CHAPTER 8

CONCLUSIONS AND SUGGESTIONS
Goa is situated on the western coast of India. It is bounded by the states of Maharashtra to the north, Karnataka to the east and south, and the Arabian Sea to the west. Before the arrival of Portuguese to these shores, the main economic activity in Goa was agriculture. Fishing was either a component of or parallel to agriculture. Goa was liberated from the Portuguese colonial rule in 1961 and soon rapid industrialisation was attempted and the entire face of the Goan economy started changing. Tourism in Goa assumed the role of major economic activity having a direct and indirect correlation with all other sectors. The State Government came out with a tourism policy where the thrust areas was to shift from a traditionally cultural and leisure tourism towards adventure tourism in the form of water sports, hiking, trekking etc in conformity with the recommendations made in the National Action Plan on tourism. Goa is primarily a seaside resort. However, since the coastal areas were substantially developed it was decided in the tourism policy to shift towards developing tourism in the hinterland so that the benefits of the industry percolate to every section of the society. In order to achieve proper and planned growth of tourism activities in Goa the Government declared and accorded tourism the status of an industry. The tourism sector contributes 24.7% to the territory sector and 13.8% to the state GDP at current prices. The direct and indirect employment generated by the tourism industry is around 20%. The State witnessed a growth of 14.1% in tourist arrivals during the year 2002. Goa received 1575421 tourists of whom 1310187 were domestic tourists and 265234 foreign
tourists. The domestic tourists arrival showed a 17% growth, while the growth in foreign tourists arrival was 2% over the previous year. Goa received over 400 charter flights a year. Tourism industry in Goa is well developed with 1893 hotels of which, eight are 5 star deluxe hotels, three 5 star, two 4 star and ten 3 star hotels. Tourism contributes about 300 million US dollars in terms of foreign exchange earnings which constitutes about 10-15% of the foreign exchange earnings of the country. Thus tourism has been playing an important role in the process of economic development and growth of this State.

The tourism industry being a service oriented industry it was felt that it would be difficult for the Dept of Tourism to promote tourism, develop basic infrastructure facilities and provide accommodation to the middle and low-income group tourist. Therefore it was decided that the commercial activities looked after by the Dept of Tourism should be entrusted to an autonomous and corporate agency, which would have a greater flexibility to carry out the development works. Goa Tourism Development Corporation (GTDC) was incorporated on 30th March 1982 under the Indian Companies Act 1956. The company prepared the Memorandum of Association and Article of Association, which provide guidelines for its smooth functioning. The main activities of the corporation can be broadly categorized as follows: Accommodation, Sightseeing tours, River Cruise and Package tours.

The Corporation has 12 hotels spread all over the state. All the hotels offer comfortable stay with greenery all over these places. GTDC also conducts different tours such as North Goa tour, South Goa tour, Electro van tour, Dudhsagar special, Goa by night tour and Pernem special tour. GTDC has a luxury launch plying in the river Mandovi. It
has different types of cruises for the tourist such as sunset cruise, sundown cruise, full-moon cruise and pearl of the orient cruise. The corporation has 4 special packages, saptakoteshwar special, goa beach special, traditional north/south Goa and winter/summer Package. Each Package has its own specialty and it varies from 3 to 6 days. However, in recent years GTDC has been suffering from several operational and financial problems such as erratic return on investment, poor productivity of financial resources etc. As a result of this, the corporation is not in a position to earn a reasonable rate of return to its shareholders. Since GTDC was formed with an objective of providing infrastructure facilities to boost tourism in Goa, but unfortunately it is encountered with a number of operational and financial problems. These problems have adversely affected the operational efficiency and financial soundness of GTDC. Against this background, a need was felt by the researcher to have a detailed investigation on the working and performance of GTDC.

The present study is confined to the analysis of service operations and evaluation of operational and financial health of the GTDC, besides examining the quality of its services from the viewpoint of tourists.

**Major findings of the study**

The major findings of the study are:

**A. Modus operandi of GTDC**

The Operations of GTDC have been deliberated with regard to the following: Accommodation, Tours, River cruise and Package tours The following conclusions are drawn from the above.
Accommodation

GTDC has 12 hotels spread all over the state; 4 hotels are on the coastal belt of Goa, 4 hotels in the main cities, 2 hotels in the hinterlands, 1 located at Old Goa, the principle city of the Portuguese eastern empire famous for its imposing churches and convents and one at Britona very close to Panaji across the Mandovi bridge. There are 257 employees working in different hotels run by GTDC of which 185 are male and 72 female employees. The total no of rooms in GTDC hotels are 446 consisting of double bedded rooms, AC rooms, AC deluxe, AC suite, 6 bedded rooms, Single bedded rooms, Special rooms and Family rooms. It was observed from the study undertaken that Calangute Residency and Britona Riverside had the highest and lowest no of male employees and Margao Residency and Old Goa Heritage view the highest and the lowest no of female employees. It was noticed from the study undertaken that Colva Residency offers a health Spa offering massages using Ayurvedic oils, besides at Mayem lake GTDC have pedal boats to take the tourist around the lake. Private caterers run all the restaurants at GTDC hotels. Different types of rooms are available at GTDC hotels and the rates are seasonal and off-seasonal.

River Cruise

It was noted from the study that GTDC provides different category of cruises such as Sunset cruise, Sundown cruise, Full moon cruise and Pearl of the orient cruise. The rate for the cruises varies between Rs 100 and Rs 250. It was observed from the study undertaken that Pearl of the orient cruise is of 3 hours duration, full moon cruise of 2 hrs and sunset cruise and sundown cruise of 1 hour duration. There are 24 male employees and no female employees working in the river cruise section.
Tours

The analysis revealed that GTDC conducts a variety of tours such as North Goa tour, North Goa Darshan tour, Traditional tour, South Goa tour, South Goa Darshan tour, Traditional tour, Dudhsagar special, Goa by Night tour and Electovan city tour. Each tour was observed to be of a day’s duration. The study revealed that the rates for Dudhsagar special tour were the highest Rs 600 for AC coach and Rs 500 for Non AC coach and Electro van city tour the lowest Rs 20 for non-AC coach. The departure timing for Goa by night tour was 6.30 P.M and arrival at 9.30 P.M and Electro van city tour departure at 2 P.M and arrival at 6 P.M. For all other tours the departure was in the mornings and arrival in the evenings. It was also noticed from the study undertaken that there are 46 employees working in the tour section out of which 44 are male and 2 female employees.

Package Tours

Package tours are programmes developed to cater to a group of people travelling together for a particular journey. GTDC offers different types of Packages such as Saptakoteshwar special, Goa beach special, Traditional North Goa/ South Goa and Beach resort package. It was observed that the rates are seasonal and non seasonal and the no of days of each package varies from 4 to 6 days. The rates are inclusive of meals and without meals. Among all the package tours the seasonal rates for Goa beach special was found to be the highest i.e. Rs 3400 and Traditional North/South Goa the lowest Rs 1800 (with meals) and Beach resort package Rs 2300 the highest and Traditional North/South Goa the lowest (without meals). Saptakoteshwar special and Goa beach special had the highest non-seasonal rates and Traditional North/ South Goa the lowest (without meals).
B. Appraisal of Operational Viability of GTDC

GTDC has been studied with respect to the following parameters viz Manpower cost, Publicity material expenses, General expenses, Depreciation and Other operating expenses. The following remarks are made.

B.1 The percentage of Total operating expenses to the Total income showed an increasing trend and the percentage varied from 85.76 to 107.17 percent during the study period. This demonstrated that there was an increase in Total operating expenses as compared to the increase in Total income during the above period.

B.2 The percentage of Manpower cost to Total Operating expenses exhibited a fluctuating trend during the study period and the percentage varied from 41.19 to 54.54 per cent. This is due to the increase in salaries as more staff might have been recruited on account of the increase in the number of tourists availing GTDC tours, river cruise and those staying at GTDC hotels and payment of arrears on account of implementation of 5th pay commission scales to the existing staff of GTDC.

B.3 The Percentage of Publicity material expenses to the Total operating expenses was the highest in the first year of the study period and in the subsequent years the percentage went on declining thereby revealing that publicity material expenses are not a significant cost in the total operating expenses of GTDC.

B.4 The percentage of Gross operating margin to the Total income was higher than the standard ratio of 10 percent in the year 1991-1992 thereby indicating the Operating efficiency of the corporation. During the
subsequent year onwards till 1998-99, the percentage went on receding and in the last two years it showed negative percentage. This is mainly due to the implementation of 5th pay commission scales to the existing staff and upgrading of rooms in some of the GTDC hotels.

B.5 The percentage of Net profit to Total income was the highest in the first year of the study period; from the subsequent year onwards the percentage went on declining and in the years 1999-2000 and 2000-2001 the percentage was negative 2.72 and 7.17. This is due to the fall in occupancy, increase in capital expenditure on account of renovation of rooms at Tourist hotel Calangute and Margao and building up an ultra modern tourist complex at Calangute resort (Annexure) comprising of 19 rooms, one restaurant and three shops. Besides 5th pay commission scales and arrears were also paid to the existing staff.

B.6 The percentage of Operating income to the Total income showed a fluctuating trend. This is on account of an increasing war with private hoteliers, fall of occupancy in GTDC hotels and decrease in income from tours and river cruise.

B.7 The percentage of Non Operating income to the Total income indicated that the average percentage in the subsequent five years had doubled as compared to the first five years period. This is due to the efforts made by the corporation in escalating the non-operating income such as Profit on sale of vehicles, interest on bank deposits and Grant in aid received from the Government.
C. Appraisal of Financial Feasibility of GTDC

GTDC has been introspected with regard to the following parameters namely Earning before interest and tax (EBIT), Profit after tax (PAT), Total assets, Capital employed, Shareholders equity, Earning per share, Working capital, Proprietors equity, Current assets and Fixed assets. The following remarks are made.

C.1 The percentage of EBIT to Total assets of GTDC was the highest in the year 1991-92, from the subsequent year onwards it showed a declining trend and during the last two years of the study period the percentage was negative 2.55 and 6.99 thereby signifying negligible efforts made by GTDC towards widening the size of its earning base in proportion to the increased volume of assets.

C.2 The percentage of Profit after tax (PAT) to Capital employed indicated a declining net profit variable during the study period and the capital employed was found to have augmented for the corresponding period. The return on capital employed showed a declining trend and during the last two years of the study period the percentage was negative 3.10 and 8.89 thereby exhibiting the inefficient and uneconomic use of the capital resources of GTDC.

C.3 The percentage of Profit after tax (PAT) to Shareholders equity was comparatively more during the first six years of the study period and from the year 1997-98 onwards it recorded a decreasing trend. This is a clear symptom of the fact that, there is no synchronization between GTDC investment policy and financing policy.
C.4 The percentage of Profit after tax (PAT) to Total assets was the highest in the first year of the study period and from the subsequent year onwards the percentage went on declining on account of decreasing profits and increase in total assets. In the last two years it turned out to be negative. This is mainly on account of operating expenses made being more than the income earned.

C.5 The Earning per share was the highest in the first year of the study period and from the subsequent year onwards the earning per share went on declining and in the last two years of the study period the earning per share was negative. This had been mainly due to high expenditure incurred by the corporation during those years.

C.6 The calculated average ratios of Current assets to Current liabilities was more during the latter period of five years as compared to the earlier period thereby indicating that the corporation is liquid and had the ability to pay its current obligations in time as and when they became due.

C.7 The Fixed assets to Capital employed ratio revealed that during the latter period of five years the average ratio was less as compared to the earlier period. From the analysis it can be concluded that the corporation has not given much attention towards creating an adequate infrastructure facilities, which on the other hand, reflects on the quality and type of services provided by GTDC.

C.8 The highest Fixed asset to Proprietors equity ratio of GTDC was 1.54 in the year 1991-92 and the lowest was 0.83 in the year 1997-98. This trend exhibited that GTDC invested a major part of proprietors fund in fixed assets during the study period thus making maximum use of the
owned funds available at the discretion of the corporation in upgrading the hotel rooms run by the corporation and purchase of tourist buses and vehicles for office use.

C.9 The Operating leverage ratio indicated that in the first year of the study period the operating leverage ratio was 1.97 the lowest among all the years under study and from the subsequent year onwards the percentage went on increasing and in the last two years of the study period the ratio was negative 2.05 and 0.92. This indicated that Earning before interest and tax showed decreasing trend during the study period.

D. Analysis of the impact of GTDC on the Tourists

The impact of GTDC on the tourists is assessed with respect to the following parameters namely Accommodation, Tours, River cruise and Package tours. The following are the observations.

D.1 Analysis of impact of Accommodation services on Tourists

D.1.1 The Multiple regression analysis has been done to analyse the level of satisfaction of the respondents. This analysis shows that the overall impression of the hotel depends upon the impression of the staff, room service and amenities like towels, soaps etc in the bathroom.

D.1.2 The Multiple regression was also done to predict the level of satisfaction by taking hotel locations as the dependent variable and other variables such as profession, purpose of visit etc as independent variables. This analysis showed that locations of the hotel in which the tourists stay are not having any significant relations with the 4 independent variables.
D.1.3 The Mean score value revealed that most of the tourists coming to Goa are from the middle-income group and majority of them preferred to stay in GTDC hotels near the beaches. Most of the tourists held that the room tariff was costly. The tourists staying at GTDC hotels expressed that the availability of Medical services was below average. This is on account of no proper first aid facilities in some of the GTDC hotels and no doctor on call.

D.1.4 The Profession of the guest staying at GTDC hotels showed that 146 respondents (48.7 percent) belonged to the service sector thereby indicating that those working in the service sector and belonging to the middle-income group stay more often in GTDC hotels as compared to the other category of people.

D.1.5 The majority of the guest (34%) staying in GTDC hotels is from the income range of Rs 100000 to Rs 200000 and they belonged to the middle-income group category. However only 32 respondents (10.7 percent) are from the income range of Rs 300000 and above.

D.1.6 The beaches of Goa are highlights of its tourism products. 222 respondents (74%) of the tourists preferred to stay at GTDC hotels near the beaches, while 16 percent preferred to stay in the capital city of Panaji.

D.1.7 The tourists visiting Goa have their relatives staying over here or their relatives might have stayed in GTDC hotels earlier.29.3 percent of the total respondents came to know about GTDC hotels from this source, and 25.3 percent came to know from others such as friends, colleagues,
and from their co-passengers in the buses and trains while travelling to Goa.

D.1.8 The room boys at the hotel were very polite and courteous with the tourists. 280 respondents (93.4 percent) out of the total 300 were satisfied with the room service provided by the hotel staff.

D.1.9 Majority of the respondents (63.3 percent) were pleased with the room tariff of GTDC hotels. However 32.7 percent felt that the room tariff was a little costly and 4 percent rated it as very high.

D.1.10 A small percentage (11.3 percent) of the tourists coming from Maharashtra, Gujarat and other parts of North India and staying at GTDC hotels felt that the quality of food and beverages was below average and unsatisfactory as they preferred North Indian food and the availability of North Indian food at GTDC hotels is limited and costly.

D.1.11 Majority of the respondents (43.3 percent) expressed that they would definitely stay in GTDC hotels on their next visit to Goa. However a small percentage felt that they were not very likely to stay in GTDC hotels. This might be because there are no entertainment avenues such as more colourful and vibrant nightlife and sports facilities.

D.1.12 The hotel staff was courteous and helpful to their guest and majority (38.7 percent) of the guest were pleased with the hospitality provided during their stay.

The tourists were overall happy with their stay in the hotel. However a small percentage (2.6 percent) felt that it was below average
and unsatisfactory due to no proper recreational facilities such as pool tables, table tennis, and basketball and badminton court for the tourist.

D.2 Analyses of Impact of River Cruise on the Tourists

D.2.1 The results of the multiple regression analysis pertaining to river cruise demonstrates that the entertainment provided during the river cruise, services rendered by the staff on board the Launch Santa Monica and information and guidelines provided by the staff at the reception counter are significant explanatory variables.

D.2.2 The mean score value of river cruise revealed that the respondents were satisfied with the facilities available on board the Launch Santa Monica and information and guidelines provided by the staff at the reception counter. However majority of the respondents felt that the rates of snacks and drinks on board the launch were costly.

D.2.3 It was found that majority of the respondents (51%) were contented with the River cruise tariff of GTDC. However 18 percent said that the river cruise tariff was very high and 31 percent a little costly.

D.2.4 Entertainment is provided on board the launch Santa Monica to the tourists. 90 percent of the respondents were delighted with the entertainment. On the other hand 10 percent were not cheerful with the entertainment provided during the river cruise.

D.2.5 GTDC runs a canteen on board the launch Santa Monica providing snacks and beverages to the tourists. A large number of the respondents
(73 percent) found the rates of snacks and drinks high on board the launch Santa Monica.

D.2.6 Majority of the tourists were contented with the facilities and services rendered by the staff on board the launch Santa Monica. Nevertheless a few respondents said that it was below average and unsatisfactory.

D.3 Analysis of impact of Tours services on Tourists

D.3.1 The multiple regression analysis in regard to GTDC sight seeing tours exhibited that the tourists were satisfied with the reservation for the tour, tourist spots covered during the tour and food and beverages at the restaurant during the lunch halt.

D.3.2 It can be concluded from the mean score value of tours that the tourists were overall happy with the tour tariff, booking for the tour, tourist spots covered, tourist guide and time duration at each tourist spot. However the tourist expressed that the arrival and departure timing for the tour are inconvenient

D.3.3 It was observed that a large number of the respondents were happy with the tours conducted by GTDC such as North Goa tour, South Goa tour, Electro van tour, Dudhsagar special, Goa by night tour and Pernem special. Nonetheless an equal percent (1 percent) rated the tours as below average and unsatisfactory respectively.
D.3.4 A small percent (2 percent) of the tourist found the tariff very high and another 1 percent very low. Majority of the tourists were satisfied with the GTDC tour tariff.

D.3.5 Most of the respondents (37 percent) came to know about the tours conducted by GTDC from friends and relatives, 22 percent of the tourist through the bookings done by GTDC hotels and others from periodicals and websites.

D.3.6 Maintenance of existing tourist attractions and development of new tourist spots in the private sector are necessary for a destination to continue to remain a tourist center. 59% preferred GTDC tours on account of their reasonable rates and more coverage of tourist spots.

D.3.7 More than half of the respondents felt that the tour guides are efficient, 16 percent courteous and an equal percentage of 12 percent found them very efficient and helpful. This showed that majority of those who availed GTDC tours were happy with the services provided by the Guides.

D.3.8 GTDC tour buses stop for lunch at restaurants serving food and beverages. 8 percent of the total respondents said that the food and beverages at the restaurant during the lunch halt was below average and unsatisfactory. However, majority of the respondents felt that the food and beverages at the restaurant during the lunch halt was good.
D.4 Analysis of impact of Package Tour services on Tourists

D.4.1 The results of the multiple regression analysis exhibited that the tourist were pleased with the time duration, entertainment provided and sightseeing trips conducted during the package tour programme.

D.4.2 From the mean score of package tour it can be concluded that quality of food and beverages is having the highest mean score value thereby demonstrating satisfaction of the respondents with the quality of food and beverages at the GTDC restaurants.

D.4.3 Majority of the respondents (76 percent) were content with the tariff rates of GTDC thereby indicating that GTDC tour packages are having its money worth. Nonetheless 24 percent of the total respondents held that the tariff rates were costly.

D.4.4 Sightseeing trips to North Goa and South Goa, boat cruise on luxury launch with cultural programme and boating at Mayem lake form an important itinerary of GTDC package tours. 96 percent of the respondents were pleased with the programmes planned for each GTDC package tour. A small percentage (4 percent) said it was unsatisfactory.

D.4.5 Food and Beverages served in the restaurants play an important role in making the package tour a success. Most of the respondents (56 percent) were delighted with the sumptuous meals and beverages served in the restaurants. On the other hand 24 percent of the total respondents said it was below average and 20 percent unsatisfactory.
D.4.6 Beaches are an important tourism product that attracts tourists to Goa. 44 percent of the total respondents preferred the package tour programme Goa Beach Special an equal percentage (24 percent) preferred Monsoon special and Winter/Summer package and 8 percent out of the total respondents Saptakoteshwar special.

**Suggestions:**

Return on Investment (ROI) of GTDC ultimately depends upon both operating profitability (which, in turn, affected by manpower cost, publicity material expenses, general expenses and other operating expenses) and investment turnover (which, in turn, affected by investment policy relating to fixed assets and current assets). Financial cost is the function of prudence of financing policy. Hence, ROI is a mathematical result of simultaneous operations of several variables like cost, investment, production, turnover etc. In the light of analysis of the factors, which influence the level of ROI and the findings emerging there from, the following suggestions have been made for improving operating and financial health of GTDC.

1. **Improvement in Profitability**

The different profitability ratios that were worked to assess the profitability status of GTDC revealed a continuous declining trend on its profits. Therefore, to improve the size of the earnings, GTDC needs to monitor and keep a close watch on its operating expenses so as to bring a notion of economic use of resources. This can be achieved by creating awareness about the cost consciousness in the minds of the employees of GTDC and the benefits of cost effectiveness in its operation.
2. **Strategic Cost Management:**

The findings of the study showed that some of the cost elements such as manpower expenses, publicity material expenses and general expenses accounted for major portion of the total cost of GTDC which need to be taken care off. Towards this end, a strategic cost management technique can be employed. GTDC should set a cost target for expenses such as advertisement and publicity, printing and stationery, telephone expenses and other important elements of cost. It has to measure the actual level of cost incurred and find out the gap between the cost target and the actual cost. For bridging the undesirable gap, effective measures should be undertaken.

3. **Arrangement for Upgraded rooms:**

It was observed that majority of the domestic tourists staying in GTDC hotels expressed to stay near the beach and also felt the necessity of facilities such as maintaining bathrooms with bath tub and shower, mini bar, international direct dialing telephones, writing desk, outdoor lounging area, in-room safe, 24 hour room service and in house laundry. Hence, there is a need for arranging all such facilities.

4. ** Provision for leisure facilities:**

It has been found that GTDC hotels are most sought by the middle-income group tourists coming to Goa from different parts of the country. In order to attract high-income group category tourists to these hotels, leisure facilities such as swimming pool, a health spa and fitness center, a variety of water sports, table tennis, basketball and badminton courts should be introduced.
5. **First Aid facility**

The primary survey disclosed that some of the GTDC hotels were found to have had no proper first aid facility and no doctor on call. First Aid kit is very important in case of an emergency. It is essential on the part of GTDC hotels to have proper first aid facility. Besides, all the Hotel Managers should have arrangements with the doctor in the locality incase of an emergency.

6. **Optimum Asset-Mix Policy**

It is found in the study that there is no relationship between the expansion of investment in fixed assets and expansion in current assets. In view of this, the return on investment is adversely affected. If heavy long-term investment decision were not coupled with optimum working capital decision, size of income would be adversely affected for want of circulating capital. Cost of capital goes up and return on assets will not be correspondingly increasing. Therefore, the GTDC has to establish a fair linkage between fixed assets and current assets management.

7. **Focus on Cost efficiency**

GTDC is burdened with heavy operating expenses such as manpower expenses, publicity material expenses, general expenses and other operating expenses. Therefore, it is desired on the part of GTDC to evaluate its functional areas such as Accommodation, Tours, River cruise and Package tours. It would be appropriate on the part of GTDC to entrust evaluation studies to autonomous research institutions so as to know the weaknesses, which would help in improving the operational efficiency. This will in turn bring down the level of operating cost and improve both operational and investment profitability.
8. **Season based tariff structure**

GTDC hotels have Seasonal and Off Seasonal tariff. The Seasonal tariffs are from 1st October to 15th June and Off Season from 16th June to 30th September. A large no of foreign tourists and domestic tourists especially from Maharashtra and Karnataka visit Goa from 23rd Dec to 6th Jan. It would be ideal for GTDC hotels to have a three-tier tariff structure which are as follows: 23rd Dec to 6th Jan (High rates), 1st Oct to 30th May (Medium rates) and 1st June to 30th Sept (Low rates).

9. **Broadening the income base for boosting up Earning per share**

It is seen from the study that Earning per share of GTDC showed a declining trend. This is mainly on account of net profits decreasing over the period. The earning per share needs to be strengthened by enlarging the revenue from operating income such as rooms/lease rent, tours and transport, sale of publicity material and misc receipts. This in turn will help to accelerate the size of the total income. Towards this end, it is essential for the corporation to increase the revenue from the hotel rooms by having a tie up with travel agencies who bring the foreign charter tourists to Goa, besides, also exploring new areas in tours such as Pilgrimage tour, Eco tourism tour etc.

10. **Diversification of the services**

The total income of the corporation is not increasing in proportion to the increase in expenditure. Hence, the corporation has to make its efforts to identify new products diversification to supplement its income; establish a contract with a marketing agency in India and foreign countries that will sell its tourism services viz Accommodation, Tours, River Cruise and Package tours and establish customer contacts through a
well designed questionnaire that will help to know its strength, weaknesses, opportunities and threats (SWOT). At the same time, it has to have a follow up with the tourists who have availed of the GTDC services so that they feel that their suggestions are taken into consideration.

11. Publicity and Promotion of GTDC Services:

It has been observed that majority of the tourists staying in GTDC hotels are from Maharashtra, Karnataka and Gujarat. In order to attract a large number of domestic tourists from other parts of the country especially from the north eastern states of Assam, Megalaya and Mizoram GTDC should advertise about the facilities offered viz Accommodation, Tours, River Cruise and Package tours in national dailies, local newspapers in different states, magazines, ticket booking depots and television media. Similarly foreign tourists very rarely stay in GTDC hotels. GTDC should have a tie up with travel agencies such as Thomas Cook, Raj travels etc and also participate in tourism marts taking place annually in Germany, London, Dubai and other Countries.

12. Domestic Airlines/Konkan railway-GTDC Holiday Package:

GTDC conducts different package tours of 3 to 5 days duration for the tourists visiting Goa. It would be ideal if GTDC along with Air Sahara, Jet Airways and Indian Airlines get together and introduce a comprehensive holiday package, which includes Air tickets, Accommodation, Sightseeing trips, River Cruise on board the launch Santa Monica and Shopping at GHRSSIDC stalls selling handicraft items made by Artisans from Goa. Similarly GTDC can have a tie up with Konkan railway for a complete tour package, which ensures accommodation, sightseeing tours and a confirmed train booking for
tourists travelling from Mumbai by Mandovi express and Jan Shatabdi express. This will enhance tourism in Goa besides also increasing the GTDC coffers.

13. **Boat Cruise on River Sal/Zuari**

GTDC offers well-planned river cruise over the river Mandovi on board the launch Santa Monica. In order to cater to the tourists staying in hotels in South Goa, GTDC should start river cruise on river Sal/river Zuari in the newly procured luxury Launch Shantadurga.

14. **Training the Manpower for positive transformation in the behaviour towards tourists:**

To provide better and efficient services to the guest staying in GTDC hotels, employees and managers must have certain qualities in them such as communication skills, human approach, patience, tolerance, convincing ability, problem solving skills and maintaining amicable relation with the tourists. In order to develop these qualities in them it is essential to provide a qualitative training to the employees and managers. Towards this end GTDC run hotels can sent their staff for training in some other hotels or training institutions in hotel management or invite experts in different areas and provide training to its staff.

15. **Pilgrimage Tour/ Eco Tourism Tour:**

GTDC conducts different sight seeing tours of one-day duration. There are a few tourists (Domestic and Foreign) coming on a pilgrimage. Special Pilgrimage tours should be conducted by GTDC whereby they are shown only the churches and temples all over Goa. Similarly there are a large number of tourists (Domestic and Foreign) looking for a peaceful atmosphere. In view of this it is desired to promote Eco tourism. The
tourists could be taken on a GTDC tour to Eco tourist spots. The tour itinerary could be divided into North Goa Eco tourism tour and South Goa Eco tourism tour.

16. Suggestions from Employees:

The success of the organization depends upon the employees' cooperation and participation. The Managing Director of GTDC should invite suggestions from the employees from time to time and the best talented employees must be suitably rewarded. This infuses good encouragement and invokes talents that helps GTDC in knowing its strength, weaknesses, opportunities and threats (SWOT analysis).

17. Branch offices:

GTDC should open branch offices in major cities in India. Most of the people in North India and North-East States are not aware about the services offered by GTDC in Goa. This will increase the number of Domestic tourist to Goa besides also increasing the earnings of GTDC viz. Accommodation, Tours, River cruise and Package tours.

18. Commission for Agents/Touts:

It has been observed that GTDC does not give any commission to the agents/touts. It is desired that a fixed commission be given to those who get the tourist to their hotels, river cruise, tours and package tours. This will increase the room occupancy besides also making it operationally viable.
19. General Suggestions for Development of Tourism Industry in Goa:

a) Health cum Medical Tourism:

Health tourism is gaining a lot of importance in India of late as can be seen from its success in Kerala. Compared to the medical cost prevailing in foreign countries, the medical cost in India are cheap. This would attract not only the patients from all over the world but also their friends and relatives who may accompany them. The patients from other countries and their companions would not only be able to avail of the medical and health facilities but also spend their time holidaying in Goa.

b) Setting up of Golf course:

In order to attract high quality and high spending tourists, the State Government should immediately go for golf course for the tourists from Korea and Japan who often play Golf in other countries as playing Golf in their own countries is a very costly affair. The state would earn heavy revenue by setting up such facilities.

c) International Airport:

Goa’s only Dabolim airport is not sufficient to cater to a large number of foreign flights coming to Goa. Besides, the landing timings are also restricted due to security reasons as it is in the control of the Navy. The Goa Government proposal of having an international airport at Mopa in Pernem should be persuaded and completed at the earliest on BOOT basis. This will help in throwing the airport open 24 hours thereby increasing the number of flights and simultaneously also increasing the flow of domestic and foreign tourist to Goa.
d) Infrastructure Development:

Infrastructure is the backbone of any development activity that should to be taken up. Providing infrastructure of international standards is going to be the key for ultimate success of tourism industry of the state. It is, therefore, necessary to critically analyse facilities like road networks, airports and information corridors, vis-à-vis their linkage with the tourist places and take all the overall tourism development of the state. Attraction of private investment for the development of infrastructure is necessary. This policy strongly addresses to the creation of conducive environment for attracting investment on all tourism related activities in the state.

e) Hotel Management and Food Crafts Institute

The Government should encourage setting up of Institute of Hotel Management and Food Crafts by the private sector in order to meet the increasing demand for trained personnel in various departments of Hotel Management, tours and travel and food crafts. Courses should be worked out for creating a pool of private tourist guides who could assists the tourists visiting tourist places in the state.

f) E-Marketing

Higher Secondary and College students from Goa should be encouraged to develop an interest for e-mail communication with the students abroad and interact with them about Goa and its varied socio-cultural aspects to motivate them to visit Goa. To attract students for these activities of attracting tourists in the state, a scheme of providing free Internet connection should be worked out.
To sum up, it may be said that environment driven service portfolio coupled with operational efficiency in rendering services and adhering to cannons of management of funds would go a long way in streamlining both operating and financial health of GTDC on one hand and improving the quality of services on the other hand.