Minister for tourism. Given the multi-nature of the industry, tourism related programmes may fall under several different agencies. In countries with strong regional tourism agencies, the NTA can also serve as a coordinator of various local and regional activities.

(i) **Hong Kong**

The Department of Economic Services is the government department responsible for tourism activities. The Hong Kong Tourism Association is a semi-public rational tourism organization responsible for promotion and marketing activities. Private sector participation is also very strong, and the industry is consulted on all matters pertaining to tourism policy, education and environmental issues. Tourism Task Force has also been set up as a partnership between Hong Kong Tourism Association and industry members to jointly identify problems faced by tourism industry.

(ii) **Ireland**

The Department of Tourism, Sports and Recreation is the Irish government agency charged with coordinating tourism related activities. It provides guidance on tourism policy, helps in the coordination of tourism development programs and serves as a liaison between other national and
regional tourism bodies. The Council for Education, Recruitment and Training is an executive agency dealing with the education and training of tourism personnel. The Overseas Tourism Marketing Initiative is an independent Board set up on the basis of public-private partnership to promote Ireland in international market. The Regional Tourism Marketing Initiative is also established to promote tourism on regional basis.

(iii) New Zealand

The Office of Tourism and Sports, Department of External Affairs, is the national government agency that deals with tourism policy. The New Zealand Tourism Board (NZTB) is established as the marketing body in the tourism sector. The Tourism Marketing Networks are public-private partnership developed by NZTB to facilitate cooperative marketing efforts in international markets. Different tourism marketing networks are functioning in different tourism sectors including skiing, sport fishing, nature tourism and backpacking. The role of the Tourism Board is to contribute market research and serve as an overall ‘destination marketing umbrella’. Tourism Industry Association of New Zealand represents the interests of private tourism industry in New Zealand.

(iv) Singapore

The Ministry of Trade and Industry is the national government agency that oversees tourism policy. The Singapore Tourism Board (STB) is a statutory board set up by the government to perform marketing activities. It has four divisions – tourism marketing, corporate services, tourism business and regional marketing. The Destination Marketing Council is a public-private partnership created by the TSB to integrate the marketing efforts of the public and private sectors. Singapore Airlines helps in promoting Singapore. The airlines provide information on the different categories of hotels and the price ranges offered by each category of hotel. It also provides exclusive offers on hotel accommodation, airport transfers and popular tourist attractions.
(v) South Africa

The Ministry of Environmental Affairs and Tourism administers tourism activities at the national level. South African Tourism (SATOUR) is a statutory body established for the marketing and promotion of South African tourism. Tourism Forum is formed on public-private partnership to serve as a platform for discussion and coordination of tourism issues at senior levels. South Africa’s provincial governments are also playing an important role in tourism promotion by establishing Provincial Tourism Organizations in each of the provinces for coordinating marketing campaign and assist with local infrastructure development. Private sector organizations like the Tourism Business Council of South Africa and the South African Services Association are also actively participating in tourism promotion of South Africa.

3.5 Global Tourism Promotion Agencies

Tourism and travel has become an international activity which is pursued by a large number of people world wide. Thus, International organizations were formed and today numerous organizations are in the fray to guide and shape the tourism and travel industry. While some of the international organizations are specifically concerned with the development and promotion of tourism, others deal with areas like airlines, travel agents and hotels. The first association in the field of tourism was formed in the year 1908. It was under the initiatives of three countries – France, Spain and Portugal that the “Franco-Hispano-Portuguese Federation of Tourist Association" was formed. In the year 1924, the International Union of Official Organizations for Tourist Propaganda was formed and it is considered as the forerunner of the IUOTO. Some of the leading international tourism organizations are listed below:

(i) International Union of Official Travel Organizations (IUOTO)

It was founded in 1947 and represented by over one hundred national tourism offices of various countries as full members and eighty national and international organizations of both public and private sector, as associate
members. Its major task consisted of the stimulation and co-ordination of tourism developments, stimulation and increase of the free flow of persons in the interest of economic development and the strengthening of social and cultural relations. India joined the organization in the year 1950. The important tasks and aims of IUOTO are now carried on by World Tourism Organization.

(ii) World Tourism Organization (WTO)

The World Tourism Organization at present known as “The United Nations World Tourism Organization" is the leading international organization with a decisive and central role in world tourism. It serves as a global forum for tourism policy and a practical source of tourism know-how. Its membership includes 161 nations, seven territories and more than 400 affiliate members representing local governments, tourism associations and private enterprise.

(iii) The Pacific Asia Travel Association (PATA)

The Pacific Asia Travel Association is a membership association acting as a catalyst for the responsible development of the Asia Pacific travel and tourism industry. Founded in 1951, it promotes travel to countries in the Pacific region, including South East Asia, North America, Australia, China, Japan Korea and more. PATA provides leadership to the collective efforts of nearly 100 government, state and city tourism bodies, to over 55 airlines and cruise lines, to hundreds of travel industry companies, in addition to, thousands of travel professionals and to 70-plus PATA chapters worldwide. Its mission is to enhance the growth, value and quality of Pacific Asia travel and tourism for the benefit of its members. Kerala tourism shares an active and ongoing relationship with the PATA. The participation with PATA helps the State to integrate its international positioning and to participate actively on international tourism forums and meets.

(iv) International Air Transport Association (IATA)

The International Air Transport Association was founded in Havana, Cuba, in April 1945. It is the prime vehicle for inter-airline cooperation in
promoting safe, reliable, secure and economical air services - for the benefit of
the world's consumers. At its founding, IATA had 57 members from 31
nations, mostly in Europe and North America. Today it has 230 members from
126 nations from every part of the globe comprising 93 per cent of
scheduled international air traffic. The modern IATA is the successor to the
International Air Traffic Association founded in the Hague in 1919 - the year
of the world’s first international scheduled services. IATA's aim is to help
airlines, help themselves by simplifying processes and increasing passenger
convenience while reducing costs and improving efficiency.

(v) International Civil Aviation Organization (ICAO)

Established in 1947 as a specialized agency of the United Nations, ICAO is an organization of 162 governments for the promotion of civil aviation on a world wide scale. Its headquarters is in Montreal and it has six regional offices in Bangkok, Cairo, Dhaka, Lima, Mexico city and Paris. It provides the machinery for the achievement of International co-operation in the air and the successful result depends upon the willingness of the nations of the world to work together. India has been an elected member of the council of ICAO. The aim and objectives of the organization are to develop the principles and techniques of International air navigation and to foster planning and development of International air transport in order to ensure the safe and orderly growth of International civil aviation throughout the world.

(vi) World Travel and Tourism Council (WTTC)

The WTTC is a global forum with representatives from diverse institutions. Its members include airline companies, hospitality representatives, entertainment industry, manufacturing sector, travel and tour operators, car rental service providers and other travel related services. It was founded in 1990 and the headquarters is in London. It undertakes extensive annual macro-economic research, which estimates the potential financial and economic impact of travel and tourism. It also assesses the impact of various socio-cultural, legal, technological, political and economic factors on tourism
industry. Kerala is the first State in India, and indeed the world, to become the 'partner state' to the WTTC.

3.6 Tourism Promotion in India

The MoT, Government of India undertook a series of promotional initiatives to minimize the negative impact of the global economic crisis and to promote tourism to India viz.

(i) Domestic Campaigns

In the year 2009-10, the MoT released a campaign in May–June 2009, on ‘Good Behaviour Towards Tourists’ featuring Shri Aamir Khan. This campaign was released on various television channels. In August–September 2009, the Ministry also released a ‘Generic Campaign’ in the domestic market to promote India as a holistic attractive tourist destination. This campaign was launched on various television channels as well as in national newspapers and regional vernaculars. The MoT also produced four social awareness Television commercials on themes, ‘Honesty’, ‘Hospitality’, ‘Good Behaviour Towards Tourists’ and ‘Proud to be an Indian’ as part of social awareness efforts.

To reinforce the ‘Atithi Devo Bhavah’ message, encouraging the objective of responsible behaviour and to sensitize masses and tourism stakeholders, a campaign on social awareness was launched on Doordarshan and various TV channels in January–February 2010. To promote North-East of India, the Ministry released a TV campaign on various channels in January–February 2010.

(ii) International Campaigns

The MoT, in the year 2009-10, released five international campaigns to promote India as an attractive, multi-cultural, modern and sports friendly destination year round. These campaigns are ‘Print Campaign Europe, Print Campaign Americas, Print Campaign Asia Pacific, Print Campaign Global and TV Campaign Asia Pacific’. The major part of the activity was undertaken in
select TV channels, magazines, in-flight magazines and newspapers. Apart
from the campaigns, the Ministry also undertook integrated programmes with
select publications.

The important tourism promotional activities undertaken by the MoT
during 2009-10 are listed below:

(a) *A Visit India Year 2009* Scheme was launched by the MoT in April 2009 in
collaboration with all stakeholders including airlines, hotels, tour
operators, for incentivizing travel to India. Under the scheme, participating
airlines, hotels and tour operators provided incentives by way of one
complimentary air passage for a travelling companion, one night
complimentary stay in the hotel booked by the tourist and complimentary
sightseeing tour in any one city of visit. In addition rural eco-packages and
wellness packages were also offered to tourists from overseas.

(b) As part of the promotional initiatives undertaken, *Road Shows* were
organized in important tourist generating markets overseas with
participation of different segments of the travel industry.

(i) Road shows, in collaboration with the Indian Association of Tour
Operators were organized in Japan and South Korea (Seoul-Osaka–
Tokyo), USA and Canada (New York–Chicago– Toronto–Vancouver–
San Francisco–Los Angeles) and West Asia (Dubai- Muscat-Bahrain)
during the months of April and May 2009.

(ii) Road shows in collaboration with the PATA India Chapter were
organised in Scandinavia – Helsinki (Finland), Stockholm (Sweden) and
Oslo (Norway) in August 2009. The road shows comprised of
presentations on India followed by one-to-one business meetings
between the trade delegation from India and the travel trade in the
respective countries. The delegation for the road show in Norway was led
by the Minister of Tourism and Minister of Housing and Urban Poverty
Alleviation.
(iii) Road shows focusing on adventure tourism were organized in Australia and New Zealand (Adelaide, Brisbane, Melbourne, Sydney, Wellington and Auckland) in September 2009, in collaboration with the Adventure Tour Operators Association of India.

(iv) To promote wellness and medical tourism, road shows were held in Dubai, Riyadh, Kuwait and Doha in October 2009. The road shows comprised of presentations on the varied tourism products of the country as well as presentations focused on medical and wellness facilities in the country. The delegation from India for the road shows was led by the Minister of State for Tourism.

(c) As part of the celebration of the *Year of India in Russia* mega promotional events featuring Indian culture and cuisine were held in Moscow and St. Petersburg in September, 2009. The highlights of the 'Incredible India Event' were the India Evenings organized at the Ritz Carlton Hotel, Moscow and at the Grand Hotel Europe, St. Petersburg. The India Evenings comprised of a cultural performance to showcase India’s rich cultural heritage, followed by an Indian dinner. The India Evenings were followed by four-day long India Food Festivals in both cities. To coincide with the Events, an integrated outdoor advertising campaign and print media campaign were launched in Moscow and in St. Petersburg.

(d) The Ministry of Tourism supported a major India promotional event *India Calling* organized by the National Geographic Society in Los Angeles in September, 2009. The event showcased Indian music, culture, cuisine and handicrafts. Chefs from leading hotel chains in India and crafts persons from Rural Tourism Projects in the country were taken for the event.

(e) The Ministry, through the India tourism office in London undertook an advertising campaign in the print and outdoor media in London to coincide with the *Queens Baton Relay* for the Commonwealth Games 2010, which was flagged off from the Buckingham Palace on 29th October, 2009. The campaign included advertisements at Heathrow Airport, on hoardings,
billboards, LED Screens and bus shelters at prominent locations in London city as well as in leading daily newspapers.

(f) The Ministry co-sponsored an event India Show - a unique experience with modern entertainment, produced by M/s Prime Time Entertainment AG, Germany, to be shown in Germany, Austria and Belgium for a period of 18 months, i.e. from November 2009 till April 2011. The show presented to the Europeans the magic and mysticism of India and the fabulous world of the maharajas. The concept was to create India in luxury tents and to move them from city to city. The event provided an ambience of palaces, bazaars and other attractions, through modern stage technology. The World Premier of the event was held in Frankfurt on 17th December, 2009, which was attended by the Secretary (Tourism), Govt. of India.

(g) India tourism, New York arranged for the premier screening of the film, Quest for the One-horned Rhino, a film produced by Richard Bangs, world renowned travel pioneer, author and producer, at the Explorers Club, New York on 17th September, 2009. The film focused on the story of wildlife conservation in the State of Assam, with particular reference to the one-horned rhino. The screening of the film was attended by leading tour operators, media representatives, adventure enthusiasts as well as opinion makers in New York. The Chief Minister of Assam who was present addressed the gathering prior to the screening of the film.

(h) India tourism offices overseas have participated in the major International Travel Fairs and Exhibitions in important tourist generating markets the world over as well as in emerging and potential markets to showcase and promote the tourism products of the country. These include Arabian Travel Market (ATM) in Dubai, PATA Travel Mart in Hangzhou, China, International Travel Mart in Shanghai, ITB – Asia in Singapore, World Travel Market (WTM) in London, IMEX in Frankfurt, FITUR in Madrid and ITB in Berlin. India tourism, Beijing was awarded the “Best Tourism Promotion Award” at the World Travel Fair in Shanghai. India tourism,
Tokyo was awarded the “Best Booth Operation Award” at the Korea World Travel Fair and the “Best Tourism Promotion Award” at the Busan International Tourism Fair in South Korea.

(i) *India Evenings and Presentations* were organized in Amsterdam, Brussels, Brugge, Luxembourg, Copenhagen, Birmingham, Bristol, Cardiff, Norwich, Portsmouth, Dublin, Bern, Basel, Zurich, Marbella, Bratislava (Slovakia), Zagreb (Croatia), Ljubljana (Slovenia) Lithuania, Latvia, Estonia, Almaty (Kazakhstan), Budapest, Hamburg, Munich, Dusseldorf, Cologne, Vienna, Boston, Miami, Florida, Toronto, Montreal, Vancouver, Ottawa, Sao Paulo, Buenos Aires, Port of Spain, Beijing, Hangzhou, Kunming, Seoul, Tokyo, Busan, Taipei, Sydney, Abu Dhabi, among other cities.

(j) For promotion of Indian cuisine, which is an integral component of the Indian tourism product, support was extended to *Indian Food Festivals* organized in Buenos Aires (Argentina), Montevideo (Uruguay), Colombia and Ecuador, Beijing (China), Dubai (UAE), Durban and Johannesburg (South Africa).

(k) India tourism offices also participated in *Cultural Festivals*, including the “Namaste India” Festival in Tokyo, “Festivals of India” in Argentina, Indonesia and Ireland; “India Week” in Reykjavik, Iceland; the “Shared Histories” cultural festival in South Africa and a “Discover Incredible India” cultural festival in Los Angeles.

(l) For greater visibility of *Incredible India*, outdoor advertising campaigns including advertising on taxis/buses/trams, hoardings and billboards were undertaken in Beijing, Shanghai, Guangzhou and Kunming, Tokyo, Seoul, Osaka, Sydney, Singapore, Dubai, Bahrain, Kuwait, Doha, Riyadh, Ras-al-Khaimah, Johannesburg, Helsinki, Stockholm, Oslo, Amsterdam, Rotterdam, London, Manchester, Edinburgh, Belfast, Moscow, St. Petersburg, Vienna, Frankfurt, Munich, Dusseldorf, Hamburg, Berlin, Davos, Paris, Cannes and Nice, New York, Washington, Miami, Boston,
San Francisco, Los Angeles, Vancouver, Ottawa, Toronto and Buenos Aires.

(m) Tourist Publications were printed in foreign languages, by the overseas offices, to meet the requirements of the markets under their jurisdiction. These include Mandarin, Cantonese, Arabic, French, Spanish, Portuguese, German, Russian, Hungarian, Romanian, Polish, Croatian, Japanese, Korean, Taiwanese, Norwegian, Finnish and Swedish.

(n) The Ministry provided Financial Support to Approved Tourism Service Providers viz., hoteliers, travel agents, tour operators, tourist transport operators etc. for undertaking various tourism promotional activities.

(o) Other Promotional Measures include:

(i) The Ministry regularly produces its ‘Incredible India’ bi-monthly magazine.

(ii) A promotional calendar for the year 2010 was produced.

(iii) To promote Indian Tourism, ad-hoc print advertisements were released in various magazines.

(iv) Promotional ‘Incredible India Carry Bags’ were also produced during the financial year.

(v) An online campaign covering major websites in USA, UK, Germany, Italy, France, Japan, China as well as search portals like Yahoo and Google were undertaken in International as well as domestic markets.

(vi) Development of ‘Visit India Year’ micro site was undertaken for promotion of the Visit India year.

(vii) A DVD comprising of Incredible India Television Commercials was also produced during the year.

3.7 Tourism Promotion Agencies in India

(i) Ministry of Tourism (MoT)

The Ministry of Tourism functions as the nodal agency for the development of tourism in the country. It plays a crucial role in coordinating and supplementing the efforts of the State/UT governments, catalyzing private
investment, strengthening promotional and marketing efforts and providing trained manpower resources.

The main task of the MoT is to undertake planned activities for the promotion of domestic and international tourism and for the development of tourism infrastructure. The functions of the Ministry in this regard mainly consists of policy matters (development policies, incentives, external assistance, manpower development, promotion and marketing, investment facilitation), planning, co-ordination with other Ministries, Departments, State/UT governments, regulation, infrastructure and product development, HRD, publicity and marketing and so on. The Ministry is also responsible for projecting India's image abroad through various modes of publicity media.

(ii) India Tourism Development Corporation (ITDC)

India Tourism Development Corporation is the only public sector undertaking of the MoT. Incorporated on 1st October, 1966, the ITDC plays a key role in the development of tourism infrastructure in the country. Apart from developing the largest hotel chain in India, the ITDC offers tourism related facilities like transport, duty free shopping, entertainment, production of tourist publicity literature, consultancy etc. The ITDC also plays a committed and pivotal social role in the development of tourism infrastructure in backward areas, thereby trying to promote regional balance. After the disinvestment of 18 hotels, ITDC consolidated its remaining activities and restructured itself to take up diversified service oriented business activities like consultancy and execution of tourism and engineering projects, training consultancy in hospitality sector, event management etc.

The present network of ITDC consists of eight Ashok Group of Hotels, seven Joint Venture Hotels, three Restaurants (including one airport restaurant), 11 transport units, one tourist service station, duty free shops at Goa and Coimbatore airports, one tax free outlet, one Sound and light show
and four catering outlets. Besides, ITDC is managing a hotel at Bharatpur, a tourist complex at Kosi and a SEL show at Sabarmati, Ahmedabad.

(iii) National Council for Hotel Management and Catering Technology (NCHMCT)

For steering and regulating the academic efforts of the IHMs and FCIs, the Ministry set up, in 1982, the National Council for Hotel Management and Catering Technology. The mandate of the NCHMCT is to coordinate the growth and general advancement in the development of hospitality management education through its affiliated institutes. The Council undertakes recruitment and its jurisdiction extends over a wide range of administrative matters including admission, fees, bye-laws, syllabus for studies, courses, research, examinations and results, government approved activities viz., regulating building plans and equipment, training, publishing periodicals, magazines, etc also carrying out as prescribed from time to time. The NCHMCT is also the affiliating body and the 29 IHMs and five FCIs that came up with the support of Ministry are affiliated to it for admissions and regulations of examination. The NCHMCT has been given the mandate to affiliate private IHMs. As of now, 12 private institutes are affiliated to the NCHMCT.

(iv) Indian Institute of Tourism and Travel Management (IITTM)

Indian Institute of Tourism and Travel Management set up in 1983, as a pioneer in the field of travel and tourism education and training, for providing specialized training and education for tourism and travel industry both in the private and public sector. The Institute organized a Syllabus Review Workshop from 16th-18th October, 2006 at Delhi, and based on the recommendations of the Workshop, the Institute decided to offer the following All India Council for Technical Education (AICTE) approved programmes with an intake of 60 students each at Gwalior, Bhubaneswar and Delhi centres:
(i) Two-year Post Graduate Diploma in Management (Tourism and Travel) – from Gwalior and Bhubaneswar.

(ii) Two-year Post Graduate Diploma in Management (International Business) – from Gwalior and Bhubaneswar.

(iii) Two-year Post Graduate Diploma in Management (Service Sector) – from Gwalior.

(iv) Two-year Post Graduate Diploma in Management (Tourism and Leisure) – from Delhi.

In order to tap the potential that India’s coastline offers for water based and adventure sports, the Ministry established the National Institute of Water Sports (NIWS) on the beach of Panjim, Goa. The administrative control of NIWS stands entrusted to the IITTM. The Ministry has also sanctioned, during the year, the setting up of a South Centre of the IITTM at Nellore, Andhra Pradesh.

(v) Indian Association of Tour Operators (IATO)

It was founded in 1981 and is a joint forum of tour operators which promotes and aids development of tourism in India directly or through other agencies and bodies. The membership of the association is open to organizations of a good professional reputation and standing who have been connected with tourism and/or travel industry for at least one year. The main aim and objective of the association is to promote equal opportunity for all visitors in enjoying the tourism and travel facilities without distinction of race, colour, creed or nationality.

(vi) Hotel Association of India (HAI)

HAI was established on 4th December 1996 as an organization of hospitality industry in India. It represents all cross sections of hotel industry ranging from small individual hotels to large chain hotels. The HAI has a membership of over 250 hotels including heritage hotels and government owned hotels. The objectives of HAI include: creation of awareness about the significance of the industry through appropriate communication programmes,
serve the members by establishing a data bank to provide timely information data, advisory and research studies, draw up a code of conduct for the industry, facilitate the industry in achieving higher standards and increasing customer satisfaction and so on.

(vii) Travel Agents Association of India (TAAI)

TAAI was established at Mumbai on 16th October 1951 as the first trade association of the travel and tourism industry in India. It has more than 1500 members from all over the country. It includes active members, associate members and allied members. Sustainable development of travel trade industries in India, so as to achieve overall growth of tourism in the country, is the primary objective of the Association. It keeps liaison with all the government agencies to ensure tourism-friendly policies and programmes, particularly in the areas of civil aviation, taxation, incentives, visa policies etc.

3.8 Tourism Promotion in Kerala

Most of the tourism attractions in Kerala are under the custodianship of departments like Forests and Wildlife, Culture, Ports, KSEB, Irrigation, Fisheries and Agriculture. As tourism sector is the user and consumer, the government has taken the coordinated efforts for the development, management and promotion of these resources under 'Kerala Tourism Brand'. Kerala’s striking achievement in tourism has been its effectiveness in selling the State abroad. This has been done through focused marketing and promotion efforts. The major initiatives taken by the government of Kerala for the promotion of tourism in Kerala include:

(a) Sufficient allocation of funds in the State budget.
(b) Appointing professional promotional agencies.
(c) Participating in all the major international events.
(d) Conducting several road-shows at national and international levels.
(e) Providing incentives to private sector.
(f) Formation of Kerala Travel Mart.
(g) Creation of attractive and dynamic website
(h) Formation of well-planned tourism information centres.
(i) Providing basic amenities at tourist places.
(j) Giving training to travel agents/tour operators/guides and taxi drivers.
(k) Giving stress on environment protection.
(l) Coordinating various agencies functioning in the promotion of tourism.
(m) Certification of tourism products.
(n) Initiated a new tourism-boosting campaign called ‘Keralam Kanaam’.
(o) The ‘Visit Kerala’ initiative to convert Kerala into an all season destination.

3.9 Tourism Promotion Agencies in Kerala

Kerala has made excellent progress in tourism development in recent years. The State is far ahead of many other States in India in terms of planning and implementation of tourism projects. The God's Own Country has become a well recognized tourism brand and the State has achieved impressive growth in FTAs in particular. The State is also a genuine treasure trove of tourism assets of diverse nature. The achievement of all these depends on the existence and active involvement of various tourism promotion agencies. The following are the public sector agencies engaged in the promotion of tourism in Kerala.

(i) Department of Tourism (DoT)

Origins of the Department of Tourism can be traced to the State Guest Department instituted by the Maharaja of Travancore in 1930, and the Hospitality Organization of the Cochin State. The main (and only) function of these units was hospitality – to take care of the guests of the king (then) and of the Kerala State (later) – all aspects related to VVIP/VIP boarding, lodging and travel. Following the formation of Kerala State on 1st November 1956, they were combined to form the Tourist Department in 1958. In 1981, the Tourist Department was renamed as the Department of Tourism. Tourism planning, promotion and development began to find space in the agenda of the Department alongside hospitality and estate functions in the mid-80s. Now
DoT is having a co-ordination role and is acting as a facilitator between various agencies involved in the development of tourism in the State. It coordinates the activities in planning, publicity and promotion, infrastructure development, destination development, human resources development, investment promotion and enacting legislative measures. The DoT is also directly involved in infrastructure and destination development in less developed areas to attract others to invest in these areas.

(ii) Kerala Tourism Development Corporation (KTDC)

Kerala Tourism Development Corporation is a commercial agency, which is activity participating in building up basic infrastructure needed for the development of tourism in the State. It operates star hotels, budget hotels, motel araams, yatri nivases, restaurants and beer parlours, central reservation systems and conducts conducted tours. Presently it owns eight classified hotels, seven budget hotels, 13 motels, 13 yatrinivas/tamarind hotels, 20 restaurants and beer parlours, four restaurant and four boat clubs. Developing Mascot hotel, Thiruvananthapuram into a five star deluxe hotel, construction of a four star hotel at Munnar, construction of heritage resort at Kumarakom, developing Bolghatty Palace as heritage hotel, etc are some of the new projects undertaken by the KTDC.

(iii) Tourist Resorts (Kerala) Ltd. (TRKL)

Kerala is today growing at an amazing pace in tourism, adhering to the principles of indigenousness, environmental friendliness and community participation. Asia's most sought-after tourism spot and India's only Super brand, Kerala, renowned all over the world as 'God's Own Country', currently registers remarkable growth rates, substantiating the WTTCs forecast that it would see the highest growth rate in the world. This remarkable growth has also created an infrastructure gap in various tourism amenities, resulting in a disparity in supply and demand. TRKL is working towards creating various investment, development and partnership models to address this issue and to catalyze growth.
TRKL, established under the government of Kerala, is the agency for tourism investment promotion and infrastructure development in Kerala. It was incorporated in August 1989. TRKL is formed as a subsidiary company of KTDC and is engaged in implementing the projects such as investment in joint venture companies, land bank projects etc. The DoT has already established tie-ups with Taj Group of hotels at many destinations through TRKL and has also a similar collaboration with Oberoi Group. TRKL’s current activities are broadly segmented into PPP Model Projects, RE-NRK Partnership Projects and government owned projects.

(iv) Bekal Resorts Development Corporation Ltd. (BRDC)

A Special Tourism Area scheme was developed by the government of India to attract investments in lesser known destinations which had immense potential to be developed as major beach destinations. Bekal was identified as one such exclusive area. It’s a one-of-its-kind tourism promotion venture in India, and perhaps the whole of Asia. The Bekal Project envisages the creation of a new, integrated tourist destination with comprehensive infrastructure, holiday resorts and every possible service support - a model destination where eco-tourism is the abiding principle. A project, which, on completion, will be India’s first well planned tourist destination.

Bekal Resorts Development Corporation is formed to develop Bekal as a planned tourist destination of international standard. Above 100 acres of land has been acquired by the corporation by now. Private sector is being invited for dispensing six sites for construction of resorts. Besides identifying the potential resort sites, BRDC’s persuasive role includes strengthening the existing infrastructure i.e. roads, power supply, sanitation, lighting, water supply etc; inviting investors and promoters; devising strategies for marketing Bekal as a planned tourism destination, as well as coordinating developments at all stages. BRDC will also be responsible for the speedy implementation of the project. Whilst every effort is taken by BRDC to develop Bekal as an international standard beach destination, the Corporation also ensures that
Bekal retains its natural vegetation and pristine charm. BRDC was formed in 1995 with the Chief Secretary to the government of Kerala as Chairman, senior Government officials as Directors and Managing Director to develop Bekal as an international standard ‘Beach Tourist Destination’. BRDC focuses on planned, environment-friendly and ecologically viable methods of development.

(v) Kerala Institute of Tourism and Travel Studies (KITTS)

KITTS was established by the MoT, Government of Kerala in 1988 and it imparts quality education and hands on training to the travel and tourism professionals of tomorrow. The institute, located at Thiruvananthapuram, has already become a prestigious institution which is ranked among the best in the world. At Malayattoor, Eranakulam, there is another chapter of KITTS functioning. It has also a study centre at Thalassery. Listed in the WTO’s world directory of tourism education and training institutions, KITTS is a member of TAAI and IATO. KITTS is one of the most sought after institutions in the country now that adds various education and hands-on training to the travel and tourism professionals.

(vi) Thenmala Eco-Tourism Promotion Society (TEPS)

The government of Kerala has taken steps to give policy support for the development of the eco-tourism destinations in the State. Accordingly a project for the first planned eco-tourism destination (Thenmala Ecotourism Project) has been formulated in and around Shenduruney Wildlife Sanctuary with the co-operation of departments such as Forest, Irrigation and Tourism.

In order to give flexibility in management and the development of this destination, a separate society, the Thenmala Ecotourism Promotion Society (TEPS) has been constituted under the Travancore Cochin Literary, Scientific and Charitable Societies Act, 1955. The major objectives of this project are (i) to develop Thenmala dam and its surroundings as a major tourist destination (ii) to promote ecotourism on the basis of sound principles of ecological
sustainability in the surrounding areas of Thenmala and (iii) to have a well planned tourism destination with emphasis on sustainable tourism development so as to become a model for other destination development programmes. Facilities such as boating in the sanctuary reservoir, boardwalk, sculpture garden, amphitheatre, musical dancing fountain, etc. are also provided at Thenmala for soft ecotourists. Moreover, the products such as trekking, bird watching trails etc. are being developed and operationalised through the institution of Eco-development Committees/Participatory Forest Management Committees (locally known as Vana Samrakshna Samithi (VSS), thereby ensuring local benefits from ecotourism. An environmental education and interpretation center is also being set up at Thenmala. To make this project a great success TEPS entrusted the conduct of Environmental Impact Assessment (EIA) to Kerala Forest Research Institute (KFRI). On the recommendations of KFRI, TEPS amended the activities so as to minimise the negative impacts of the project.

(vii) Kerala Forest Development Corporation (KDFC)

KDFC was established as a joint venture of government of India and government of Kerala in the year 1975. The important activities of KFDC consist to acquire, purchase or takeover on lease or otherwise reserved forest, unreserved vested forests and other lands from Kerala government and others either with tree growth or not and to develop such areas and rise plantation of industrial use, to cultivate plantation of rubber, pepper, cashew, cocoa, cardomom etc and to buy, sell, export, import, process, distribute and deal in all kinds of forests plants, trees and agricultural crops. As part of diversification of activities, it has on going eco-tourism projects in Gavi and Munnar divisions.

(viii) Destination Management Councils (DMCs)

DMCs were formed to undertake and maintain the tourism projects completed in tourism destinations and to evaluate the basic infrastructure, security, protection, encroachment, new schemes etc.
(ix) District Tourism Promotion Councils (DTPCs)

In most of the States, the Department of Tourism is working as a separate entity for the execution of national and state level policies. Some of the States have a three-tier set-up so that tourism also becomes a major concern of local level government. Kerala and Andhra Pradesh are the two States where tourism has become the affair of district level activity. In these States, DTPCs have been established to develop the destinations and virtually manage them.

The concept of DTPC is a unique feature of the tourism scenario in Kerala. It has received wide acclaim as a novel experiment in grass root level planning, implementation and operation of tourism projects. The very idea of ‘District Tourism Promotion Council’ was mooted by Kollam District with the establishment of Quilon Tourism Promotion Council in the year 1986. The Government later adopted this as a model and decided to set up such councils all over the State. They were registered in each district under the ‘Travancore-Cochin Literary, Scientific and Charitable Societies Registration Act of 1860, on the basis of a uniform Memorandum of Association.

The DTPCs are organized as autonomous societies for decentralized tourism planning, with district as the primary unit. The DTPCs in all the 14 districts of Kerala provide assistance to travellers in finding out the easiest route to a destination, exact date of a festival or the specialty of a destination or an event in the district.

The DTPCs in Kerala have undertaken the responsibility of creating and marketing local tourism products and opportunities. They are constantly improving the quality of these tourism products and services through surveys and other data collection means. The DTPCs also monitor and supervise the levels of sanitation in tourist areas. Other related activities of the DTPCs are the creation of awareness of the facilities and services in their specific area as well as the development of tourism clubs and the dissemination of tourism specific information. They also coordinate the development of less known
tourist centres within the districts. A majority of the DTPCs hold conducted
tours also to exploit the tourism potential of the State through sustained efforts
by coordinating various Government departments, voluntary agencies and other
agencies interested in travel and tourism.

As DTPC is the area under the present study, a detailed discussion on its
organization and functioning is attempted as under.

(i) Organizational Structure of DTPC

The DTPCs followed the Quilon Tourism Promotion Council as a model
for the establishment of organizational set up and fixing its main objectives.
The control, administration and the management of the affairs of the Council
are vested with a Governing Body, consisting of official and non-official
members. The total number of the Governing Body is limited to 50, including
the Chairman, of which one third is non-official nominated by the government.
Official members are district level officers of various government departments
and nominated by the chairman. The District Collector is the ex-officio
Chairman and Secretary of DTPC is the ex-officio convener of the Governing
Body.

The functions of the Council are governed by an Executive Committee
formulated from among Governing Body members. The structure of the
Executive Committee is:

(a) Three MLAs and three eminent persons in the field of tourism,
nominated by the government from among the Governing Body
members.

(b) One Municipal Chairman

(c) One Panchayat President

(d) And five district officers nominated by the Chairman from among the
    Governing Body members

(e) One nominee of the Director of Tourism Department and the Secretary of
    DTPC as member secretary.
The DTPCs are the sole and/or dominant set up at the district level for planning and implementation of tourism projects. The District Collector, as the Chairperson, is the chief of DTPC. Being the head of the entire administrative machinery at the district level, there are many advantages the District Collector being the Chairperson of DTPC. However, there is also a disadvantage that, Collector, being in such a position, often finds little time amidst her/his busy schedules, to do some good justice to the needs of DTPC.

![Organizational Structure of DTPC](image)

**Figure 3.1: Organizational Structure of DTPC**

The Governing Body is a larger Committee compared to the Executive Committee, and comprises of district level officials of the administration, various departments, and people representatives such as MLAs, MPs, Panchayat President, and so on. The Collector can also nominate some eminent citizens of the District to be members of the Governing Body. The Member Secretary is the *de facto* operating officer of DTPC. She/he is responsible for...
all activities of the DTPC on tourism planning, projects, coordination, promotion and so on. She/he interacts with the Collector, Executive Committee and Governing Body on the one side and with the Tourism Department (particularly the Planning Officer and the Assistant Planning Officer) on the other. The member secretary is appointed on deputation from any department of the State government, and usually for a period of three years. In that sense, other than the Collector, the member secretary is the only government official in DTPC.

The sub-staff comprises of positions such as Information Assistant, Receptionist-cum-Typist, Head Clerk etc. They are appointed on contract by each DTPC. In addition to them, there are staff members—operators-technicians on daily wages associated to specific projects of DTPC (Figure 3.1).

At present there is no apex institution for coordinating and controlling DTPCs. Each DTPC has been registered as an individual unit in the concerned District.

(ii) Objectives of DTPCs

The objective of the DTPC, as specified in the Memorandum of Association of the Society, shall be to promote travel, tourism and leisure activities either directly or cause them to be undertaken by other suitable agencies. As per Memorandum of Association, the Council may undertake any of the following programmes for the realization of its objectives.

(a) Making provision for the maintenance and running of infrastructural facilities like:

(i) Tourist accommodation in the form of yatri nivases, tourist bungalows, beach cottages, forest lodges, trukkers’ huts, hotels etc.

(ii) Transport amenities like luxury coaches, buses, cars, jeeps etc to visit tourist centres.

(iii) Boats, launches and hovercraft for sight-seeing in backwaters.

(iv) Way-side cafeteria and restaurants at all important tourist centres.
(v) Shopping complexes for exhibition and sales of handicrafts, spices and other traditional products of Kerala.

(vi) Gardens, parks, amusement centres, adventure park, traffic training parks, skating centres, horse-riding facilities etc.

(vii) Swimming pools and health clubs at important centres.

(viii) Water sports and trekkers equipment etc.

(b) Undertake publicity and promotional activities like:

(i) Production of tourist literature, audiovisuals, films, photographs etc. and their exhibition and distribution.

(ii) Release of publications and advertisements through newspapers and periodicals.

(iii) Encouragement of travel writers and eminent media men for publicizing places of tourist interest etc.

(iv) Opening tourist assistance centres for tourists.

(c) Organize training programmes of different durations directly and through other agencies for the benefit of the personnel engaged in tourism industry.

(d) Undertake research and consultancy activities in sectors of tourist importance.

(e) Act as a nodal agency and clearing house for ideas and information at district level on matters relating to tourism.

(f) Doing all such other things and performing all such acts as are conducive or incidental to the achievement of all or any of the objectives of the council.

At present, DTPCs are mainly engaged in activities like: (i) proposing tourism and tourism-related infrastructure projects of relatively smaller magnitudes viz., children’s park, boating facility, aquarium, beautification/renovation of local tourist sites etc. to the tourism department for funding, (ii) operation of tourism projects such as tourist shelters, restaurants and cafeteria, boating, public parks, pay and use toilets etc, (iii) creation of local awareness about benefits of tourism development through open forums, tourism clubs in schools/colleges and special campaigns, and (iv) marketing of
tourist sites in their respective local areas, organizing local cultural/tourist festival.

(iii) Financial Resources of DTPC

The primary resource of DTPC is the project specific funds allotted by the DoT. Some DTPCs also generate funds from profitable projects. But still they are not able to mobilize funds from other sources. Thus, almost all DTPCs are functioning only with the assistance of government and thereby facing the problem of financial stringency. Hence the DTPCs are unable to undertake new projects according to the requirements of the day and also unable to maintain the existing projects according to acceptable international standards. Even to day they are not availing grants, loans and gifts from financial institutions, local bodies, co-operative sector, NRIs, NGOs and even from individual investors or raise funds by public issue of shares and bonds.

(iv) Staff Pattern of DTPC

The DTPCs were started with a skeletal staff allotted for the lead period. The Secretary was appointed by the government on deputation basis and the expenditure on staff, rent, office expenditure etc was met from the grant provided by the government. There is no uniformity in the staff pattern. Apart from the sanctioned posts of Secretary, Clerk-cum-Computer Operator and Peon-cum-Driver, DTPCs are provided with staff like Receptionists, Project Managers, Accounts Officers, Information Assistants, Boat Supervisors etc., the expenditure for which is met from DTPCs own funds.

It is observed, while undertaking interview with the employees of DTPC, most of them are in a frustrated mood. The meager salary and poor working condition have made them so. Moreover, most of the employees are appointed on a temporary/contract basis. Normally an organization provides a portion of the income generated from a project to its employees as an incentive to their hard work. But in DTPCs, there is no such incentive to the employees for hard work.
(v) Functioning of DTPCs in Kerala

The DTPC mainly concentrates on tourism promotion activities like marketing of local products through private/public participation, improvement of quality/standards and evolving procedure for certification of all tourism products, improvement of signages, sanitation etc by working through the local governments, heritage conservation and preservation, coordination of tourism clubs, creation of tourism awareness and preparation of host community, promotion of paying guest scheme, information dissemination and local basic infrastructure projects. The DPTCs have undertaken the responsibility of creating and marketing local tourism products and opportunities. They are constantly improving the quality of these tourism products and services through surveys and by means of data collection. The DTPCs also monitor and supervise the levels of sanitation in tourist areas. Other related activities of the DTPCs are the creation of awareness of the facilities and services in their specific area as well as the development of tourism clubs and the dissemination of tourism specific information. It also coordinates the development of less known tourist centres within the districts.

Over the course of time, DTPCs with a humble origin have emerged as a full-fledged system for tourism promotion with office buildings, information centres, buses, jeeps, boats, parks, dormitories, way-side amenity centres, pay and use toilets, trekking equipments etc. Many of them are operated directly by DTPC and the rest are leased out. Now DTPCs are functioning as business centres rather than service centres.