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CHAPTER IV
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Tourism Management

Tourism Management is customer-oriented. The task of the marketer is to supply an attractive product and consequently creating a demand for the same. Not only finding customers but also satisfying them with a quality product and thereby building their long-term relationship and attachment to the products, is the main task of a marketer. In the words of Philip Kotler: ‘Management is a process by which individuals and groups obtain what they need and want through creating, offering and exchanging products and value with each other.’ According to the British Chartered Institute of Management: Management is ‘the management process responsible for identifying, anticipating and satisfying customers.’ The American Management Association defines Management as: ‘Management is the performance of business activity that directs the flow of goods and services from producer to consumer or user.’ In short, Management is the activity of creating value satisfying products and services that a consumer voluntarily gets induced to purchase.

Tourism Management, which involves Management a tourist product, clearly means the proper development of the product as per the needs of the consumer by employing the techniques of direct sales, publicity and advertising. The basic function of tourism Management which is critically delineated in the thesis is to effectively develop a tourist product by skillfully manipulating the following such as: ¹
(i) Country’s natural beauty
(ii) Climate
(iii) History and traditions
(iv) Culture and the people
(v) Facilities like water supply, electricity, roads, transport, accommodation, entertainment etc.

Nature’s fine creation is supplemented by a thoughtful improvement conducive to human happiness, unforgettable delight, comfort and luxury; the tourist-product carries with its lingering memories. Tourism Management, as it is observed is a multi-dimensional activity. Management strategy is planned to woo the consumer in the face of stiff competition. Tourism enterprises can gain competitive advantage by:

(i) Product differentiation; that is, by providing quality-service in a better way than the competitors.
(ii) Lowering the price in an appropriate healthy and attractive manner with malice towards none.
(iii) Serving particular segments or groups of customers in a more innovative and worthy manner than the competitors.

A Tourist product involves service in a special way. Here the four basic P’s involving an effective and realistic Management mix is: Product Price, Promotion, and Place. The role of tourism Management is to create, develop and sustain strong and continuous customer-relationships with attachment on a long-term basis. Therefore skills in tourism Management are necessary for creating a remarkable value to the tourist product by providing an attractive promotional-packaging, so as to obtain a
guarantee of customer-attachment in an unforgettable manner, besides competitive environment.

Tourism Management is the systematic and co-coordinated efforts to optimize the satisfaction of tourists. An expert Krppendort opines that Management in tourism is the systematic and co-coordinated execution of business policy by tourist undertakings whether private or state owned at local, regional, national or international levels to achieve the optimal satisfaction of the needs of identifiable consumer groups and in doing so to achieve an appropriate return. The success of tourism Management is influenced by consumer orientation. It necessitates integrated development of all the related components, e.g., transportation facilities, availability of travel agents, and guides etc. The development of tourist centers or exploration of new opportunities is the responsibility of government. In India, we find a diverse package of glimpses of ancient civilization, culture and scenic beauty. The ruins of the ancient royalties of Rajgir, Vaishali and Patliputra as well as the international universities of Nalanda and Vikramshila, the fascinating deciduous forest of Chhotanagpur, the temples of Gaya, Bodh-Gaya, Deoghar, Pawapuri, Parasnath, Nagarjuna Sagar dam, Bhadrachalam temple, and a number of others need a scientific and planned development so as to inspire and attract millions and millions of domestic and foreign tourists. Besides, Srinagar, Amarnath, Vaisno Devi, Amritsar, Mussorric, Hardwar, Nainital, Jaipur, Ajmer, Khandala, Ujjain Agra, Allahabad, Aurangabad, Mahabaleshwar, Tirupati, Kanyakumari, Puri, Darjeeling, Varanasi, Shimla etc. require more sophisticated facilities to attract more and more tourists.
For the development of tourism as an industry, it is important that infrastructure facilities are enriched. India is gifted with large treasure of natural and scenic beauty, archaeological and architectural monuments and large population with different cultural and spiritual styles. No doubt, it is a country of all seasons and a land of contrasts. The whole thing is to frame a suitable Management mix for the development of tourism as an industry. The development of product, offering of product, promotion mix etc., are found instrumental in the formulation of Management mix. The tourism product can only be experienced. It has some unique features. We consider it a service product, which is perishable. Here the actual customers directly come to the centers for pleasure. The tourists or users of services need a host of services. Besides the providers or suppliers is a heterogeneous group of people. Or say, the providers are un-coordinated but they are required to make active efforts for getting a co-ordinated result. Hence the success of tourism industry is governed by the integrated efforts of providers or the maximum possible co-ordination among the tourism marketers. Currently we find high degree of competition in the industry and so effective promotional strategies are need of the hour. A good deal of promotional activities is necessary to attract tourists or potential tourists. A prospective tourist requires multi-pronged information. This testifies the significance of Management information system for getting the desirable results or for raising the organizational effectiveness. The data bank should have information like importance of the tourist centers, their history climatic condition, availability of accommodation, transportation, communication, catering, recreational or entertainment facilities, customs and immigration formalities, internal travel facilities, the law of the land etc. The guides helping the tourists in enjoying a particular center should have a close link
with the information bank. This would help them in wooing the potential tourists or in transforming them into the actual tourists.

International tourism in India has grown substantially, especially during the plan period. We also find multi-dimensional developments in the domestic tourism. However, it is felt that there are some loopholes in exploring the tourist centers or in developing the context and content factors. Hence, the policy makers and economic planners have to identify the thrust areas, e.g., the development of selected tourist circuit-centers which are found popular, the diversification of tourism to India from the traditional sight-seeing-tour, centered primarily on places of cultural tourism, interest towards the more rapidly growing holiday tourism market within the framework of country's milieu with a conscious condition to the aesthetic, environmental and socio-cultural implications of tourism projects, the development of non-traditional areas like trekking, winter sports, wildlife tourism, beach resort tourism etc., the balanced development of national heritage, the exploration of new tourist generating markets, particularly in the Middle-East, South-East and East-Asian countries, the launching of a national image building and Management plan are some of the strategies to get the desirable results. Besides adventure tourism, social tourism and wildlife tourism need an intensive care.  

The Users of Tourism Services & their Behavior

For the successful execution of Management strategies or for translating the strategies into meaningful purposes, it is essential to have a detailed knowledge of users of services. The domestic as well as foreign tourists avail the services of tourism industry. The tourists already
availing the services are known as actual tourists whereas the tourists are having the willingness and potentialities of traveling but presently not utilizing the services are known as potential tourists. The tourists belonging to the country where the tourist centers are available are domestic tourists whereas tourists coming from abroad are foreign tourists. Even the domestic tourists are of two categories, viz., tourists coming from the rural areas are rural tourist whereas the tourists coming from urban areas are urban tourists. The rural tourists have distinct taste and temperament. Generally they prefer to attend or travel the religious centers. The payment capacity of rural tourists is found generally low. They are also illiterate and emotional.

**fig. 4.1 Users of Tourism Services**

![Diagram](image)

The Users

Domestic

Foreign

Rural

Urban

Literate

Illiterate

Rich

Poor

Children

Youth

Old
Conceptual Exposition appears essential to study other dimensions of tourism Management. The Management experts opine that tourism Management is the systematic and co-ordinated efforts to optimize the satisfaction of tourists. It makes no difference whether we call it systematic and co-ordinated execution of business policy by tourist undertakings or systematic and co-ordinated efforts. The main thing here is concerned with making available to the tourist organizations or undertakings, whether public or private, suitable guidelines for effective running of the business so that organizational effectiveness is attained. The concept further also includes in its purview cost-plus profit return to the undertakings. It is natural as the moment the organizational effectiveness is made possible, the customers are found satisfied, the potential tourists are transformed into the actual tourists, the scale or size of business is increased, the operational economy is maintained and ultimately the rate of return on the capital invested is maximized. Thus customer orientation, satisfaction profit generation and business expansion are some of the important components of tourism Management. Naturally, the process necessitates integrated development of all the related components e.g., transportation facilities, availability of travel agents and guides etc.

The tourism Management is also supposed to be a device to make a possible re-orientation in the business policy and an overhaul in the management concept. The Management efforts make possible a breakthrough in the tourism system. Here the product is an amalgam of various elements or components. The application of Management concept in the tourism industry has some important benefits. The management is in a position to realize that customer needs are more basic than particular product. This offers a reliable or enduring base for the management. The
management is also found in a position to spot new product opportunities. The merchandising process becomes more effective as customer satisfaction is an integral part of tourism Management.

In view of the aforesaid fact, it is right to mention that tourism Management is an integrated effort to satisfy tourists by making available to them the best possible services. It is a device to transform the potential tourist into actual tourists. It is the safest way to generate demand and expand market. Further it is an effort to make possible harmony between the social interest and interests of tourist organizations. It is an approach to promote business, which feeds the organizations the necessary information for framing or revamping the Management decisions. The tourism Management is thus promotion or sales based on research one what are to be sold in the market. Dependence on laurels is not possible in the tourism Management since the taste preferences of users change very fastly.

*Salient Features of the Tourism Products* Demands Special Management Strategies in the light of discussion made in earlier paragraphs *Product* specialization bears the efficacy of making the effective Management decisions. This makes it essential that the marketers have a detailed knowledge of product to be marketed. The tourist product can only be experienced due to its unique features explained below -

1. *The tourism product is highly perishable:*
   Perish-ability is an important factor influencing the tourism Management decisions. The tourism product is used at the time of availability. If it remains unused, the same is lost. It can’t be preserved. If
the tourists do not visit a particular place the opportunity is lost. If the opportunity is lost, the moment is lost, the chance is lost and the business is lost. This raises the significance of intuition-based decisions where quick decisions make possible contraction in the process.

(2) The tourism product is service product:

The product sold to tourists is only services. Thus naturally customer satisfaction becomes an integral part of tourism Management. The level of judgment and knowledge possessed by the individuals connected with tourism reflects on the satisfaction derived by the tourists after visiting a place. In this context, the marketers need high degree of personal commitment, imagination, adaptation, etc., just to en-cash the available opportunities.

(3) The users avail the services for pleasure:

The marketers should not forget that the tourism product makes available the pleasure to users. As such, pleasure in visiting a place, pleasure in travel, pleasure in knowing the world, pleasure in viewing the nature, pleasure in exposing oneself to different socio-economic and cultural environs, pleasure in having with people and culture of different regions and so on. This pleasure shall be envisaged or experienced by the tourists without any undue hardship, and the Management in this context assumes significance.

(4) The users are required to come to the production centre:

In the tourism services, the users can’t use the product without their physical presence. The users have to come all the way to the spot. This necessitates the product setting in a refined way so as to attract the potential tourists. The marketers are here required to diagnose the taste of users and to make the setting process perfect.
(5) The product needs adequate infrastructure facilities:

In the tourism product, the tourists need adequate infrastructure facilities to come and enjoy the center. Efficient transportation facilities, hygienic hotel accommodation, sophisticated communication services are some of the important infrastructure without their availability; the users can’t enjoy the product. A tourist requires a package of goods and services. This needs a sophisticated approach to meet the multi-faceted desires of the tourists. The facility for concurrent consumptions or multiple consumptions can help marketers in the very context.

(6) The users are a heterogeneous group of people:

The marketers have also to be careful regarding the nature of users availing or utilizing or using the product. They have to face the people of different regions and sections. It is right to say that travel industry is an uncoordinated people trying to achieve a coordinated result. This necessitates effective co-ordination among the different providers without which a co-ordinated result can’t be achieved. The aforesaid salient features of the tourism product make mass Management of tourism a difficult task requiring high degree of excellence or professionalism to satisfy the users and further to transform the potential tourists into actual tourists. Even to get a reasonable return on the invested capital or to secure the commercial viability of the tourist organizations, it appears essential to know the product. Only integrated approach can be helpful in achieving the organizational goals, e.g., winning the market and thriving the organizations. The products are different, the users are different, the providers are different, and the environment is different. The excellence of marketers, the support of government, the positive trends in the disposable income, and the co-ordinated efforts of the providers are some of the key aspects for the effective Management of tourism product. The professionalism is influenced by the perfection of the marketers. If the
marketers were active in studying the users' behavior, the task of administering innovative management practices would be simplified.\(^3\)

In view of the above, it is right to observe that the tourism product can't be transported to the consumer. Willy-nilly, the users have to come to the product physically. The sellers can't stock the product. This necessitates co-operation and co-ordination in the management efforts. The demand for the tourist product is found highly unstable as the seasonal factors affect it. In addition, the political instability or unrest also damages the product. The intermediaries play a vital role as they are supposed to be the powerful factors. They even influence the choice of holiday destination. No doubt, the general principles of management would be applicable albeit to the management of tourism product but here the marketers are required to be more professional so that they study the situation in time and make necessary arrangements to bring disordered things on the track.

In order to harness the available market potential, the areas that need immediate and sustained attention by the Govt. are given as under:

- Formulation of a strategic management plan with a focus on a select number of tourist-generating sources as out-thrust centers. In these centers, the use of planned and aggressive promotion and public relations exercises is carried out including the use of electronic media and direct management approaches. Streamlining of the quality of publication and distribution of brochures, folders, posters etc., is also needed
• Exploration and development of new tourist generating markets with integrated and aggressive Management in foreign countries. High priority need be accorded to tourism diversification in term of development of beach resorts amusement parks, health farms, wild life and natural tourism centers, adventure tourism - mountaineering, trekking etc., to cater to the growing preferences of international tourists.

• Tourism as a product requires continuous updating and modernization. We must, therefore, strive to make India as a destination for tourist to visit again and hence look beyond the triangular circuits of Delhi-Jaipur-Agra, and Bhubaneswar-Konark-Puri, and likewise Bombay and Goa, Ajntha -Ellora-Paithan. A new circuits like Shekhawati-Rajasthan; Orcha-Jhansi; Chitrakot-Khajuraho; Rajpur-Kanha, and the Jasmine tours of the sunny south and relatively less known stations such as Daman,, Kumarsain, Alakananda, Kaziranga, Ranthambhor, and Ganapatipule need more integration and promotional punch. Advance preparation and integrated planning is needed before visit India years are announced so that we have not to be content with the belated awakening and mobilization of interest on the part of government bodies and tourism suppliers.

• Given the continental dimensions of India, domestic tourism must also be seriously promoted for proper utilization of the infrastructure required for tourism. This will include establishment of budget hotels, inns, yatraniyas, hygienic, nutritious and economical food shops.
• Each tourist place should have the foods of their own distinctions. Provision of refrigerated vans and storehouses would greatly help in this direction.

• According to the Working Group on Tourism India will need additional 4,90,000 rooms in the approved sector during 2010 to 15 for which the State Governments must come forward and make the sites available. Accommodation facilities for middle and low-income foreign tourist and domestic tourists need a systematic planning. Linking of tourist centers with tourist trunk routes and the development of telecom services are the other associated areas that need priority. It is heartening to note that the Government is thinking in terms of provisions of special hotel sites and their promotion in terms of 100% E.O.U.s, as well as the encouragement to foreign hotel chains to operate in India.

• Provision of adequate availability of air-conditioned coaches and cars, and improvement in the physical conditions of taxis deserve action. Expansion of rent a car facilities, posting of road-signs and availability of quality road maps would be a useful assistance.

• User-friendly infrastructure including air transport, the size of fleet, reliable flight schedules and punctuality, network, safety, courteous service and comfortable facilities at the airport need gearing up. Air - taxi and charters need substantial expansion.

• Streamlining of visa policy, facilitation at the airports, manning of immigrations and customs with suitably qualified personnel and
change in their attitudes towards making the tourist comfortable will earn us lot of goodwill.

- Safety of the tourist especially at the major tourist centers has emerged yet another area requiring immediate and effective action.

- Greater role of privatization is required in the operational aspects of tourism, be it hotels or transport services as the public sector has generally come out to be less efficient in these areas. The purpose and role of ITDC deserves a fresh look.

- In addition to revamping macro Management strategy for tourism in India, there is an urgent need to systematize Management at the firm level with tourism suppliers. After all, infrastructure inadequacies do not justify neglect of the customer satisfaction or going slow on Management.

- Some of the hotels and travel agents who have organized their Management function some what better had shown improved results, won customer loyalty and built better image, notwithstanding the bulk of the problems facing tourism in India, most of which in any case were outside the control of a single tourist supplier. Internal Management and development of human resource need further strengthening in them. Only a smile in the front office of a hotel, airline or a travel agent could not alone solve the problems at the back office. 4

Effective Management and management of tourism necessitates a change in orientation and implementation of a better defined, better
targeted market driven strategy. Right priority in it development at the level of the Central and State Governments, Co-ordination between various Government organizations and the tourism suppliers, and the permeation of the Management philosophy through the tourism system, could give us the planned results. And, more importantly, the political and economic determination. If Thailand, Indonesia, Malaysia, Singapore could do it, why not India?

The foregoing discussion relates to higher side geographical area i.e. India. However their mini scale parameters can be studied with reference to developing and progressive tourist centre like Aurangabad Ajantha & Ellora), Matheran, and Mahabaleshwar, Lonawala from Maharashtra so as to draw the universal conclusions based on empirical investigation. With this view in Mind, key tourist’s places from Maharashtra are selected as main field for study (vide Chapter VI)

Tourism Product, their Development
And Role of the Govt.

The tourism product can only be experienced. It has some unique features. We consider it a service product, which is perishable. It is considered to be an amalgam of different elements or components. Unlike manufactured products, the Management of tourism product appears difficult as well find a big variation in the nature of product as well as the users. This necessitates subtle and personalized services to sell the product. Regarding product, it is said, “The product, as, far as Management is concerned, if any item-whether it can be consumed, seen, experienced, worn or used to make something else - which costs something to provide at a given time and place and in certain units which is designed to fulfill certain desire and for which people are prepared to
pay a price that makes it worth the producers’ efforts to provide it.” The product sold to tourists is only services, a panoramic view of the nation, travel, entertainments, facilities for lodging etc. The main products are attraction, accommodation, transportation, recreation and restaurants.

The tourists belong to varied cultures, divergent desires, needs and demands and different socio-economic strata. In this background, it is natural that the product line is deeper. As the entire tourist need the same general facilities, the width of the product is almost fixed. It is essential that the tourism marketers are captive to deepen their product line. The success of tourism business depends upon the extent to which the marketers make available productive services. The marketers are here no free to deepen their product line. The marketers can at best catch up their cluster patterns of tourist demand and can forge their activities so as to serve one or more cluster, groups or segments. In the product line, tourist content factors, viz., other product lines are also found significant. Particularly in the developing countries, the tourism-context factors are found not so sound that aggravate the magnitude of dissatisfaction among the tourists. 5

The development of product is an important aspect in the tourism Management. The tourism has, of late, developed as an industry and so, it requires high degree of creative thinking and vision. Management vision, knowledge of market potential, targets and consumer motives. Today, the general people have a number of latent desires, which probably are unknown to them. They have to await the creative inspiration of a skilled Management man to uncover the latent desires and to it into effective demand by presenting them with the image of their latent desire transformed into reality. In the tourism product, there is ample scope for
innovation but nothing fixed about the product. We increasingly look forward better an improved product. The peripheral factors contributing a lot to the generation of customer’s satisfaction make the task of product development a bit difficult. This requires emphasis on both physical and circumstantial factors. The product line for tourism can’t overlook the peripheral factors making possible satisfaction, an important dimension of tourism Management. No doubt, this needs broader definition of a product. The broader definition simplifies the task of modification and consumer acceptance. It is essential that the tourism marketers are in close touch with the aforesaid facts, especially while developing the product.

The development of tourism content factors depends upon the instrumentality of the government. To develop and maintain and conserve the tourist attention e.g., parks, museums, beaches, wildlife, natural scenes, cultural shows etc. In the field of tourism, the need for planned development is found significant.

*Whether Government* prefers to develop mass tourism? What roles do it assigns to the public and private sector? What would be the role of domestic and foreign capital? Whether the foreign capital is to be encouraged? What could be the criteria for the development of tourism industry- long-term basis or short-term arrangements? Whether the tourism industry should be developed in the same way as other industries or the industry warrants a special treatment? All these questions are found relevant for the planned development of tourism industry. The fact that tourism is by its nature somewhat different necessitates planned development efforts.
The planning of tourism, whether at national or regional level, must be regarded an integral part of country's general economic and social planning. A plan for tourism can only serve its desired goal. The main target to such a plan would be to arrive at an optimum harmonization of the inter-relations between the two places of market while avoiding the creation of serious economic, territorial or social imbalances. Or say, a balanced growth of demand and supply. They key steps in the tourism planning are assessment of tourist demand and supply, determining the objectives, territorial planning, basic infrastructure, financial planning, human resources planning, administrative structure, Management and promotion, monitoring process and the time factor. For satisfying the users or for getting a reasonable return on the invested capital, the development of tourism product should be in a planned way.

For the development of tourism product, the tourism context factors known as the facilitating factors also divert a close attention of the tourism planners. Of late, the situation is changed and even the government organizations have been participating in the tourism industry. The Indian Tourism Development Corporation, Government of India Undertaking, owns the biggest hotel chain in the industry. The Corporation also runs duty-free shops at important airports of the country. It is natural that with the involvement of government in the tourism industry, the magnitude of competition between the public and private tourist organizations is found high. A proper co-ordination between the different agencies is felt essential where the role of government would be significant. The instrumentality of co-operative Management would also be pro-active so as to ensure the maximum possible benefits. It would be a paying proposition, provided the public
and private sectors evolve a workable plan to develop tourism infrastructure and superstructure, jointly. But in this case, the maximum possible social net return should essentially be the prime motto.⁶

**Overseas Tourist Product Management.**

The theory of comparative advantage helps explain why nations trade the tourist product. The general idea is that each country should specialize in promoting the tourist products in which it has the greatest comparative advantage and import those items in which it has the greatest comparative disadvantage. In general, the *BENEFITS* of international tourism can be explained as follows:-

1. **It increases the real income and national well being:** International tourist product Management ensures that each country specializes in the promotion of those tourist products like handicraft in India, which it is best suited to produce Tourist-Product-its surplus produce and import those commodities which it can obtain cheaper from abroad. In doing so, it increases the real income and national well being of all the participating countries. So also it exports its heritage and natural beauties without loosing any content from the original location. It is nothing, but transmission or export of satisfaction, which is experienced or envisaged by the tourist.

2. **It lowers the prices:** Again, by specialization, international trade lowers the prices of tourist goods and services. Thus, the other participating countries can share comparative cost benefits enjoyed by one country in a particular tourist product.
3. **It furthers technological development:** By specialization, it lowers the prices of goods and services all over the world. Consequently, it stimulates their consumption and demand for better goods, which causes further specialization and technological developments.

4. **It raises standard of living:** Since it enables consumers all over the world to consume new and better quality and variety of goods; it raises the standard of living of the citizens of the trading countries. It provides a number of employment opportunities all over the globe, thereby, enhancing purchasing power to buy new and better variety of tourist goods.

5. **It reduces dangers of monopolistic exploitation:** By ensuring free competition, international Management reduces the dangers of monopolistic exploitation of tourists by the home producers. Exploitation of one country by another country is also difficult since there are numerous suppliers in international markets.

6. **It ensures optimum use of resources:** The prosperity enjoyed by OPEC nations would not have been possible but for the world demand for their petrol and petroleum based tourist product, made possible by international Management, otherwise, their vast petrol resources would have remained unutilized and unexploited and these countries would have remained world’s poorest desert nations; and so is the case of other countries.
7. **It builds cultural relations:** International tourist product Management changes the quality of life of people, teaches them to consumer new things and to use old things in new ways. It not only exchanges tourist goods and services among nations but also it develops closer social and cultural relations between different nations.

8. **It bridges the technological gap between nations:** It makes people to transfer technology and other assistance from the developed nations to developing countries and as such the whole world stands to gain.

9. **It furthers world peace:** International tourist Management is needed not only to exchange the goods and services that are in excess in one country to another, but it also enhances and furthers world peace, as the participating countries try to maintain friendly relations among themselves.

10. **It brings about rapid industrialization:** Most of all, international tourist product Management brings about a rapid growth and development not only of the developing nations provide aid, capital goods and technology to the developing nations, which in turns provide supply of raw materials and labor to the developed nations.

**Mass Tourism and its Management**

Mass tourism phenomenon is a visible result of the great waves of technology which have changed the social geography of the world since
the nineteenth century. In the beginning it were the railways which opened up the continents, carrying the materials and food which made possible the great nineteenth-century industrial cities. Then came steamships. This was followed by the introduction of motor car which started to decentralize nations by sapping the vitality of the cities through the development of extended suburbs. Finally we have the aero plane which, when linked with rising affluence, has led to a whole new concept the mass tourist. The force behind this phenomenon is tourism, one of those great twentieth-century paradoxes - the Leisure Industries. In 2006, there were approximately 2415 million international tourists, which is more than the entire population of the United States and the Soviet Union. Between them, they spent some 8230 billion US dollars, which is about 25.5 per cent of the total international trade. Although there was a setback in the number of tourist movements due to terrorists, tourism has withstood the vicissitudes of change in national and international economies better than other sectors of the economy. One of the leading futurologists in the world Herman Kahn predicting a golden era for tourism says, "In sum, I see a very bright future ahead for tourism and travel industry. There are clouds on the horizon to be sure, but it will become a larger giant than it already is in the next 50 years."

The management of the Mass tourism is macro level task based on the micro level planning efforts. The Govt. has to take special care for that. In the Maharashtra state, the Govt. has provided all the infrastructural facilities for the development of economy as a whole and the tourism industry avails or shares the benefits of the same. However the same are inadequate and not evenly spread. The various training institute are engaged in the training and developing the manpower for the tourism industry.
Objectives of the Govt.

The objectives of the Maharashtra Government towards development and management of tourism are narrated below:

(i) It becomes a unifying force nationally and internationally, fostering better understanding through travel.

(ii) It helps to preserve, retain and enrich our image in the world, regarding our life-style, our cultural expressions and heritage. The prosperity that tourism brings must cause recreation and strength rather than damaging our social and cultural values. India must present itself on its own terms - not as an echo or imitation of other countries, other cultures and other life-styles.

(iii) It brings socio-economic benefits to the community and the state, in terms of employment opportunities, income generation, revenue generation for the state and foreign exchange earnings.

(iv) It gives a direction and opportunity to the youth of the country, both through international and domestic tourism to understand others and thus to bring about a greater national integration and cohesion.
The main thrust areas for the development of tourism accorded by the
Govt. in the various plans are as follows:

- Development of selected tourist-centers/circuits popular with the
  tourists instead of spreading limited resources over a large number
  of centers.

- Diversification of tourism in India from traditional site-seeing tours
  which are based on cultural tourism) to rapidly growing holiday
  tourism. It includes the provision of continuous attention to the
  aesthetic, environmental, social and cultural implications of
  tourism projects.

- Development of non-traditional areas such as -(i) Trekking, (ii)
  Winter sports, (iii) Wildlife tourism, (iv) Beach resort tourism, (v)
  Himalayan tourism.

- Restoration and balanced development of national heritage,
  projects of both cultural, historical and tourist importance to be
  undertaken.

- Exploitation of new tourist generating markets, particularly in the
  Middle East, South-East and East Asian Countries who have a
  broad spectrum of cultural affinity, with India. Encouragement of
  'Ethnic Tourism' by launching a Programme of "Discover your
  routes" and rigorous marketing through conferences and
  conventions.

- Launching of a National Image Building and Marketing Plan in key
  markets by pooling resources of public and private agencies
  instead of disjointed efforts to project better image of the country.

- Provision of inexpensive but clean accommodation at different
  places of tourist interest.

- Consolidation of operations of public sector corporations in
  tourism sector.
Streamlining of formal procedures for passengers at the airports so that the number of formalities and time taken to complete them is minimum.

The planning has been divided the responsibility of development of tourism between the Centre and the State. It states that the Centre should play a key role in the promotion of international tourism and the State should play a promotional role in domestic tourism.

**Recent Steps in Development of Tourism at Central Level**

The Ministry of Tourism works in close co-operation with Indian Tourism Development Corporation (ITDC) and Ministry of Civil Aviation in development and promotion of tourism Publicity and marketing in the tourist generating markets is done through a network of regional offices abroad and at home. In India, regional offices are functioning at Bombay, Calcutta, Delhi and Madras with Sub-Offices at Agra, Aurangabad, Bangalore, Varanasi, Bhubaneshwar, Cochin, Guwahati, Hyderabad, Imphal, Itanagar, Jaipur, Khajuraho, Panaji and Port Blair. The tourist offices in India furnish information to the tourists regarding travel and tourist attractions in India and also render assistance of non-financial nature.

Among the overseas centers, regular tourist offices are established in Bangkok, Brussels, Chicago, Dubai, Frankfurt, Geneva, Kuwait, Katmandu, London, New York, Paris, Singapore, Stockholm, Tokyo, Toronto, Los Angeles, Latin America and Thailand. The publicity work of overseas offices is directed in close collaboration with Air India under the schemes known as 'Operation Scheme'.
The Ministry of Tourism has also prepared tourist publicity literature in various languages of the world which includes English, German, Spanish, French, Italian, Persian, Arabic, Japanese and Thai. So far domestic tourism is concerned, literature is in Hindi.

The Ministry of Tourism has also launched a drive to promote domestic tourism. In India, the number of domestic tourists is growing rapidly.

- The Ministry has constructed forest lodges in the bird sanctuary at Bharatpur and the wild like sanctuaries at Kaziranga, Kanha and Dandeli. The ITDC is managing the forest lodge at Bharatpur and Kaziranga. Facilities have also been provided for viewing wildlife from boats, elephants and mini-buses at sanctuaries at Bharatpur, Kaziranga, Kanha, Corbett National Park etc.

- To provide suitable accommodation to travellers, the Ministry has taken up the construction of 'Yatri Niwas' at various centres. New approvals have been given to many hotel projects with great projected capacity for increased rooms.

- To promote tourist traffic, regulations relating to currency exchange and controls and customs have been liberalized. While visas are required by visitors from all countries, landing permit is given to organized groups handled by approved travel agents.

- Confessional tickets for domestic tourists are issued by railways for round-trip journeys and circular tours. Special concessions are given to students. Indian Rail Pass facilities are available for foreign tourists and Indian residents abroad against payment in convertible currencies.

- "Discover India" for travel on Indian Airlines, domestic services for 21 days with unlimited stop-over are available to foreign tourist against payment of foreign currencies.
All these had undoubtedly contributed to the increased flow of tourist in the recent years. Besides this, the official policy is geared to give high priority to the development of tourist industry. Measures like a reduction, in the expenditure tax from 20 to 10 per cent in the 1994-95 budget as well as the inclusion of the hotels and restaurants in the Export Promotion Capital Goods Scheme (EPCS) for the service sector shows this and is expected to go a long way to boost tourism, especially by foreigners in India. Under the EPCS Scheme, hotels can now import their requirements of items which cater to affluent customers - Indian and foreign.

However, considering the enormous potentials and the Planned n target of attracting 10 million tourists, co-ordinated efforts at Government level as well as at private sector level are essential. The share of India in the global tourists growth is still negligible. From 25 million in 1950, the number of tourists in the world had gone up to 2500 million in 2005 and earning from tourism from around $ 2 billion to $ 3324 billion. India accounts for less than one per cent of the tourist trade. According to some optimistic projections for India, the number of foreign tourists may reach 600 million in 1996 and 5000 million by 2010. While in 1990-95 the tourist industry in India to grow by 6.4 per cent a year in 2010-15, which is not an impressive target. India, therefore, cannot afford to be complacent on this front.

The tourist flow to this country has increased but slowly in recent years. From around 1.8 million in 1990-92, but was down at 1.7 million in 1992-93. By 2010 A.D., over 6.0 million tourists may be expected to visit the country. On account of steady support from the tourist sector, the hotel industry has, however, done pretty well.
The government is keen on boosting the tourism and hotel industry. The National Committee of Tourism set up by the Planning Commission has estimated that additional construction of at least five lakh hotel rooms in the country will be needed by the year 2015.

The Union Minister of Tourism is confident of increasing share from tourism substantially at the end of this decade. At the same time he admits that there are deficiencies in the infrastructure. A lot needs to be done on improving air, road and water transport network and facilitate the movement of tourists from one part of the country to another. Lack of information on tourist spots is another minus point. There is also shortage of skilled personnel in the tourist and hotel industry. These short coinings need to be overcome to take advantage of the increasing opportunities that rapid expansion of global tourism promises.

According to world tourism organization 90 per cent of the global tourism is domestic. In India, despite the mushrooming growth of tour operators, the number of people really interested in going around the country is limited. If the infrastructure for domestic tourism is allowed to remain weak and deficient in material aspects, not only domestic tourists but also those coming from abroad will suffer. In this context what needs a review is the notion that all tourists are rich. A good number of travellers are middle class holiday seekers looking for something within their budget. This realization is dawning fast on some enterprising businessmen to construct good 'budget hotels' within the reach of many tourists. Considering that for every one foreign tourist there are 20 domestic tourists to reckon with as well, the need for more budget hotels has become an imperative.

One of the welcome steps the union government had taken to boost tourism recently was to give 'Industry' status to tourism projects.
However, many States are yet to implement this even after bringing repeatedly told to do so. The purpose of the Centre was to encourage the private sector and to invest in this 'smokeless industry or leisure industry'. It is necessary to ensure that they would not suffer from unscrupulous elements in this trade. In short, tourists should not be allowed to carry back an impression that travel and stay in this country should be avoided. One of the major demands of the industry is that tourism should be treated at par with other export-oriented industries. With the passage of time tourism has grown into a full-fledged industry. Tourism primarily is a service industry, because it does not produce goods but renders services to various classes of people. In view of their special nature and complexity of their contribution to the tourist product, they may be described as tourist industry. Although the Government has been promising adequate support to the industry, concrete measures to give a real boost to this sector are yet to be in sight. What is most urgent is co-ordinated efforts by all agencies directly or indirectly involved in the promotion of tourism.

Development of Tourism In Maharashtra State

‘Maharashtra occupies an important position on the national map of tourism in India. Fifty four percent of the foreign tourist coming to India visit Maharashtra. Out of the 84 lakh tourists who visited India during 2005, about 42 lakh tourists visited Maharashtra. Maharashtra can be said to be a tourist paradise on account of its varied geographical features. It has a vast stretch of seashore with a number of beautiful beaches and sea resorts, sea forts and ancient temples. The lofty heights of the equally long Western Ghats are studded with hill stations, hill forts, forests and numerous spots of scenic beauty. On the Deccan plains one comes across a number of ancient cities, temples and architectural
monuments. The world famous caves at Ellora and Ajanta, Karla, Bhaja and Elephanta are just to name the few. Wild life sanctuary in the Chanda district i.e. Tadoba National Park attracts a great number of tourists. Taking into account the growing number of tourists and great potentials of the land as a tourist attraction, the Government of Maharashtra set up the 'Maharashtra Tourism Development Corporation' in 1975. Since its inception, the MTDC has undertaken a number of schemes for the promotion of this industry. These include building and developing of holiday camps and resorts, conducted tours to places of tourist interest, production and sale of tourist souvenirs. Production of publicity materials and development of infrastructural facilities at tourist centers.

**Holiday Camps**

MTDC has 68 holiday camps spread across the State to provide accommodation for the tourist visiting the place. They are at the following places - Ajanta, Akloli, Amboli, Aundha, Aurangabad, Bhandardara, Bhatye, Bhimashankar, Bordi, Chikhaldara, Dajipur, Elephanta Island, Ganapatipule, Ghodbunder, Harihareshwar, Jawhar, Jayakwadi, (Paithan), Karla, Khopoli, Khindsey Talao, Kihim, Latur, Lonar, Lonavala, Mahaableswar, Mahurgad, Malshej Ghat, Matheran, Murud-Harnai, Murud-Jangira, Nawegoan Bandh, Panchgani, Pandharpur, Panhala, Panshet, Pune, Raigad, Ramtek, Ridhpur, Shegaon, Shirdi, Sindkhed Raja, Tarkarli, Titwala, Toranmal, Trimbakeshwar, Tuljapur, Wardha. The primary objective of the scheme is to bring tourism within the reach of middle class people. The rates of accommodation range between Rs.150 and Rs. 2500 per day. A temporary (refundable) deposit of Rs. 100/- per room is to be paid before occupying the room.

**Conducted Tours**
With its fleet of 173 vehicles, MTDC conducts special group tours and package tours within and outside the State. In Bombay it arranges daily tours to Elephanta and local site seeing. It has divisional offices at Pune, Aurangabad, Nagpur, Kolhapur, Nashik, Amravati, Ratnagiri and Goa. Popular conducted tours from Pune are - Ajanta-Ellora, Aurangabad, Mahabaleshwar, Lonawala, Khandala, Karla, Nasik, Shirdi, Goa, Kashmir, Mysore, Bangalore and other places. The income from tours has increased tremendously.

**Production of Publicity Material**

The MTDC is actively engaged in producing attractive publicity material of all types e.g. brochures, folders, posters, guidebooks, picture postcards, maps etc. This activity if carried out in consultation with the Directorate of Tourism of Maharashtra. Plans are being finalized to produce audio-visual presentations for providing more and more information. Multi-color folders of some Forts are also available with MTDC e.g. Raigad, Rajgad, Sinhagad and Sindhudurg.

**Development Schemes**

Various development schemes undertaken by MTDC can be summarized as under:

a) Development of Places of Pilgrimage or Religious Interest: Shirdi, Tuljapur, Akkalkot are being developed to attract more tourist to these centres.

b) Development of seaside resorts: The MTDC is actively engaged in development of holiday camps at Ganapati-Pule, Murud-Jangira, Kihim near Alibaug.
c) Development of Water Sports: Foreign tourist are greatly interested in water sports. MTDC has chalked out a Programme for providing this facility in various beach resorts at Murud-Jangira and Ganpati Pule.

**Development of Camping Sites**

In order to meet the need of tourists who travel by motor car MTDC has built up motels at strategic points on the highways. Since 1986, it has also started organizing a festival of music and dance at Ajanta and Ellora on the lines of the festival arranged at Khajuraho every year. A number of artists of national and international repute participate in these festivals. Obviously, the flow of tourist increases considerably during the days of these festivals.

During the rainy season, on the Nag-Panchmi day, thousands of visitors flock to the small town of Battis-Shirala in sangli district to observe the live snake show. A fair number of these visitors are foreigners and MTDC caters to their demand by conducting special tours. One cannot also forget the contribution of the State Transport Corporation towards tourism development. No village in Maharashtra is more than 5 kms. away from ST Bus Stop. In other words, every village in Maharashtra is almost approachable by road.

Thus, we can observe that the MTDC projects and a number of other activities by the Government are proving to be beneficial to the tourism industry in Maharashtra.

**Market Segmentation in Tourism**

The identification of market occupies a significant place in the tourism industry. This helps making of pro-active decisions. To avoid fruitless efforts, it is essential that we go to only that segment or fraction where positive results are expected. It is not possible that an organization or an enterprise succeeds in influencing the whole market. The market
segmentation is an effort to achieve the most efficient and productive use of Management resources. It is the process of identifying the group of potential users having positive attitude towards traveling, enjoying the leisure hour and taking pleasure by viewing the nature. Here the marketers are required to select target markets where the segmentation is needed. The segmentation helps a tourist organization in making an optimal adjustment of the tourist product and the Management appeals so as to cater to the needs of potential tourists. It can develop Management programmes and budgets on the basis of a clear perception of the response of a specific segment. Here an organization is in a position to compare the Marketing opportunities. This makes it clear that market segmentation simplifies the task of getting a positive response from the potential tourists and thus their transformation into the actual tourists. For market segmentation, it bases of segmentation as shown in fig. Below.

**Chart 4.2 Bases of Market Segmentation**

<table>
<thead>
<tr>
<th>Geographic Segmentation</th>
<th>Demographic Segmentation</th>
<th>Psychographics Segmentation</th>
<th>Socio-economic Segmentation</th>
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<tbody>
<tr>
<td>Cities</td>
<td>Age</td>
<td>Life style</td>
<td>Rich</td>
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<tr>
<td>Provinces</td>
<td>Sex</td>
<td>Personality</td>
<td>Poor</td>
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<tr>
<td>Regions</td>
<td>Occupation</td>
<td>Motives-</td>
<td>Rural</td>
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<tr>
<td>Countries</td>
<td>Income</td>
<td>Product</td>
<td>Urban</td>
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<td></td>
<td>Education</td>
<td>Knowledge</td>
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<td>Class</td>
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<td>Illiterate</td>
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<td>Religion</td>
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A further segmentation is also possible within each of the aforesaid major segments for the purposes of practical Marketing Management. As such, the case of vacation tourists and the business tourists may be put
like :- The vacation tourists are influenced by changes in price structure and the aggressive Marketing efforts which are instrumental in making possible motivation. The market is highly seasonal and the tourists are resort oriented. The developing global trade relation has also paved ways for the multiplication in the number of business tourists. Here, the nature of business plays a vital role in influencing the Management of tourism. The demand for business tourism is found price-inelastic and city-oriented. As for example, the exhibitions, trade fairs, conferences, seminars etc. The third category is common interest tourist, which is related with the visit of places of relatives and friends for multi-faceted purposes like gaining knowledge, availing holidays or pilgrimages etc.

The Management efforts can’t be positive or pro-active unless the market segmentation is based on the aforesaid criteria and the tourist organizations identify a specific market before exercising their skill, expertise or excellence. It is not proper that marketers appear aggressive. The experts feel that such a trait makes the market unproductive and practically, the marketers fail in delivering goods. The identification of market is the real things since the failure of marketers on the very front contracts avenues for positive results. This makes it clear that at the outset, the marketers should identify market and thereafter should take a final decision regarding the trait to be adopted developed and refined.

**Market Research**

Research is found to be an important consideration for raising the sensitivity of our Management efforts. It makes the Management decisions pro-active, especially with the help of collecting relevant and meaningful information. It is felt that Management efforts based on up-to-date information make possible a simplification in the process of
managing the information. The decision making specially regarding the set-objectives, policies and programme can conveniently be done provided the researcher has a sound base.

- Who are the potential tourists?
- Where do they come from?
- What are their likes and dislikes?

The aforesaid questions require a suitable answer. A national tourist organization or other organizations engaged in the business have to make concerted efforts for getting the right answers.

- Who are the persons engaged in tourism and where do they live?
- Who are the potential tourists and where do they come from?
- What are the likes and dislikes of actual and potential tourists?
- What are the travel preference and interest of users?
- What do they use and where do they stay?
- What mode of transportation facilities they prefer?
- What communication facilities they like and avail?
- What are their entertainment preferences?
- What are their aims?
- What Management strategies are needed to excel competition?
- What techniques are to be followed to complete the research programme?

**Market Information System**

Knowledge is supposed to be the power. Of late, to manage a business is to manage the information. The present as well as future developments influence the nature of Management decisions. This makes it essential that the marketers make all possible efforts to manage the
business; this in a true sense is meant to manage the information. While discussing market research it is pointed out that for collecting information pertaining to tourism market, the marketers should attempt to collect information from all possible areas. The following questions need right answers to manage the information:

- What the total potential is available and that would also be available in future?
- Which are the profitable markets now and in future?
- What is the position of competitors?
- What changes in the situation or conditions of actual or potential tourists are likely to create new opportunities?
- What changes in the socio-economic environment are likely to create or generate new problems?
- What changes in the governmental regulations are to induce the potential tourists?

Traditionally, we divide Management information sources into two parts, e.g., primary and secondary. The secondary data is collected by other people or organizations and involves the minimum possible cost whereas the primary data is collected by the marketers and is found a bit costlier. The primary data is considered significant as it answers exactly to those questions, which the decision makers have conceived in their mind. If the Management information system is well organized, the research work automatically becomes easier. For harnessing the benefits of development, it is important that our information box is sound. Or, we collect all the required information pertaining to the changing needs, desire, taste, requirements and temperament of the actual and potential tourists.
The Pricing Strategies

In a country where more than forty per cent of the total populations are below the poverty line, the pricing strategies naturally become an important factor for promoting or contracting the tourism industry. For the development of tourism industry, it is essential that more and more potential users are transformed into actual users of the tourism product. But when the domestic tourists feel that it is beyond their capacity to bear the increasing cost on accommodation, transportation and communication, they avoid traveling. The same case is not found with the foreign tourists as they are mentally and financially prepared to bear the burden but so far as the domestic tourists are concerned, we do not find the same case. This necessitates a rational pricing policy, especially for the low-in-income group, students and retired persons or rural tourists.

In the tourism industry, the pricing strategies are only not governed by the pricing decisions of the concerned tourist organizations as some allied components also influence the total cost on traveling. When a tourist proposes to visit a particular place, the total cost on his traveling also includes the expenses incurred on transportation, accommodation and communication or even some other factors involved in making tour a pleasure. Thus the entrance fee charged by the tourist enterprises becomes insignificant. A liberal pricing strategy is found a productive pricing decision, particularly in the case of tourism industry. This is meant that a pricing strategy, which induces low-income group people, students and retired persons, can be more effective. This is possible when government comes ahead and offers confessional subsidized infrastructural facilities, especially to the potential tourists below the average or marginal income.
The state tourist organizations have been promoting this pricing policy but so far as the private tourist organizations are concerned, the efforts till present appear to be disappointing. In this case, it is more practical that the private tourist organizations adopt a distinct pricing policy in which the provision for price adjustment should not be regulated. This is meant that the tourist organizations have been adopting high pricing policy for the affluent sections and the low pricing strategy for the weaker sections. The policy makers should pave ways for the generation of profits and this is possible when pricing policy moves with the paying capacity of the tourists. There are a number of avenues for the same. As such, development of hotels and motels, plying of luxury tourist buses, expansion of shopping facilities and so on. The whole thing is to frame a suitable strategy in tune with changing taste preferences and paying capacity of all segments or groups.

The profit-oriented strategy should not be discouraged since by ignoring this strategy we close doors for qualitative improvements in our product. In almost all the cases, the strategy safeguarding the financial viability of an organization proves to be an effective solution. Here it is also essential that an organization makers concerted efforts to minimize the travel cost. This is to make possible economy in the operational costs. Naturally it requires travel frequency of high magnitude. Promoting package tourists, raising the frequency of visit and seeking governmental support are some of the key steps found instrumental in making possible operational economy.

The Promotion Mix

Creation of awareness is found an important factor in the formulation of Management mix for the tourism industry. The
promotional decisions are found significant in the very context as the marketers find it convenient to induce the customers and expand the market. If scientifically designed the promotional strategies simplify the task of informing, persuading, motivating and influencing the decisions of potential tourists. No doubt, the innovative practices in the tourism product are considered significant but unless we make vigorous efforts to design the promotion mix, the sensitivity rate can’t show a positive trend. Particularly in the tourism industry, the promotion mix plays a vital role as the tourism product has certain distinct features. It is a service industry and a service is more than just service. It is a combination of facilities, location and sales promotion. The users of the services feel a high degree of involvement and uncertainty both concerning the product itself and his own role in the buying process. The implications of this for Management decisions pose fascinating problems. Besides, the customers are required to visit the spots physically for enjoying the services. The users are spatially distributed and have different cultural, social and economic backgrounds. The industry is more competitive and it produces a service, the consumption of which is not absolute necessity. The users can postpone or even defer their traveling schedule. All these features necessitate innovative Management practices, especially sound promotion strategies so as to safeguard their existence and pave ways for their prosperity. The marketers thus can’t undermine this important tool for tourism Management. Some of the important aspects of the promotion are advertising, publicity, propaganda, sales support and public relations.

The prime purpose of promotion is to make available the market information. A prospective tourist requires multi-pronged information. The customary Management concepts and practices adopted in general
industries can well be adopted in the tourism industry. However, specific tools of publicity and promotion supplement the usual methods of promotion like advertising, publicity, personal selling and sales promotion. In the following passages a number of components have been discussed.

(a) Advertising:

The advertisement helps in furnishing important information to the actual and potential tourists and further simplifies the process of transformation. Its coverage is wide. It can be placed before a large number of prospective purchasers or users. Frequency generation is it’s another advantage. It even succeeds in making frequent appeals. Accessibility is also its additional advantage. For the promotion of tourism, advertisement acts as a powerful instrument. It is found active in Management the tourism product. Looking at the product through the mind and eyes of the users is possible when management of information is sound. The details regarding the prospects or the potential tourists are found helpful in raising the effectiveness of advertising. The selection of a suitable vehicle is also important as it makes possible purposeful traveling of messages. Thus the selection of a suitable vehicle, the composition of sensitive messages, the drafting of advertisement plan and the decisions regarding the advertising budget are found significant in the very field.

Radio, T.V., newspapers, cinema, and paintings are some of the important vehicles for the traveling of messages. While advertising for tourism, it is much more significant that popular vehicles used by a larger section are preferred. We have to be more careful while composing the messages so that the awareness is created, motives are influenced and potential tourists are conveniently transformed into actual tourists. More
and more attention on the designing of slogans raises the effectiveness of advertisement. In this connection, it is also essential that the policy makers and the tourism planners assign due weightage to the advertisement budget. It is meant that the tourist organizations engaged in the business avoid unproductive investment and finalize the budgetary allocation in the background of its business. In the Indian context, this aspect needs a special attention.

All India Radio (AIR) spends a lot on advertisement. Of course, it ranks first followed by the Government of India Tourist Offices and Travel Corporation of India. The argument made by the government that tourism is not a major priority for public spending appears unjust. No doubt, it is a priority area as this industry ranks second to the Oil Industry where we find potentialities for earning the foreign exchange. In view of the mounting competition, it is essential that we promote our business in a scientifically designed way. The mounting problem of unemployment also suggests a priority attention as the tourism industry bears the potentially of expanding job opportunities. The needs of the hour are to make advertisement budget optimal so that the global and domestic tourists are attracted and influenced. This is possible by rationalizing the administrative expenses. The government should consider tourism industry a priority area, especially in the background of its positive contribution to the exchequer. If this is done, the private tourist organizations would also evince their special interests in the tourism industry.

The formulation of a suitable advertisement strategy deserves an intensive care, especially to promote tourism. While advertising the product, it is also significant that upcoming organizations are made
available the subsidized facilities. Particularly in the developing countries like ours, where the system of communication is directly or indirectly managed and controlled by the government, it deserves an outstanding care. In the context of formulation of strategy, pre-testing of advertisement can’t be ignored. It is on account of the fact that by this method an attempt is made to assess the communication value of an advertisement whether press advertisement, or T.V. or Radio spot in advance of the actual release or screening. The pre-testing technique is found helpful in forecasting an attitudinal change among the tourists or potential tourists. In this respect, a set of advertisement is prepared and shown to small groups or representatives of customers. The effectiveness of the various approaches in conveying the proposition is thus measured. It helps the policy makers in evaluating the fact that whether or not the idea created is rightly or effectively communicating the motivating proposition. This maximizes sensitivity as the creativity of a particular advertisement plan is increased to a considerable extent.

The planners have also to divert their attention on the changing taste and temperament or prospects. It is essential that the slogans used are conceivable to the prospects. The advertising for religious centers or other tourist spots can’t be the same. In the same way, the national, global, rural, sex, age and other considerations deserve due attention. The messages should be such that retain the interest in the minds of the customers about the product. As such, the message are adequate for a decision, are able to catch the attention of the target audience, avoid exaggerated claims, are capable of creating a favorable conviction and have something which help the target audience to remember. This requires high degree of excellence.
(b) **Public Relations:**

Another important component of the promotion mix is public relation. It helps in projecting the image of an organization. The public relation covers a wide range of activities. It is the art and science of planning and implementing honest two-way communication and understanding between a company and an organization. It is also known as the reflection of the organizational programmes and objectives. Its main functions are to inform public about the activities of an organization. Its purpose is to create the best possible reputation. In the context of tourism, the promotional strategies can't be pro-active unless we strengthen the system of public relation. It is due to the fact that in the tourism industry, it is essential that both the actual and potential tourists are made available complete and up-to-date information. It is used to project a fair image of a country, a tourist destination in the minds of people who are in a position of influence public opinion. It helps in creating an atmosphere whereby the users at large are convinced with the advantages of traveling. In addition, it also helps in collecting the information. All these facts testify the significance of public relation in the tourism industry. In this context, it is essential that utmost precaution is taken while appointing a Public Relation Officer (PRO). This is due to the fact that if PRO is efficient, active, intelligent, well behaved, impressive and submissive, the task of travel organizations would naturally be simplified. It is only not sufficient that an organization acts well. It is much more significant that users at large feel that organizations have really been acting well. For any organization producing goods or services, image projection is considered to be an essential condition. This helps in assessing the performance of an organization. If PRO manages the affairs like a professional, this vital task of image projection is simplified.
(c) Sales Support:

The activities helpful in the establishment of personal or indirect contact with customer or trade intermediaries are called the sales support. In the tourism, the promotional activities furnishing or transmitting to the public at large, some important information like accommodation, transportation, attractions and prices are known as sales support. This aspect of the promotion mix is found unique in nature as neither advertising nor public relation are found efficacious in competing with this component, which acts as a channel of communication between the providers and distributors. Further it also appears assisting the sellers to perform their responsibility more effectively. It is not to be ignored that the very success to tourism industry depends on the efficacy of retail travel agents. If they motivate well the actual and potential tourists-then market is a created, actual tourist is satisfied, potential tourists are transformed and the leadership is established.

The sale support activities inform the users or trade intermediaries, travel agents, tour operators, airlines etc. about the services available, existing price and quality of services and further assist in selling. The intermediaries need multi-faceted information like available facilities to the tourists, knowledge of travel regulations and formalities, available transportation and communication services, weather condition in different months of the year, utilization of various facilities at different times of the year, plans for opening of new hotels and motels and other tourist facilities. All these information are found relevant, particularly with the purpose of increasing the efficacy of travel intermediaries or agents. Thus in the promotion mix, the sales support techniques play a meaningful role. Printed materials and special offers are the two important techniques of supporting the selling activities. The printed materials are brochures,
folders, direct mail material, display material etc. The special offers are temporary price reductions, free gifts, premiums etc.

(d) **Tourism Publicity:**

An important component in the promotion mix, the tourism publicity plays a vital role in attracting tourists and promoting tourism. A well-planned publicity Programme is found efficacious in the very context. The publicity Programme include regular publicity, stories and photographs to the newspaper, travel editors, contact with magazines on stories, ideas and the framing of story outlines and pictures etc. With the passage of time, the tourism publicity has occupied a place of significance. At the initial stage, the information publicity was considered important but currently, the commercial tourist publicity has gained a special significance. This has been due to an increase in the number of tourists and travel frequency. It has necessitated efficient commercial publicity technicians so that a long-term publicity strategy is finalized. In respect of tourism publicity, the motive forces are found sensitive as it is based on experience, instinct, routine and technique. Applied psychology and sociology are still found neglected by the publicity planners. Presently it is felt that an examination of tourist Behavior is essential. A tourist publicity Programme may be conceived in the creation of concept of satisfaction which may form the tourist brand of the country, make possible co-ordination of all publicity measures of the cultural, economic and tourist institutions of a country, materialize constant analysis of satisfaction market research as well as publicity effectiveness. The effectiveness of the publicity programmer is vigorously influenced by the efficiency of the publicity technicians. If they are efficient, the rate of sensitivity of the Programme would be high. It is right to say that words are only not the conveyors of thoughts and ideas but also of emotional
contents and the traveling on right path makes possible the desired transmission not only to the intellect but also to the intuitive of the recipient and finally are expressed to this end. There are different groups in the publicity media like printed publicity, advertising publicity, projected publicity, structural publicity and personal publicity. The applications of all these groups are influenced by the requirements of the tourism industry.

To be more specific in the Indian condition, the need of the hour is to strengthen tourism publicity. This is due mainly to the fact that in the yester-years, we have found an upward trend in travel frequency. The commercial tourist publicity bears the potentiality of aggravating attractions, and thus influencing the decisions of tourists by motivating their emotional contents.

**Tourism Management Audit**

Tourism is a multi-sect oral industry and its infrastructure comprises of diverse and wide-ranging activities. Given its crucial role in the economic development, the question is no more as to how much and what sort of tourism India should cater to rather it is how well we can manage tourism given the unparalleled tourist attractions and resources - both natural and manmade in existence in India. Over a period of time, international tourism has emerged as a highly competitive business. Given our present position, it needs a serious introspection for enabling a strategic tourism plan to be formulated. Following the framework of the Porter's diamond on the Competitive Advantage of Nations, (vide, Porter, Micharl E., The Competitive Advantage of Nations, Macmillian,1990) I have attempted a listing of factors that need a comprehensive audit so far as our capabilities and limitations are
concerned. It is hoped that such an audit will pave the way for proper positioning of Indian tourism and help bringing in appropriate tourism policy, and the much-needed integration among tourism suppliers.

A. **Factor Conditions**

What kind of selective factor advantage can Indian tourism offer on the following?

1. **Natural Resources**: such as
   (a) Climate: temperature, snow, sunny days, and rains.
   (b) Nature Beauty: Landforms, hills, rocks, terrain and scenic charms.
   (c) Water: lakes, ponds, river falls, spring and beaches,
   (d) Flora and Fauna: hunting fishing, natural parks-wild life, sanctuaries, safari, and sikar.

2. **Infrastructure**: such as
   (a) Water supply system; sewage and disposable system; drainage system; highways; road and drives and parking lots.
   (b) Parks, night lighting, airport runways and landing facilities.
   (c) Access Drives; airport, marine and dock facilities, bus and train station facilities, and railway lines.

3. **Knowledge Support**: comprising of availability of professionally qualified and trained personnel for managing tourism supply organizations as well as the tourists.

4. **Super-Structure**: covering hotels and catering institutions; places of entertainment; historical monuments; tourism organizations for water sports, mountain climbing and hiking, hunting etc.; financial institutions - banks and insurance, telecommunication, shopping centers, and the media.

5. **Cultural Resources**: such as history, architecture, fine arts, music, dancing, theatre, galleries, literature, zoological and botanical gardens.
B. Demand Conditions

What constitute to be the Indian tourism demand determinants and how has India been responding to emerging preference of tourists.

1. Market Size.
   (a) While World Tourism Organization estimates 450 million world tourism arrivals in 1991, what restricts India’s share in it to be less than 0.5 per cent.

   (b) In order to reap higher rates of growth as well as provide sustenance to expensive tourism infrastructure, will the boost in domestic tourism help a great deal?

2. A distinct change in the preference for tourism products is being noticed, along with his becoming more demanding and choosy. Can we anticipate the changing behavior and prepare ourselves for a proactive or timely response.

3. A segmentation approach to tourism market demand carries potential of suggesting promotion of new tourism circuits as well as strengthening of the existing ones besides providing a lead for developing innovative products.

4. How integrative and responsive has been our approach to tourism Management in India especially with regard to attracting first time tourist and repeat tourism to India.

C. Related and Supporting Industries

Tourism being a multi-sector services product is highly dependent upon the growth in the related the supporting industries. How competitive India is at the international level on the following:

(a) Guiding service and time table publications

(b) Bus, coach, car hire and taxi services

(c) Conference and convention suppliers
(d) Food and beverage suppliers and their standards

(e) Travel agency and tour operator’s availability services-mix and image.

(f) Education and training institutions for hospitality services

(g) Other up-stream and down-stream support industries including gifts, souvenir, publicity and sales promotion item suppliers.

D. Tourism Firm Strategy, Structure and Rivalry

The Management audit should focus on:

(a) Managerial attitudes to offering superior service quality and not ‘CHALTA HAI’ as well as to boosting India’s image abroad.

(b) Corporate goals and planning sophistication reflected in success measurement in tourism services; perceptions regarding gestation period; pursuit of market segmentation strategy; and in attaining and sustaining competitive edges;

(c) How do tourism firms compete; how dynamic is competition and how fair are the approaches to keep ahead of the others; and what do the firms do when their survival gets threatened;

(d) What is the state of new business formation in the tourism sector; what kinds of spin-offs in consultancy, exports and vertical integrations are the rule rather than the exception and last but not the least;

(e) To what extent is the national tourism policy is reflect in the corporate Management strategies of the tourism supplier firms.

Perceptions of Inbound Tourists about India

With a view to study the perceptions of inbound tourists about India, 20 foreign tourists were surveyed in Delhi during January-March
2004. This exploratory study was conducted by IMI and the tourist covered came from United States of America, Canada, and Australia, New-Zealand, United Kingdom, Germany and other parts of Asia, Africa, Latin America and Europe. The respondents surveyed belonged to the categories of free individual travelers as well as group travelers, and were primarily on 'leisure' or 'business' trip. Their major perceptions on some of the aspects covered in our survey were as under:

- Most of the visiting tourists had learned about India through acquaintances. They stated that their itinerary was mainly planned both with the help of their travel agents as well as outdated tourists guide book on India available in their country.

- Almost one-third of the tourists had to make changes in their itinerary after arriving in India. A large majority of them felt that had they got adequate information on the attractions in India they would not have had to make these changes.

- More than 40 per cent of the tourists came to India with the image of a poor and heavily populated country, while 30 per cent though that they were coming to a beautiful country. Thus, there seems to be a very diverse perception of India abroad. The Germans and Americans were very prominent amongst those who perceived India as a beautiful country whereas the image of India with the rest of tourists from Europe was that of a poor and heavily populated country.

- Jaipur, Goa, Agra, Jim Corbett Park, Khajuraho and Ranthambore emerged as the most popular tourist destinations. All the tourists
were very unhappy about the fact that they could not visit Kashmir. The opportunity of being able to visit so many diverse places came out to be as the most memorable event for almost 50 per cent of the tourists.

- The opportunity of experiencing Indian festivals such as Holi came out as the overall second most memorable event.

- A significant per cent of the tourists felt that the helpful, friendly Indian they met was by itself very memorable.

- The transport sector (Indian Airlines, Indian Railways and Roadways) availability and courtesy to tourists.

- Inefficient and time-consuming procedures at Immigration as well as Customs were rated as the most irksome as they compared these with international standards.

- Beggars and peddlers came out to be the biggest irritants by more than 60 per cent of the tourists; large population and dirt emerged as the second major irritants faced in India.

- The 1967 ‘Impala’ emerged as the car which would best describe India. An Impala could be describe as an old, large noisy, gas guzzler, with an ability to carry a large number of people. A ‘Truck’ emerged as the second choice.
Need for Focused and Intensive Tourism Promotion

Promotion of the right image of India abroad is a prerequisite of effective tourism Management. We must correct India’s image of a nation in permanent crisis, a nation plagued with maladies of poverty, of the society based on rigid caste system, a land of snake charmers, sadhus and gurus, and a nation swathed in tons of red-tape and trapped in a time-wrap of its own making. The Festival of India programmes may have holstered India’s conventional exotic and mystic image but has failed to project its technological achievements.

In fact, India does not seem to have aggressively marketed itself abroad so far. Such a programme will first require the development of an integrated promotion programme with a clear focus on target market segment; (6. Sahai, Ratna (ed.), Essays on Tourism by Som Nath Chib, New Delhi) determination of promotion objectives, and the development of a detailed promotion and public relations strategy.

Market research studies covering areas such as what motivates tourists to travel and what are their current perceptions of India, what percent of tourists are aware of India and what other nations compete with us on tourist motivation; how can India be positively known to more and what kind of inhibitions, apprehensions and appreciation different target segments possess about India, and how distinct is the personality profile, recreation behavior and motivational features of first time tourists to India versus repeat tourists to India, how well does India’s tourism infrastructure match with their expectations.
For example, if India would like to attract the Japanese tourist, it should not only have to launch an integrated promotion campaign in Japan, it must also work towards tie-up with airlines and gearing up of infrastructure. Simultaneously, its hotel and tour operators must initiate steps such as provision of safety precautions (in Japanese language); Japanese newspapers, magazines and films; Japanese foods and cuisine, golf courses, hard beds, Japanese speaking staff, and their preferred brands of articles to mention a few, for the Japanese tourist wants many things other than his tea and sushi.

Reorient the India Awareness Programme

There is an urgent need to reorient the India Awareness Programme. Such an effort should inter-alia include.

- More active role of Indian Embassies and High Commissions in tourism promotion as well as the timely press release to correct the prevailing image of India. Their staff needs to be courteous, and should take more interest in tourists intending to visit India. As far as possible our Embassies and High Commissions should present the ambience of our cultural heritage.

- Printing and dissemination of cultural maps of India highlighting unique seasons and strengths of our cultural, religious and architectural heritage - the pot poured and a mixture, Portuguese, French and British and if not to omit the scenic and adventurous charms of India.

- Promotion of exclusive themes such as Dress Experience, Royal Experience etc.
• Innovative public relations Programme comprising of regular coverage on India in foreign press, publication of informative newsletters, press parties of travel writers and tour operators, invitation of foreign advertisement film makers, distribution of comprehensive and attractive theme based brochures on India in multiple languages, and screening of video film covering do’s and don’ts to visiting tourists and highlighting the niceties of India.

• Event Management of special festivals, national days, etc., along with specially created souvenirs.
References: