Chapter - II

CONCEPTUAL FRAMEWORK AND METHODOLOGY

2.1 WHO IS A TOURIST?

The term 'tourist', as the Oxford Dictionary tells us, was used as early as in the year 1800. According to the Dictionnaire Universal, the 'tourist' is a person who undertakes a journey for the sake of curiosity, for the fun of travelling or just to tell others that he has travelled.¹

This definition appears to be too narrow to enable us to understand the different ramifications of the term 'tourism'. In fact, it might be worthwhile at this stage to look towards the definitions put forward by the contemporary authors.

R deMayer has defined tourism as "a collective term for human movement and its attendant activities caused by the exteriorization and fulfilment of the desire to escape, that is more or less latent in everybody."² This definition lacks precision and is not very useful for analytical purpose. A better definition was provided by Bernecker, when he said, "Tourism is the sum of the relations and services connected with a temporary and voluntary change of residence for non-commercial or non-professional reasons."³

On analysing this definition, one may find that, the change of residence of a tourist must be: i) voluntary, ii) of temporary nature and iii) for a non-commercial or non-professional purpose.

This definition is also a narrow one in the sense that, it includes

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only the voluntary change of residence for non-commercial purpose. But in actual practice, business travel is also a component of tourism. Further, regarding the second part of the definition, all tourism need not necessarily involve a change of residence or cover a single destination as is the case with a resort tourist. Greenwood brought this into focus when he defined tourism as a form of recreation experienced either through travel or through a temporary change of residence.\(^4\)

But the deficiency of these definitions lies in the fact that they consider pleasure as the only motivational factor and practically ignore all the factors leading to different forms of tourism of today. The League of Nations, of late, has done a pioneering work in defining the term tourist for the purpose of statistical measurements. The Committee of Statistical Experts of the League of Nations in the year 1937 defined 'tourist' as: "Any person visiting a country, other than that in which he usually resides, for a period of at least 24 hours."\(^5\)

The following persons were to be considered tourists within this definition:

i. Persons travelling for pleasure, domestic reasons, health, etc.

ii. Persons traveling to attend meetings, or in a representative capacity of any kind (scientific, administrative, diplomatic, religious, athletic, etc.)

\(^4\) D.J. Greenwood (1976): "Tourism- An Agent of Change, a Spanish Basque Case, Annals of Tourism Research 3 (3) p 128

iii. Persons travelling for business purpose.

iv. Persons arriving in the course of a sea cruise, even when they stay for less than 24 hours (The latter should be reckoned as a separate group, disregarding, if necessary, their usual place of residence).

The following categories as per the above definition were not to be regarded as tourists:

i. Persons arriving with or without a contract of work to take up an occupation or engage in any business activity in the country.

ii. Persons coming to establish a residence in the country.

iii. Students and young persons in boarding establishments or schools.

iv. Residents in a frontier zone and persons domiciled in one country and working in an adjoining country.

v. Travellers passing through a country without stopping, even if the journey takes more than 24 hours.

The aforesaid definition of tourist was confirmed by the United Nations in the year 1945 when it was stated that the 'tourist' was a person who stayed in a foreign country for more than 24 hours and less than 6 months for any non-immigrant purpose.\(^6\)

In 1963, the United Nations Conference on International Travel and Tourism held in Rome considered the need for having a

A comprehensive definition of tourist and referred the matter to the United Nations Statistical Commission. A revised definition of tourist was accordingly prepared and adopted. The conference considered an overall definition of the term 'visitor' which for statistical purposes would include: any person visiting a country other than that in which he has his usual place of residence, for any reasons other than for following an occupation remunerated from within the country visited.\(^7\)

This definition covered:

i) Tourists, i.e., temporary visitors staying at least for twenty four hours in the country visited and the purpose of whose journey can be classified under one of the following headings:

- a) leisure (recreation, holiday, health, study, religion, and sport);
- b) business, family, mission, meeting.

ii) Excursionists, i.e. temporary visitors staying for less than twenty four hours in the country visited (including travellers on cruise)

The above definition excludes travellers who, in the legal sense, do not enter the country (e.g., air travellers who do not leave an airport's transit area.)

Needless to say that the aforesaid endeavour by different bodies and organizations including the United Nations have gone a long way in enriching our understanding of the term tourist. Nevertheless, the most comprehensive and acceptable definition, till to date, has been the one given by the World Tourism Organisation, according to which,

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"A tourist is a person who travels to a place other than his usual place of residence and stays at hotels or other accommodations, establishments run on a commercial basis (or in any rent free places) for a duration of not less than 24 hours and not more than 6 months at a time, for any of the following purposes:

i. Pleasure (holiday, leisure, sports, etc.);

ii. Pilgrimage, religious or social functions;

iii. Study and health;

iv. Meetings;

v. Business."^{8}

The definition given by WTO is considered as the most acceptable one because of a number of reasons:

First, this definition is a broader one as compared to the others, as it highlights on the nature and motivational factors of the activity.

Secondly, this definition includes both types of persons—those travel voluntarily and those who undertake travel for some assignment.

Thirdly, this definition includes business as a strong motivational factor of tourism.

In view of its comprehensiveness, we, for the purpose of this thesis, have adopted the above definition of tourists as given by the World Tourism Organization.

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Ibid
2.2 TRAVEL MOTIVATIONS AND TOURISM CONCEPTS

A good deal of scholarly attention has so far been devoted towards identifying the motivation that induce people to travel.

Although the rapid growth of tourism is a recent phenomenon, people used to travel even in the past. The messengers of 'Ashoka the Great' travelled to Sri Lanka, East and West Asia to preach religion. In 480 B.C. Alexander established a democratic government in Esphesus (now in Turkey) and an estimated 0.70 million tourists visited the place to enjoy the acrobats, jugglers and magicians\(^9\).

As the historical records suggest, the tourism of the past were mainly of three types:

1. Travel for pursuit of knowledge;
2. Travel for religion; and
3. Travel for explorations.

Yet, the tourism of the past was somewhat an isolated activity, often not integrated into the life style of the common masses.

Contrary to this, tourism to-day, that ranks second in the value of world export\(^10\) has taken the shape and form of mass tourism. In the present era, tourism has emerged as a phenomenon due largely to the development of science and technology\(^11\). Science and technology, by reducing the time, cost and distances in travelling, has almost brought revolutionary changes in peoples' tastes, habits

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\(^{10}\) M.P Bezbbaruah (1999): *Indian Tourism: Beyond the Millennium*, Gyan Publishing House, New Delhi, p 24

and lifestyles there by making them more outward looking and travel minded. Apart from the development of science of technology, other factors like continuous improvement in standard of living of the masses, fast urbanization, spread of education and the influence of media, inter alia provided added impetus to mass tourism. Available data suggest that tourist movements – both domestic and international have been increasing in a significant way during the last few decades throughout the world.

The surge in tourism activities in recent decades have led scholars seek to identify the motives that underlie peoples' intention to travel. Middleton (1995:52) has classified these inner motives of man in six different categories and these are:

1. **Businesses/ work related motives**
   - Pursuit of private and public sector business.
   - Travel away from home for work related purposes.

2. **Physical/Physiological motives**
   - Participation in indoor sports and active outdoor recreations such as, golfing, walking, sailing, skiing.
   - Undertaking activities in pursuit of health, fitness, recuperation.
   - Resting /relaxing/unwinding from stress of everyday life.
   - Finding warmth/ sunshine/relaxation on a beach.

3. **Cultural /psychological/personal education motive**
   - Participation in festivals, theatre, music, museums - as spectators, players or volunteers.

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• Participation in personal interests, including intellectual, craft and other leisure-time pursuit.
• Visiting destinations for the sake of their cultural and natural heritage.

4. Social/interpersonal and ethnic motives
• Enjoying the company of friends and relatives.
• Undertaking social duty occasions – from wedding to funerals.
• Accompanying others travelling for other reasons, such as business or social duty.
• Visiting the place of one's birth.

5. Entertainment/amusement/pleasure/pastime motives.
• Watching sports/other spectator events.
• Visiting theme parks/amusement parks.
• Undertaking leisure shopping.

6. Religious motives
• Participation in pilgrimages
• Undertaking retreats for meditation and study.

Middleton has very precisely explained the factors which may motivate a tourist to go on travel and tour. These motivations in the minds of the people reflect the different types of needs and people undertake tour or travel mainly out of their urge to fulfil these needs. A tourist may go to his choicest place to satisfy his particular need.

A tourist spot is developed when a significant number of tourists visit the place. In other words, a particular place can be a tourist spot, if it has any such need – satisfying endowments corresponding to the motivational factor of tourism.

As the motivational factors are different, that is, as some people
are motivated for pleasure, some for health and some others for business or other activities, it is natural that a particular place may be a destination for a particular type or types of tourists, not for all.

Some scholars have made a distinction between recreational tourists and motivated tourists\(^4\).

A recreational tourist is one who goes on tour either for wander-lusting or to get rid of his normal routine. For him, any new place outside his normal or permanent home will be an attractive one.

For a motivated tourist, who is a tourist for some motive in mind, his need will be over only on satisfaction of this particular need.

Chattopadhay (1995:14) has classified the tourists in the two categories which is given in Fig. 2.A.

**Figure 2.A**

**FACTORS INDUCING A TOURIST TO TRAVEL**

Tourists

- **Recreational Tourists**
  - Resort Tourist
  - Tourist with wander lust

- **Motivated Tourists**
  - Business
  - Pilgrimage
  - Office duty
  - Study
  - Health
  - To attend games and sports meet
  - Meeting friends & relatives (Social visitor)
  - Visiting native place of origin (ethnic visitor)
  - Cultural events conventions seminars conferences.

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It may be noted that the above categorization of tourists is not watertight. For instance, there may be an overlap between the wanderlust type of tourism and a cultural tourism which not only takes the nature of pilgrimage but also includes cathedrals, temples in its tour itinerary. Similarly, games and sports are also forms of recreation for many, though they are professions for others.

Peter Michael has drawn up an inventory of the various attractions which are of significance in tourism. The five categories of attractions listed by him are as follows:

1. Culture: Sites and areas of archaeological interest, historical buildings and monuments, places of historical importance, museums, modern culture, political and educational institutions and religious institutions.

2. Traditions: National festivals, arts and handicrafts; music, folklore, native life and customs.


4. Entertainment: Participation in and viewing of sports, amusements and recreation parks, zoos and aquariums, cinemas and theatres, night life, casino.

5. Other attractions: Climate, health resort.

Given the diverse nature of tourist motivations, a question that seems relevant is: when and how does an area or place emerge as a place of tourist attraction?

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Robinson argues that the attraction of a tourism area, to a large extent geographical in their character. In his opinion, it is mainly the landscape, the climate and location, and the convenience that can satisfy the tourists' real and psychological needs. Other factors like tradition, culture and the attitude of the habitants to tourists are also considered important by Robinson.

In his study, Robinson has given a list of geographical components, the presence of which in a place is likely to make it a place of tourist attraction. The components as listed by him, are as follows:

1. Accessibility and location
2. Space
3. Scenery: a) Land forms, e.g. mountain, coral reefs, cliff, etc.
   b) Water, e.g. river, lakes, dams, waterfalls, geysers, glaciers, sea etc.
   c) Vegetation, e.g. forests, grasslands, pastures, desert etc.
4. Climates: Sunshine, clouds, temperature conditions, rain and snow etc.
5. Animal Life: a) Wildlife, e.g. birds, game reserves, zoos.
   b) Hunting & fishing,
6. Settlement Pattern a) Tourist cities and villages
   b) Historical remains and monuments
   c) Archaeological remains.

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Charles E. Gearing, Wilson W. Smart and Turgut Var (1973:35) have also given a list of the ingredients\(^{17}\) which contribute towards creation of new destination for tourists. These factors are mentioned below:

<table>
<thead>
<tr>
<th>Natural Factor</th>
<th>Social Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Climate</td>
<td>Sunshine, temperature, and winds etc.</td>
</tr>
<tr>
<td>2. Natural beauty</td>
<td>General topography, flora and fauna proximity to lakes, rivers and sea water etc.</td>
</tr>
<tr>
<td>Social Factor</td>
<td>Local architecture, monuments and museums</td>
</tr>
<tr>
<td>1. Artistic and architectural factors etc.</td>
<td></td>
</tr>
<tr>
<td>2. Festivals</td>
<td>Music, Dance and sports</td>
</tr>
<tr>
<td>3. Distinctive</td>
<td>Unorganized folkdances, local casino etc.</td>
</tr>
<tr>
<td>4. Fairs and exhibitions</td>
<td>Fairs etc.</td>
</tr>
<tr>
<td>5. Attitude towards tourists</td>
<td>Local congeniality</td>
</tr>
<tr>
<td>Historical Factors</td>
<td></td>
</tr>
<tr>
<td>1. Ancient ruins</td>
<td></td>
</tr>
<tr>
<td>2. Religious Significance</td>
<td></td>
</tr>
<tr>
<td>Historical Significance</td>
<td></td>
</tr>
<tr>
<td>Recreational Factors</td>
<td></td>
</tr>
<tr>
<td>1. Sports</td>
<td>Hunting, fishing, boating, and swimming</td>
</tr>
<tr>
<td>2. Educational</td>
<td>Archaeological and ethnographic Museum.</td>
</tr>
<tr>
<td>3. Health and rest</td>
<td></td>
</tr>
<tr>
<td>4. Night time recreation</td>
<td>Discotheques, theaters and cinema etc.</td>
</tr>
<tr>
<td>5. Shopping</td>
<td></td>
</tr>
<tr>
<td>Infrastructural factors</td>
<td></td>
</tr>
<tr>
<td>1. Fooding and Lodging</td>
<td>Water cleanliness, safety, communication, motels and hotels, village resorts and highway roads</td>
</tr>
</tbody>
</table>

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The above authors also made an attempt to rank these factors in order of priority. Their ranking was as follows:\(^\text{18}\):

<table>
<thead>
<tr>
<th>Rank</th>
<th>Factor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Natural beauty</td>
</tr>
<tr>
<td>2.</td>
<td>Infrastructure</td>
</tr>
<tr>
<td>3.</td>
<td>Food and Lodging</td>
</tr>
<tr>
<td>4.</td>
<td>Climate</td>
</tr>
<tr>
<td>5.</td>
<td>Historical prominence</td>
</tr>
<tr>
<td>6.</td>
<td>Ancient ruins</td>
</tr>
<tr>
<td>7.</td>
<td>Attitude towards tourist</td>
</tr>
<tr>
<td>8.</td>
<td>Religious significance</td>
</tr>
<tr>
<td>9.</td>
<td>Artistic and architectural factors</td>
</tr>
<tr>
<td>10.</td>
<td>Sports facilities</td>
</tr>
<tr>
<td>11.</td>
<td>Night time recreation</td>
</tr>
<tr>
<td>12.</td>
<td>Shopping facilities</td>
</tr>
<tr>
<td>13.</td>
<td>Resting and tranquility</td>
</tr>
<tr>
<td>14.</td>
<td>Folk festivals</td>
</tr>
<tr>
<td>15.</td>
<td>Distinctive local features</td>
</tr>
<tr>
<td>16.</td>
<td>Educational facilities</td>
</tr>
<tr>
<td>17.</td>
<td>Fairs and exhibitions</td>
</tr>
</tbody>
</table>

To sum up, based on the studies undertaken so far by scholars, it is possible to identify the principal travel motivations which are as follows:

1. Tourism for pleasure and recreation
2. Business travel
3. Tourism for game, sports, and adventure
4. Holidaying
5. Pilgrimage
6. Nature tourism

\(^{18}\) See for example: Javaid Akhtar (1990) : *Tourism Management In India*, op. cit.
7. Eco-tourism and tourism for culture

To assess the potentiality of a given tourist destination, one needs to see to what extent the location is endowed with features or properties that would fulfill one or more of the given travel motivations.

However, presence of the endowments per se rarely would attract the actual travellers. Two localities or regions with same type of tourism endowments may not experience the same kind of tourist traffic.

While tourism endowments are the first or basic ingredient of a tourist attraction, but there are atleast two other factors\(^\text{9}\) which play a decisive role in promoting a place into the tourism map. These two factors are – hospitality and accessibility of the place in question.

Hospitality stands for the offered range of facilities and services provided to a tourist visiting a particular place. It assures the tourist of the needed comfort while he comes to enjoy the attractions of tourist spot\(^\text{20}\). These facilities that are relevant are the following:

a) Hotels, inns, restaurants etc.

b) Tourist infrastructure like road network and the transportation system

c) Travel agency, tour operators,

d) Public utilities

e) Shopping facilities

f) Medical facilities

g) Communication network


h) Entertainment and sports facilities and the like.

The other most important factor, viz. accessibility stands for time and cost involved to reach the destination by a tourist from his place of origin. Economic factors like the freight rates of the different modes of transport to cover the distance and the exchange rate between national currencies will determine the cost of travel. In this connection, the time needed to complete the journey, the cost of inconvenience in terms of delay or waiting time are generally considered by the tourists.

2.3 TOURISM MARKETING: A PREREQUISITE FOR PROMOTION OF TOURISM

Philip Kotler (1991:6) observed that "The marketing concept holds that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors."

The definition holds good for both products or services. In both the cases, marketing is the exchange process between two individual parties: viz, a) customers who buy or use products, and b) producer organizations which supply and sell the products.

Marketing is concerned with, in terms of buyer –

i. understanding their needs and desires;
ii. which products they choose, when, how much, at what price, how often;
iii. where they buy them from;

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iv. how they feel after their purchases and consumption of products.

In terms of producers, marketing focuses on –

i. which products to produce and why;

ii. how many;

iii. at what price;

iv. when and where to make them available.

As far as tourism is concerned, marketing involves systematic and co-ordinated efforts executed by the National Tourist Organizations and or the tourist enterprises at the national or local levels to optimize the satisfaction of tourists — groups and individuals — in a way that ultimately would lead to sustained tourism growth in the locality, area or region under its jurisdiction.

Although, principles of marketing are the same for all products, there are certain peculiarities in tourism, e.g.

i) The 'product' in tourism industry is a combination of products and services. No single entrepreneur can produce all these products and services and a high degree of interdependence and linkages among the different segments of the tourism industry is considered an essentiality for optimizing tourists' satisfaction.

ii. The tourism product can not be transported - a customer has to reach to make use of it.

iii) The demands are created at one place (i.e. of origin of the tourists) and the supply is offered at tourist destination.

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24 See Figure 1A in Chapter 1.

iv) The tourism products (e.g. a hotel room-hour) can not be stored for sale at a later date. These are to be used immediately or they go waste. This means an equilibrium between the demand for and supply of tourism products has to be achieved at both the aggregate and organisational levels through proper planning of facilities and marketing efforts.

v) Tourism is a very sensitive industry. Situations like, disturbance in the law and order situations, economic instability or natural calamity would immediately hurt the tourism sector making the demand dwindle.

Because of the peculiar characteristics of tourism, the supply of tourism industries' products are different from others. There are six very important structural aspects of supply which strongly influence the attitudes and decisions of management in all sectors of the travel and tourism industry as they seek to respond to and influence perspective customers.

These six aspects are:

1. Inseparability
2. Perishability.
3. Interdependance
4. Seasonality
5. High and fixed costs
6. Fixed in time and place.

The larger an organization is, the more vulnerable it is likely to be any fluctuation in demand, and hence the more emphasis it is

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Ibid p 33
likely put on ways to influence its customers i.e. on marketing.

It is due to these peculiar characteristics associated with tourism, tourism marketing is often considered more challenging than the marketing of most industrial products and services.

There are three distinguishable but inter related factors\textsuperscript{27} which are to be marketed in tourism marketing. These are

a. The inherent attraction of a place,

b. The hospitality and the range and quality of facilities and services provided, and

c. The accessibility to the place in question.

The first factor viz. the inherent attractions of a place are the motivational factors - which are location specific. These attractions need to be communicated to the prospective tourists.

The second factor viz. hospitality stand for the offered range of facilities and services provided to a tourist while he is visiting a particular place\textsuperscript{28}. These facilities include:

a) Hotels, inns, restaurants, etc.

b) Tourist infrastructure, like,

- Internal road network and transportation system
- Public utilities
- Medical facilities
- Communication network
- Entertainment facilities etc.

The third factor viz. accessibility stands, for the time and cost


undertaken by a tourist in reaching the tourist destination from his place of origin. These include:

a) Infrastructure: roads, airways and railway link of the given place with the outside world;

b) Equipment: size, speed and range of public transport vehicles;

c) Operational factors: routes operated, frequency of services, prices charged; and

d) Government regulations: the range of regulatory controls over peoples' access to the place.

In fact, the distinctiveness of tourism marketing stems from the fact that market demand (for particular tourist spots or locations) is generated in the places in which the visitors normally live (areas of origin). Whereas, product supply takes place only in the areas of destination. Given the geographical distance between the place where demand is generated and the place where products are actually supplied, it is tourism marketing that serves as systematic link between demand and supply and hence plays the most crucial role in the ultimate selling of tourist places and products to the customers.

Middleton has attempted to explore through a diagrammatic representation the systematic link between the demand and supply in case of tourism marketing, which is shown in fig.2B.

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The Figure 2.B. shows that where the place of demand and the place of supply are not the same, the Tourism Promotion Organizations through the marketing influences develops a systematic link between market demand and product supply to ensure the flow of tourists to the tourist destination in question.
2.4 MARKETING PRACTICE OF TOURISM PROMOTION ORGANISATIONS: SELECTED PARAMETERS OF INQUIRY

The tourism promotion organizations, essentially, are the organisations that are entrusted with the task of marketing countries, regions or places as tourist destinations. Such organizations, as Burkart and Medlik observed, are to be defined "by reference to the interests of a geographical area as a tourist destination, which may be a country, region or an individual town". A tourism promotion organization may be a full fledged ministry, or a Directorate or department or a corporation or board.

The tourism promotion organizations are found in many different forms, although, the principle of government support through official recognition and funding is common in all the cases.

The scope of a tourism promotion organisation's marketing function is two fold:

Firstly, the organization formulates and develops the tourist product or products of the destination;

Secondly, it tries to promote the destination as well the products developed by it therein, in appropriate markets.

In view of the great surge in tourism industry in recent years and the ongoing keen competition among various countries and

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31 McIntosh (172): Tourism, Principles, Policy, & Philosophy, John Wiley & Sons, New Jersey, p 86
32 Around the world, there are as present not less than 175 National Tourism organisations of different sizes and organisational patterns. It is estimated that these NTOs together supported some 500-700 branch offices around the world in 1983. See Economic Intelligence Unit, in International Tourism Quarterly, No. 2, 1983.
regions to attract an ever bigger proportion of the total tourism market in one's own favour, tourism marketing has been receiving an increased degree of attention. Three points are essentially to be noted in connection with the marketing by a tourism promotion organisation:

i) Firstly, the efforts and expenditure on marketing are to be seen as only one of the influences which regulate the tourism demand. As Medlik (1994) observed, there are economic, social and behavioral factors at work in societies which collectively determine the volume and type of travel and tourism generated by any particular country. These so called determinants and motivations of tourism include disposable income per capita, amount of leisure time available, personal mobility, availability of transport system, the price of travel and exchange rates. A tourism promotion organisation must respond to but cannot influence the external factors directly. Effective marketing by such an organisation begins with an understanding of the determinants influencing its main markets; its aim always would be to identify and capture the opportunities created by favorable external environment while limiting the impact of unfavourable situations or events.

ii) Given the fact that there are many players in the tourism scenario in any given country or region including the airlines, tour operators, hoteliers, and so on, the marketing effort by a tourism promotion organisation at best represents only a part of the total effort exerted

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34 Ibid
by the entire industry for attracting visitors to a given destination. To put it differently, the marketing of a particular destination to potential visitors would call for investments and efforts of a gigantic scale which might well be beyond the capability of an individual tourism promotion organisation. To accomplish the said objectives a coordinated and joint effort by all the interested parties would be essential although, the tourism promotion organisations role would remain central in the entire exercise.

iii) Finally, it is also to be remembered that very few tourism organisations sell products to perspective visitors directly. Even where, they take the responsibility of operating, say hotels, transport or conducted tours (as in the case of India), these activities are typically only a part of the total product supply.

These of course, do not imply that the marketing efforts by a tourism promotion organisation is necessarily ineffective or wasted. Instead, what is sought to be argued is that as the tourism promotion organisations do not have control over all the marketing influences that lead to rise or fall in tourist arrivals in a given country or region, and at the same time as these organisations have only partial or no control over the total range of product supply in a given tourist destination, traditional indicators, like, annual tourist arrivals or expenditure by the inbound tourist at the destination are likely to be

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too weak an indicator for judging the efficacy of the marketing campaign by such an organisation.

The points noted above, in fact, point to the necessity of applying a different perspective or yardsticks while assessing the effectiveness of a tourism promotion organisation's marketing campaign.

Marketing in tourism, as is generally known is carried on at two distinct levels. In the first level, the destination as a whole is sought to be marketed. This responsibility is generally assigned to the tourism promotion organisations.

The second level of tourism marketing covers the marketing activity of the main commercial operators (e.g., hotels, airlines, tour operators and the like) for promoting their individual products.

Traditionally, therefore, a tourism promotion organization is concerned predominantly with destination marketing, for which it applies a promotional strategy. Such a strategy means implementing promotional programmes to project destination images and key messages to targeted segments of potential visitor, to encourage them to send for product brochures or call into travel agents in their area. Burkart and Medlik (1981) described such promotional campaigns as 'Umbrella Campaign', under which at the second level, the various individual providers of tourist services can market their own component of the overall tourism product. Such a campaign creates a platform in which airlines and other transport operators, hotel groups, and tour operators can market their individual services to a
market of potential buyers already aware of and predisposed to the destination\textsuperscript{36}.

However, to be effective, a promotional strategy has to fulfil at least two important conditions:

i. The organizational structure of the tourism promotion organization and its mode of staffing and operation must reflect promotional campaign priorities.

ii. Also, the budget on promotion must be large enough in relation to the total spending by the organization to enable the organization implement effectively the promotional campaign.

Victor T.C. Middleton in his book Marketing in Travel and Tourism (1994), of course, points to the existence of an alternative strategy which he termed 'the strategy of marketing facilitation'. Facilitation means assisting the component sectors of the travel and tourism industry by the tourism promotion organizations in their own countries and also in other countries from which visitors are drawn. The facilitation strategy, according to Middleton, creates marketing bridges, between an tourism organisation and the individual operators in the travel and tourism industry and a bridge between the fist and second levels of destination marketing. Under the strategy, the focus of the tourism organisation's marketing activities is on the following\textsuperscript{37}:

i) Establishing promotional priorities for specific markets and segments.

ii) Co-ordinating the elements of tourism products,
iii) Liaisoning with and influencing the tourism industry.
iv) Providing support for new or growth products relevant to policy,
v) Creating cooperative marketing campaigns accessible especially for the hundreds of small businesses, that would otherwise be unable to participate in marketing on a national or international scale.

The effectiveness of marketing of tourism promotion organization, when the facilitation strategy is adopted can be understood by examining to what extent the aforesaid roles are effectively discharged by the tourism promotion organization.

It is obvious that among the two strategies, i.e., the promotional strategy and the facilitation strategy - which strategy a tourism promotion organization would adopt, in practice varies according to the stage of development that a country's tourism has reached. When destinations are largely unknown in the markets they seek to promote, where existing tourism flows are small and where the tourism industry in a country or region is still in a nascent stage, as in the case of Northeast India, the tourism promotion organization will have no choice but to take the leading role in putting its destination on national or international map and playing a major role - promoting the destination's products.

However, as Middleton himself has suggested, the single minded

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Ibid p 34
adoption of any one out of the two strategies might not be in the best interest of the industry in a given destination. This is because while, the tourism promotion organization by virtue of the patronage and supports that it receives from the government is in an ideal position to plan and steer the growth of the industry in given region or place it can also overcome the budgetary constraints on its promotional efforts by poolling the resources of the entire industry by means of an appropriate facilitation strategy. Hence he suggests in favour of blending the two strategies for an effective marketing campaign by the tourism promotion organisation.

As facilitation is as important as promotion of the destination as a whole, a tourism promotion organisation right from the beginning has to orient its organisation structure and marketing practice towards the need for effective facilitation. Jeffries (1973) suggested a number of ways and means by which effective coordination and collaboration with the industry in marketing matters is possible even while retaining prime focus on the promotion of a given destination. The important courses of action suggested by Jeffries are the following:

i) First, the organisation management must clearly understand in relation to the marketing objectives and the broader strategic goals, the importance of facilitation. The representation of commercial and other organisations on various committees and boards of the tourism organisations can pave the way for a productive dialogue between the major players in the travel and

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tourism industry and the policy of the tourism promotion organization itself.

ii) Secondly, the tourism promotion organisations have a unique role to play in travel and tourism industry in gathering, and communicating market analysis and trend data not only for their own marketing purposes but for the industry as a whole. Provision of usable market information can be an important basis for the organisation's own marketing planning and also for effective facilitation.

iii) Thirdly, the marketing plans should be formulated and executed within a frame work of constant liaison with the travel and tourism industry. The most important aspect of the marketing planning process for a tourism promotion organization is the identification of product strategy to match market trends and the resource base. Segmenting the total tourism market, targeting the right segment of consumers depending on the area's own endowments and capability; and rightly positioning the destination - all are to be seen as essential ingredients of the marketing planning process. However, as the available resources would always, pose a constraint, a tourism organisation while planning the product has to focus particularly on those areas where private investors are unwilling to invest or so far have demonstrated negligible response. At any rate, involving the

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private as well as other public sector operators at the product planing stage is to be considered important. As Jeffreies (1973) noted, a tourism promotion organisation can hardly run the whole of tourism, even in countries where it actually owns hotels and transportation. Its major role everywhere is to provide leadership and guidance; to indicate marketing opportunities and to produce a climate where all concerned will be prepared to exploit them. Having reached this point its role will be to encourage and assist. 

Victor T.C. Middleton (1994) suggested twelve tasks for a tourism promotion organisation for effective facilitation:

1. **Flow of Research Data**: By providing a regular user-friendly flow of research data to the tourism industry a tourism promotion organisation may make valuable inputs to the marketing planning processes of individual businesses in all sectors.

2. **Representation in the Markets of Origin**: By establishing a network of offices in foreign countries and thus generating the bulk of international visitor flows, a tourism promotion organisation can act as a point of distribution for the destination's range of tourism products.

3. **Organization of Workshops and Trade Shows**: A tourism promotion Organisation may make arrangements whereby groups of suppliers of tourist products may meet with groups of prospective buyers, such as tour operators, travel agents, and other travel

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organizers, at relatively low cost.

4. **Familiarization Trips:** By arranging for parties of selected foreign travel agents, journalists and tour operators to visit the destination and sample the products, a tourism promotion organization influences the effectiveness with which the travel trade in markets of origin acts in support of the destination.

5. **Travel Trade Manuals:** A tourism promotion organization may produce one or more trade manuals, which serve as references and guides for use by the travel trade.

6. **Support with Literature Production and Distribution:** The tourism promotion organization may produce brochure 'shells' for use by small businesses. These brochures provide advertising opportunities to the tourism industry.

7. **Participation in Joint Marketing Schemes or Ventures:** A tourism promotion organization can use scheme to influence operators in the tourism industry along lines indicated through its strategic planning process. By monitoring, the success of schemes, it also develops its research knowledge of particular product, segment and market.

8. **Information and Reservation Systems:** Tourism Promotion organizations may assist the different sectors of the tourism industry by establishing central reservation systems (for hotels, conducted tours etc.)

9. **Support for New Products:** Tourism Promotion Organizations can
help new products to emerge and establish themselves in their markets in the initial years after their launching.

10. **Trade Consortia:** The organisation may play its facilitation role by offering patronage and support for consortia of small businesses, engaged in the travel and tourism industry.

11. **Consumer Assistance and Protection:** By creating or subsidising a network of tourist information offices in areas where demand originates, a tourism promotion organisation may extend its influence to a wide 'audience' of its visitors.

12. **General Advisory Services for the Industry:** A tourism promotion organization can by arranging seminars, workshops etc. provide great advisory services to the industry as a whole and to the numerous producers, engaged in the industry.

   The present study is based on the implicit premise that there are two specific aspects of the marketing role of a tourism promotion transition.

   The first of these two aspects is promotional and relate to the functions of marketing research, product planning and development and the promotional activities undertaken within and outside the country.

   The second aspect is the one that focuses on the guidance, facilitation and marketing support provided to the tourism industry as a whole in the concerned geographical area under its jurisdiction.

   In order to ascertain to what extent the aforesaid marketing roles are effectively discharged by the state level tourism promotion organisations under study, we conduct the enquiry at there different levels:
i. at the level of governmental initiatives (directed towards promotion of tourism in the selected states) and the organisation structure of the tourism promotion organizations;

ii. secondly, at the level of formulation and execution of marketing plans; and

iii. finally, at the level of the planning and administration of the promotional mix.

Also, for the purpose of the study, the 'marketing concept' philosophy of marketing management is adopted. To quote Philip Kotler and Gary Armstrong (1996):

The selling concept takes an inside-out perspective. It starts with the industry, focuses on the company's existing, products, and calls for heavy selling and promotion to obtain profitable sales. It focuses heavily on customer conquest getting shorter terms sales with little concern about who buys or why. In contract, the marketing concept takes an outside-in perspective. It starts with a well defined market, focuses on customer needs, co-ordinates all the marketing activities affecting customers, and makes profit by creating long term customer relationships based on customers value and satisfaction. Under marketing concept, companies produce what consumers want there by satisfying consumers and making profit.\(^\text{42}\)

Within the framework of the above mentioned approach a tourist

opinion survey is undertaken by us to assess whether the tourism promotion organisations under study could reach the prospective visitors in their regions of origin and the levels of satisfaction attained by the selected tourists on their actual visits.

2.5 DATA, SOURCE AND SAMPLE DESIGN

Data and information for the study have been collected from primary as well as secondary sources. Completion of the project called for specific information on the following:

a) size, composition and growth trends of the national tourism market;

b) status of the tourism industry in Northeast;

c) government initiative at the state level for promotion of tourism in this region

d) the organisations in the state sector engaged in tourism promotion in North east region and details of their organisation structure, and marketing and promotional practice;

e) tourists' evaluation of the marketing mix offered by the selected State Level Tourism Promotion Organisations (SLTPO) in North east region

While literature review and various secondary sources have yielded a good deal of useful information on the general tourism scenario and particularly on the pattern and pace of growth of the national tourism market, the prime focus of the enquiry as delineated earlier called for collection of data and information from the following important sources:
i. the various organisations in the state sector (in NE region) engaged in tourism promotion;

ii. the concerned state ministries;

iii. Northeastern Council; and

iv. Ministry of Tourism and Civil Aviation, Govt. of India.

However, to understand the strategy and the philosophy underlying the present marketing practice of the organisations under study, we had to go beyond reports, records and files. It was considered imperative to gain the necessary insights in this regard by arranging interviews and discussion with important government functionaries, managers of the selected organisations and others, directly connected with tourism promotion in North east region. For such an intensive exercise, we decided to direct the prime focus of our enquiry to two states in North east region, viz. Assam and Meghalaya. These two states jointly account for a sizeable proportion of the total tourist inflow (domestic plus foreign) to North Eastern Region and also bulk of the foreign tourist arrivals in North East Region (GOI 1997). Hence the real universe of our enquiry was confined to surveying the tourism marketing as practiced in these two states by the State Level Tourism Promotion Organisations.

For assessing the tourist response to the various marketing stimuli, the survey method was applied. Questionnaire designed for the purpose contained structured as well as open-ended questions seeking information from respondents regarding their preferences and actual experiences. The questionnaires were administered through personal interviewing. Respondents were selected by means
of random sampling exercise. The procedure adopted was as follows:

At first, among the important tourist locations in North East India, three locations having relatively large tourist concentration, viz, Guwhati, Shillong and Kaziranga were selected.

Multiple visits were arranged to the selected spots. With the cooperation from the managers of the Tourist lodges in these three places, we approached the tourist who were then residing at the respective lodges at the time of our visits. In course of our three successive visits to the spots in 2000 and 2001, we approached a total of 146 tourists. In majority of the cases, the tourists were not ready or willing to extend their cooperation to an unknown researcher. After a lot of persuasion and with intervention in some cases by the lodge managers or staff, we succeeded in interviewing 62 tourists in the three locations.

Finally, in a highly competitive marketing environment, an idea about the competitors' marketing strategy was considered necessary. Three states whose tourism endowments, atleast in a number of respects, resemble the same in Northeast India and which have already made considerable strides in recent years in terms of tourist-inflow were purposively selected. These three states are Madhya Pradesh, Kerala and Himachal Pradesh. The required information were collected primarily from secondary sources, though the same was supplemented in later stages of the enquiry by undertaking personal visits to the selected states and by means of observation and detailed discussion with the managers and the State Tourism Development Corporation officials in the given cases.