Findings, Suggestions and Conclusion
The research programme was commenced with a thorough review of literature on the topic. The task of survey of literature had amply provided the scope to carry out research work in the arena of tourism. There existed a large chunk of research gap both horizontally and vertically in the tourism sector. Subsequently, the active consultations and discussions with academia, professionals and experts in the tourism sector gave right direction for the collection and analysis of data.

A determined effort has been made to identify the core respondents who are significant and relevant for providing the primary data on the topic. Accordingly, the respondents identified for the present study are the officials of Department of Tourism and KSTDC, domestic and foreign tourists, authorities at tourist destinations, Tour Guides, Travel Agents, NGOs and environmentalists. The data gathered from sample respondents have been analyzed and interpreted. The in-depth study on the topic resulted in the following major findings.
FINDINGS

1. Tourist destinations play an important role in the development of tourism. The attraction of a tourist destination also depends on the facilities available in tourist places. The Government of Karnataka has started focusing on facilities at tourist destinations. The amount spent by Government of Karnataka during 2002-03 was mere Rs. 6.4 crore. But in the year 2004-05 the amount expended on destinations development was Rs. 52.85 crore, the increase was about eight times (See Table 4.1). This shows the increased focus of State Government on Tourism.

2. The huge potential for developing new tourist destinations has been neglected for many decades. But in recent years the trend is changing. Department of Tourism developed 16 and 11 destinations in 2003-04 and 2004-05 respectively against just three during 2002-03. This is in tune with new Tourism Policy of 2002-07 (See Table 4.2).

3. As far as marketing strategy of Department of Tourism, Government of Karnataka is concerned, the strategies were evolved from time to time on tourism products (destinations), promotion of products, pricing, distribution and people. The details are

- The product strategy involved were on health tourism, food tourism, cultural tourism, farm tourism, home stay, highway tourism, coastal
tourism, eco-tourism, heritage, wildlife, religious, hill stations, falls, fishing camps, adventure tourism and the like. The Karnataka Tourism developed and harped upon these products to attract both domestic and foreign tourists. This way they identified and developed the uncharted destinations in the state to reap the fruits in the long run.

❖ The Karnataka Tourism tied-up with airport, railway, port and harbour authorities. The strategic alliance was also established under the Public Private Partnership (PPP) to develop destinations. Another strategy was rejuvenating the historical monuments like Hampi - World Heritage Centre. Hotel wings of KSTDC were streamlined to facilitate the tourists.

❖ Promotion strategy was also one of the important area for the promotion and growth of tourism sector in Karnataka. In this connection renowned celebrities like Mr. Rahul Dravid and Miss. Vasudara Das were roped in to promote the products. Besides this, conduct of road shows, festivals at national and international levels, broadcasting in BBC, wider publicity, implementing the concepts of Athithi and Karnataka Darshan have assumed relevance in the demand creation strategy of Karnataka Tourism.

❖ Cost plus and competition based pricing strategy is the trump card of business success. Further, the pricing strategy includes the provision of
accommodation facilities by its own well-furnished Mayura Group of Hotels attached to KSTDC.

❖ In so far as distribution strategies are concerned the KSTDC has its own booking counters in different parts of Karnataka and also in Goa, Mumbai and Delhi. It has a vide network of its own and private travel agents.

❖ In regard to people strategy, the Department has a long way to go in providing soft skills training of its people. Most significantly the socio-cultural etiquette needed to accommodate foreign tourists (See chart 4.2)

4. Karnataka Tourism has been combating stiff competition from the private players through restructuring of existing five circuits into nine circuits so as to increase the base and roping in celebrities to create awareness around the globe. Catering the tourist needs through Volvo A/C coaches and tie up with trade and professional bodies are other successful strategies of KSTDC. All these brought in competitive edge to the Department of Tourism in the present turbulent scenario.

5. Karnataka Tourism during the last three years had implemented tourism policy proposals. In the year 2002-03 the Department took steps to implement the policy proposal of promotion of eco-tourism with the intention of enabling tourists to appreciate flora and fauna.
Accordingly, KSTDC developed eight eco-tourism spots such as Yana, Mercara, Nagarahole, Cauvery Nisarga Dhama, Bandipura and Ranganatittu. In addition, as a policy measure in the same year, the DoT introduced Mahiti Madike, conducted a play in the name of Swagata-Suswagata.

➢ During the year 2003-04 to encourage private participation in the development of infrastructural facilities, Karnataka Tourism under Public Private Partnership (PPP) approved and sanctioned to implement 694 private tourism plans and projects with a total outlay of Rs. 1293.23 crore. In the same year showcased the tourism products of Karnataka in national and international exhibitions, fairs, and festivals along with private participants. A small amount of success has also been made in the promotion of adventure, sports, entertainment activities and highway tourism.

➢ During the year 2004-05, the Department of Tourism reorganized and restructured the existing five tourist circuits into nine tourist circuits. They are the coastal, Maidan, Bijapura, Mercara, Malnad, Southern – I and II, Hassan, and Belgaum circuits.

6. The KSTDC has five bases of market segmentation. They are heritage, pilgrimage, wildlife, leisure and coastal region based. It conducts package tours escorted by tour guides.
7. As an established Government owned tour operator, the KSTDC has its own strengths, weaknesses, opportunities and threats.

❖ The strengths are possession of vast resource base, broad tourism packages such as heritage, pilgrimage, wildlife, leisure and coastal. It receives grant-in-aid from central and state governments. It has well connected travel network with a loyal and satisfied patrons. Owns its own Mayura Group of Hotels. An eco-friendly tour operator with tour guides.

❖ The KSTDCs weaknesses are inability to create awareness on a large scale. Lack of showcasing the tour products. There exists a wide gap between tourism policy and practices. Not a techno-savvy player. Inability to tap the potential tourists in spite of policy proposals. Lack of HRD practices. It has its own old mindset and psyche.

❖ The opportunities for KSTDC are large potential of tourists arrival to Karnataka. KSTDC can make online showcasing of its products on a global scale. It can further rope in private participation for tourism infrastructure development and the growth of business. It can concentrate on developing spa tourism covering massage, meditation, and mantra (prayer)
Threats to KSTDC are emergence of sound private players, stiff competition, and the entry of KSRTC into the arena of package tours. Technological advancement, spread of terrorism and Naxalism are the other deterrents for the growth of tourism in Karnataka.

8. The revenue of KSTDC was Rs.1380.26 lakh for the year 2002-03 and the expenditure in the same year was Rs. 1400.77 lakh. The revenue went upto Rs. 1773.12 lakh in the year 2004-05 and corresponding expenditure was Rs. 1540.99 lakh. It has been earning profit for the last two years. The same can be infused into the business by having a good marketing strategy.

9. The KSTDC received Rs. 39.65 lakh grants from State government during the year 2002-03. In the year 2003-04, it has received Rs. 169.89 lakh from the central government and for the year 2004-05, it has received grants of Rs.14.22 lakh from the central government and Rs.60.20 lakh from the State Government. The receipt of grants-in-aid by the KSTDC from the Government is not regular. Devolution of funds from the Governments depends purely on the whims of the former.

10. The respondent KSTDC stated that there are a variety of environmental factors that have bearing on the functioning of it. They are economic, political, environmental laws, competition, terrorism, Naxalism, socio-cultural and world
trade whose influence are moderate. However, the technological influence is far greater.

11. The nearest competitors of KSTDC are KSRTC, ITDC, Sharma Travels, Anjan Travels, Sugama Travels, Seagull Travels, Vijayanand Travels, Paulo Travels and other small players. The market share of KSTDC in the national contest is just eight percent.

12. The marketing objectives of DoT and KSTDC are satisfying tourist needs, enhancing tour frequency and occupancy rate, increasing tourists loyalty to destinations, improving tourists destination image and augmenting market share.

13. The factors involved in identifying and selecting tour destinations for Karnataka Tourism are image of the destination, amenities, connectivity, aesthetics, natural and man-made features, sight of location and events.

14. The modes of selling tickets by KSTDC are – direct to the customers at the counter and through travel agents. Thus, there are only two ways of selling tickets to the customer. 70 percent of the tickets are sold directly to the customers/tourists and the remaining 30 percent of the tickets are sold through approved travel agents.

15. The Karnataka Tourism including KSTDC has promotion – mix strategy to promote the destinations and create awareness among the general public. The components of promotion mix are advertisement in national and
international magazines, circulation of publicity materials and sales promotion in the conduct of festivals, road shows, fairs and so on.

16. Over the last five years period from 2001-02 to 2005-06, the demand has been increasing ranging from five percent to 17 percent and so also the market share within Karnataka from 32 percent to 41 percent (See table 4.15).

17. The best practices of KSTDC are, in transporting the tourists, it has introduced Volvo A/c Coach. For hotel accommodation, it has its own Mayura Group of Hotels. In respect of restaurants, they are eco-friendly with multi-cuisine catering covering river or lake view. It has its own entertainment packages such as camp fire programme, Antakshari, Mono acting, joke cutting, quiz and narration of historical events. In the same way, KSTDC has benchmarks for attractions, facilities, infrastructure, superstructure, tourism awareness, brand positioning, cost reduction and control, package variety, tourist protection and corporate social responsibility.

18. The KSTDC in its self-appraisal has placed itself on a five-point scale on various parameters such as market segmentation (good), product mix strategy (good), distribution strategy (average), promotional – mix strategy (average), pricing strategy (good) and overall performance (good).
19. In the domestic tourist category 65 percent were male tourists and 35 percent were female tourists. Correspondingly, the percentages are 71 percent and 29 percent respectively in foreign tourists category.

20. The people from different ages have been traveling as tourists for the reasons of leisure, adventure, religious, travel, sports, entertainment, health and the like. The study shows 32 percent of the respondents are in the category of 31 to 40 years. Also the younger lots in the age groups of 21 to 30 years, whose percentage constitute 39 percent in the study travel the destinations in Karnataka for the reasons specified above (see table 5.3)

21. The people from all walks of life with different educational background travel the tour destinations of Karnataka. A large chunk of domestic and foreign tourists under the study are graduates and post-graduates. Educational background helps the tourists to understand the historical, art and architectural significance of the places in Karnataka. Besides the respondents category are from different vocations covering fashion designing, law, medicine, engineering, IT, BT, ITES, BPO, manufacturing, teaching, so on and so forth.

22. The annual income of the respondents varies from Rs.50,000/- to above Rs.5,00,000/- category. However, 80 percent of the foreign tourists fall under upper bracket. The composition on the basis of income in case of domestic tourists has different portfolio incomes.
23. It was found that the purposes of travel both by the domestic and foreign tourists are – pleasure, religious, adventure, academic, leisure, cultural, art and architecture and others. 34 percent of the respondents travel for pleasure, and 23 percent on leisure (see table 5.8)

24. The factors influencing travel for domestic and foreign tourists are vacation, season, climate and events. Vacation as a factor for travel is more pronounced, its percentage is 55. The events in Karnataka especially Mysore Dasara, Hampi Utsav, Mahamastabhisheka are crowd pulling ones much less domestic and foreign tourists. The preferred time to visit places in Karnataka is January to March and October to December. The persons accompanying the tourists are their spouses, friends, parents and grandparents. In majority of cases, the tourists are accompanied by their family members.

25. Eighty-six percent of the domestic tourists and 26 percent of the foreign tourists under the study knew about the operation of KSTDC as a tour operator in Karnataka. They knew about KSTDC from various sources such as media, friends and relatives, brochures, films, and prior knowledge. Many of the respondents had previous travel experience in KSTDC. 59 percent and 45 percent of domestic and foreign tourists who have been interviewed respectively have availed the services of KSTDC on more than one occasion.
26. The factors deterring travel by tourists with KSTDC are lack of facilities, displeasure of travel, time and money inconvenience (see table 5.16). The respondents under domestic and foreign tourist category reveal that they were satisfied with number of destination covered on a particular tour circuits. The priority expected by them are safety, speed, time keeping, well guided tour, reasonable cost, and good service quality (see table 5.18)

27. The tourist priorities at eateries on package tours are hygiene, variety, taste, and style. The major consideration was cost in availing all these services. The cost factor is more pronounced in case of domestic tourists.

28. The pleasure derived out of the package tours of KSTDC by the domestic and foreign tourists data indicate that over 60 percent of them are satisfied with services of the corporation. 13 percent of domestic respondents and 11 percent of foreign tourist respondents have expressed their unhappiness about the service quality offered by KSTDC.

29. The study reveals that the amenities, facilities, service quality ranging from the roads, road side amenities, timings of the transportation facilities, time keeping, comforts, fares, signage, hotel rooms, behaviour of the staff, and other amenities are ranked by the respondents on a three-point scale. The responses to most of the factors is 'average' (see table 5.21)
30. The ratings of tourist destinations and related parameters assumed different significance in the hands of both domestic and foreign tourists. On a three-point scale they rated a number of factors such as attractions, provision of information, tour guide attitudes, shopping experience, collection at museums, maintenance of religious places, local life and localites behaviour, exploitation at destinations. Again the answers varied from proper / sufficient to insufficient / inaccurate (see table 5.22). They also stated that they have utilized the local amenities such as telecom, hospitals, cyber café and post office.

31. The tourists activities at the destinations are by and large sight seeing, shopping, visiting exhibition centres, museums, art gallery, indulging in fun and frolic, yoga, meditation, massages, prayer, research and academic sphere. These are the exalted activities of the tourists at the destinations, the data reveal.

32. Survey result of domestic and foreign tourists indicate that 55 percent of the domestic tourists and 58 percent of foreign tourists rated the service of KSTDC as satisfactory on a three point scale (Highly satisfied, satisfied and dissatisfied). On the other hand 22 percent of domestic tourists and 23 percent of foreign tourists have expressed their dissatisfaction about the tour experiences with KSTDC. 11 percent of the domestic tourists and 9 percent of foreign tourists were highly satisfied. Whereas 12 percent of domestic tourists and 10 percent of foreign tourists did not give any opinion to this question.
33. The destination authorities included under the study are Muzarai Department of Government of Karnataka, Notified Temple Authorities, Archeological Survey of India, Wildlife Protection Authorities, Coastal Region Development Authorities, Indian Council of Historical Research, Heritage Tour Development Authorities, Hill Station Development Authorities, Pollution Control Board and WAKF Board. These destination authorities are playing their respective roles effectively to keep the destination safe, clean, free from dilapidation and they have been taking measures to improve upon the destinations and the surrounding areas by giving significance to environment protection.

34. Majority of the destination authorities exists from centuries. The special features of tour destinations are art, architecture, sculpture, World Heritage Centre, religious places, landscape, mountains, rock cuttings, palaces, wildlife, bird sanctuaries, tombs (GolGumbaz), coastal areas, desert, rivers, water falls and eco-tourism spots. The average number of tourists visits to the sample destinations ranges from 50,000 to 3,00,000 and above per month. However, eight percent of the destinations attracts the tourists over and above three lakh per month (see table 6.3)

35. The factors stultifying the growth of tour destinations are delay in receiving grants, aids, concessions and subsidies, apathy of the government, emerging Naxalism, lack of decentralization of powers to local authorities to develop
destinations, political instability, lack of professional approach by the tourism department, lack of canvassing and others.

36. The tour destination authorities appraised KSTDCs performance towards destinations as outstanding (20 percent), average (40 percent) and very poor (40 percent).

37. The tourist guides attached to KSTDC are with basic educational qualification and holders of tour guide licenses. They are put in services ranging from 5 to 20 years. The guides rated the performance of the corporation as 'average' (60 percent). As far as rating of marketing strategies of KSTDC by the tour guides in respect of destination development strategy, promotion strategy, pricing strategy and people strategy, they rated from excellent to very poor. Majority of them indicated that the strategies of the KSTDC as 'good'. 40 percent of them (N=10) expressed the job satisfaction as 'satisfactory'.

38. The KSTDC is providing training on attitudinal, interpersonal skills and job skills to its guides but not in an organized way. The guides expressed that since tourism sector is having great potential for growth, they may also grow along with industry in the years to come.

39. The travel agents attached to KSTDC on contractual relationship have the length of relationship varying from one year to five years and above. The average monthly sales of ticket by each travel agent falls somewhere
between Rs. 10,000 to Rs. 25,000. 65 percent of the travel agents are satisfied with the rate of commission offered by the KSTDC. 24 percent of the respondents rated the marketing strategy of KSTDC as 'good' while 28 percent marked the same as 'poor'. They also indicated that the fares of KSTDC are competitive and manageable.

40. The Non-Governmental Organizations and Environmentalists form an integral part of the research programme. 40 percent of them (N=5) have length of service below 5 years and 20 percent have the experience of more than 15 years in the field working for the cause of environment protection.

41. The nature of activities undertaken by the NGOs and environmentalists are creating environmental awareness, fighting for sustainable tourism and rights of tribals, acting in favour of eco-cultural tourism, conservation and developmental activities in the locales, working in favour of alternate tourism, community based tourism and home-stay concepts.

42. Sixty percent of the NGOs in tourism field expressed that the performance of the Karnataka tourism department is just 'average'. 20 percent of the respondents in the same category marked the performance of DoT as 'very good'. The ratings were on a ten-point scale. When asked about whether the DoT is eco-friendly or otherwise 40 percent of them responded affirmatively, while the remaining 60 percent negatively.
43. As far the SWOT analysis of DoT by NGOs and Environmentalists is concerned the respondents have given the positive and negative aspects of KSTDC and also indicating a huge opportunities available for KSTDC and Department of Tourism at the same time the perceived and real threats have been spelt out by these respondents group (see chart 6.6).

44. When the respondents of NGOs were asked to indicate where exactly the Karnataka Tourism stands vis-à-vis the rival States, the respondents consisting of 40 percent marked the position as 'comparatively low'. In the same vigour 20 percent of the respondents opined that the Department has a long way to go in capturing the potentialities existing in the tourism industry in the State.

45. In respect of maintaining ecological balance and tourism destinations development by the DoT is concerned, the respondent NGOs expressed that not much harm is afflicted to the ecological balance of Karnataka. However, the dissatisfied respondents gave certain reasons for low growth and promotion of tourism in Karnataka. They are government's reluctance to promote tourism and carry on in the right path. Continued presence of monopoly elements with the tourism department halted the progress in the sector. Unnecessary and over concentration to the existing tour sites retarded the holistic development of the tourism sector in Karnataka. Besides this, regional
imbalances are playing havoc in the promotion of tourism in our state as opined by the NGOs and environmentalists.

46. To reduce the ill-effects of insipid tourism policy of the Government of Karnataka, the NGOs and environmentalists in the field tendered constructive suggestions ranging from integration of culture, tourism, ecology and environment, attending to lesser known destinations, imbibing the best practices from the neighbouring States, developing Karnataka tourism as a brand in itself in the same lines as that of IT, BT, ITES and BPO. They are also in favour of developing community based tourism models, identifying and developing eco-tourism spots which are oblivion to the Department of Tourism, Government of Karnataka.
SUGGESTIONS

After an in-depth study of the topic and enumerating the findings of the research programme, the study offers constructive suggestions to all the stakeholders of the Karnataka Tourism and KSTDC, in the right earnest to consider for its implementation.

1. Tourism is a futuristic industry. The growth of tourism industry mainly depends on attractive tourist destinations, facilities at tourist places, and infrastructure facilities. This demands huge investment and managerial capability. KSTDC has been trying single handedly in meeting requirements of tourists in all these years. Now the time has come for KSTDC to change its strategy, it has to work on principle of Public Private Partnership (PPP) at a larger scale.

2. Brand is a magic wand to attract tourists. In its own way, Karnataka is a brand in itself in many sectors like IT, BT and Silk. The time has come for developing 'Karnataka' as a brand in tourism industry. Karnataka has potential to overtake today's brands like 'Kerala' and 'Rajasthan'.

3. Tourists are cultural ambassadors. They come to Karnataka to take back home fascinating experiences. Local population of a tourist place, transportation authorities, hoteliers, and all concerned with tourism have to change their mindset. It is necessary to educate to treat tourist as 'Athithis' (guests) in true Karnataka tradition.
4. This is an era of convergence, different tourist destinations, tourist service providers and tourists have to be integrated. In a land of IT, it is necessary to use the available technology to upgrade the services to tourists.

5. Segmentation is a cardinal principle in today's marketing. Tourism is not an exception. In order to meet wants of different segments of tourists, Karnataka has to focus on niche segments. Coastal tourism, hill station tourism, adventure tourism, have to be developed as additional segments to boost tourism in Karnataka.

6. In this competitive world it has become necessary to 'corporatarize' KSTDC. It can be transformed into a company by going in for Initial Public Offer (IPO) on a grand scale. This helps to infuse additional capital and 'new blood' into KSTDC. Further, it is suggested to dismantle the present archaic organization structure of KSTDC and restructure the same on modern lines with a CEO to implement policy programmes effectively. This would facilitate accountability and higher responsibility amongst the people working in KSTDC.

7. Tourism is an industry of imaginations. As in many other services sector human resource play an important role in boosting tourism sector. Human resource development programmes need to be undertaken particularly to train and develop the tourist guides, travel agents, drivers, and for people manning tourist places on a priority basis.
8. New and developing tourist segments like, farm tourism, home stay, medical tourism and eco-tourism have to be specially focused by the Government by providing initial impetus.

9. Tourists are obviously in an alien place. This sends them a sense of insecurity. It is necessary not only to provide good law and order facilities but also necessary to send strong signals of peace and security for healthy growth of tourism.

10. It is suggested to the Department of Tourism, Government of Karnataka to have an ongoing environmental analysis programme to identify their strengths, weaknesses, opportunities and threats from time to time.

11. The Tourism Department of Government of Karnataka shall formulate their marketing strategies through four essential stages. In the first stage they have to segment the market and identify potential tourist destinations with needs estimation. In the second stage, they have to define the environmental constraints such as politico-legal, technological, economic, socio-cultural and globalisation. At the same time the DoT must make business intelligence that is spying on its competitors and their strategies. In the third stage, they ought to formulate tourism-marketing objectives concretely, and in the fourth stage the marketing mix strategies need to be addressed by allocating the required resources.
12. It is also suggested to the Department of Tourism, Government of Karnataka, including KSTDC to have in place the different categories of tourism marketing strategies such as market growth strategy, competitive strategy to competitive edge, strategy to reduce the problem of tourism seasonality and improving of hotel capacity utilization. Another strategy, which needs consideration, is the strategy to maximize tourist satisfaction and best utilization of facilities all round the year with a scheme for minimizing variation in demand from the peak to the off-season.

13. The tourism department is suggested to promote all-year tourism zone by creating off-season demand by attracting the tourists.

14. Analysis of the tourist needs, designing of a product to meet those needs is another area, the respondent DoT can concentrate. This is possible by having in place the effective marketing planning and policy. Evolving or selecting appropriate marketing strategy is also one of the important tasks of the respondent to confront the rat race in tourism sector.

15. Allocating of marketing resources through marketing mix strategy of Department of Tourism, Government of Karnataka involving product, place, promotion, pricing is very essential. In product component, that is tour destinations, the emphasis should be given to attractions,
atmosphere, facilities, package variety and accessibility. In respect of place, Automated Reservation Services, computerised reservation system, centralized reservation system are necessary to enlarge the network of the channels of distribution.

As far promotional measures are concerned, a right promotion-mix need to be identified and enforced to attract potential tourists. In respect of pricing, flexible approach is necessary for year around businesses.

16. Effective performance appraisal packages are to be induced to improve the profitability, productivity and to bring about satisfaction of the tourists. To this end, cost-benefit analysis, investment analysis, comparison of the performance with benchmark in tourism industry measuring average tourist experience and satisfaction, average tourism awareness, infrastructure development, employee performance, market share, occupancy rate and destination / brand image are very vital.

17. It is suggested to appraise product-mix, channel mix, promotion-mix, pricing-mix people and physical evidence aspects of Department of Tourism and KSTDC on a regular interval. This enables to identify the deficiency in the performance and spells out the scope for further improvements. All these will go a long way in establishing Karnataka as a brand for tourism in the global map in the years to come.
18. The Department of Tourism must actively establish the legal contract with destination authorities for having revenue sharing model. This will ensure destinations development and maintenance on the one hand and gains to the Department of Tourism on the other.

19. Several institutions have also developed measures for tourism accounting. In advanced economies where statistics, data, information and reliability are higher than those used in India, tourism accounting does throw up trends and directions. Associations like WTTC, UNWTO, UNCTAD, and UNESCO have come up with measures to determine the economic and social impact of tourism globally and individually. One such measure is Tourism Satellite Accounting (TSA), which measures the repercussions of one rupee spent on tourism on the rest of economy and the margin structure of the players' in India's tourism industry. It is suggested to Karnataka Tourism to have the TSA model to know the implications of investment in tourism.

20. Tourism is a volume game. The greater the number of tourists the lesser the cost per tourist and an inflection point is reached when one rupee invested gains more than double in returns. But, that one rupee has to be invested and that inflection point has to be recognized and targeted. Therefore, Karnataka Tourism needs to concentrate on economies of scale through productive investment of Rupees in the identification and development of destinations to attract tourists.
21. It is suggested to the Karnataka Tourism to expand and diversify its tourism portfolios incorporating customized tours, group tours in addition to guided tours. Going further, the KSTDC can extend its operations to northern states of India covering Himalayas, Vyshnavi Temple, Ladak and the Jammu and Kashmir region. This enhances the market share of Karnataka Tourism. For this purpose, the KSTDC must establish a wider network with Indian Railways, Airport Authorities (both public and private), port authorities and different destination authorities in the country.

22. There exists a widest gap between the tourism policy and practice. From the findings, it is known that only a few policy proposals (2002-2007) were implemented in toto by the Karnataka Tourism. A determined and concrete measures should be undertaken by the corporation to see that policy proposals are implemented in full come what may. Proper accountability needs to be fixed in this connection. Unfortunately, the performance of the Karnataka Tourism and KSTDC are not measured like that of any other government department, this gives room for deficiency in the performance and lack of accountability. Therefore, it is advisable to have proper checks and balances. Periodic tourism audit is the need of the hour.

23. To combat stiff competition from the private players, the respondent tourism department must have in place a
sound environmental analysis programme. This will reveal its strengths and weaknesses, opportunities and threats from time to time. The Kerala, Goa, Rajasthan brands, and ensuing Himachal Pradesh and Uttaranchal brands can be effectively tackled by having proactive, pragmatic, promising and positive tourism policy and its implementation measures.

24. Although, the tourism industry known for opportunities in respect of employment generation, reducing regional imbalances, earning foreign exchange, developing the related sectors of tourism, the Government outlay in this sector is not satisfactory and abysmally low. Much funds need to be pumped into the industry; thereby the potentialities can be converted into realities. The Government's lukewarm approach on the development of tourism sector need to be given a go by and a realistic approach ought to be need of the hour.

25. The tourism policy of Government of Karnataka policy per se is good. But implementation must have a well thought out strategy concerning the product, price, place, promotion, people and public relations. Strategy formulation, implementation and evaluation on all aspects of tourism development are the need of the hour in our State.

26. The Department of Tourism considering the huge demand for tourism professionals can establish and run a two year PG programme (Master of Tourism) and crash courses. By
doing so the concept of industry-institution linkages can be made realistic.

27. The Department of Tourism must take steps to improve the conditions of roads, accessibility, road side amenities, signage, facilities and amenities in hotels, safety and security to tourists, environmental protection, recreation and entertainment to tourists and so on. Further, the DoT should cater to the maintenance and development of attractions, also they must utilize to the fullest extent possible the information technology and e-governance.

28. The success of tourism industry depends mainly on 88s – Sanctuaries, Scenic Beauty, Sculptures, Sea, Shrine, Snow, Study opportunity and Sublime atmosphere. Karnataka has everything except snow. For example, as is done in Hyderabad and Dubai, Karnataka can create artificial snowfalls in some places. This makes Karnataka a 'complete' state in tourism.

29. Karnataka Tourism must concentrate on senior citizens, women, school children, physically handicapped, blind and other infirm personalities to take them to places and destinations in Karnataka at a concessional rate as a part of its corporate social responsibility. Thereby, the potentialities and opportunities in the tourism industry awareness can be created among them. Further, to become entrepreneurs in the tourism industry the college going young minds can be trained by establishing tourism training centres. The DoT must have a Memorandum of
Understanding and tie-ups with colleges, universities and professional institutions so that the students lot can be arranged educational and industrial tours and this paves way for clear understanding of the tourism sector and its benefits by the young minds.

30. The tour guides attached to the KSTDC need to be given training in cultural, foreign languages, social etiquette, attitudes, behaviours and other soft skills. In fact they should be trained professionally and placed in all-important destinations. Currently, the local guides not connected to KSTDC are operating their businesses in an unorganized manner. So the department must immediately concentrate on this aspect to attract more foreign tourists.

31. The pathetic factor in almost all tourist destinations is unruly behaviour of beggars. Though begging is unlawful in India, it is ubiquitous in our country. The pestering of foreign tourists by habitual and professional beggars is really a sorry state of affairs. The foreign tourists may undermine and think otherwise about India and its status. Therefore, the begging menace needs to be arrested and thwarted by the authorities concerned.

32. Proper integration among the destination authorities, non-governmental organizations, environmentalists, academicians, transport/hotel/telecom/hospital/police and local authorities, travel agents and tour guides can take tourism department to unimaginable heights. Hence,
appropriate co-ordination need to be established for the promotion of tourism sector in Karnataka.

33. The Karnataka Tourism has got ample opportunity in view of the fact that, the state has corporatized and professionally run hospitals, as we aware, few children from Pakistan like Noor Fathima and others were successfully operated in this soil. The patients from America and Europe are flooding into India to take advantage of low cost of medical treatment. Taking tips from this the Karnataka Tourism must concentrate on medical tourism. This may in turn give fillip to other tourism segments like farm tourism and coastal tourism. In Farm Tourism, the tourists especially from foreign countries will stay at a particular village for sometime. During their stay they will study and literally experience the local culture, language, food habits, rituals and their other areas of interest. Further, the farm tourism gives scope for particular purpose say that if all the varieties of flowers are grown in one particular village (farm place), the tourists will be inclined to visit that spot to have the taste of seeing the variety of flowers. Similarly, the other fruits, vegetables, food grains, species can have a separate farm stay concepts. All these, virtually generate employment opportunities and also supplement the earnings of the farmers beside giving scope for cultural exchange programmes.

34. The Government must take steps to combat terrorism, Naxalism and law and order problem. Because, these are
the deterring factors for the growth of tourism. Appropriate and concrete actions are necessary in this regard.

35. In order to establish competitive advantage in tourism market, the tourism department must have strategic marketing management processes with a three pronged approach – the consumer oriented approach, the competitor oriented approach and the trade oriented approach.

SUGGESTED SYMBIOTIC MODEL FOR COMPREHENSIVE MARKETING OF TOURISM

The symbiotic model considers various parameters, their cohesiveness and working together. The inter-relationships among the parameters are essential to achieve the predetermined objectives by Karnataka Tourism. One of the important aspects in the model is environmental scanning and environmental monitoring through systematic, organized and conscious SWOT analysis concerning the industry. The factors involved in the said model are external forces, players, formulation and implementation of marketing strategies – segmenting the market, defining the constraints, evolving tourism marketing objectives and allocation of resources through marketing mix (product, pricing, promotion, place and people) and eventually use of appraisal techniques to know the level and effectiveness of strategy implementation. The model explains that certain activities must lead to certain results and finally culminate in the achievement of stated goals, that is increased
market share, tourists’ satisfaction, expansion, diversification, maintaining tourist loyalty, wealth maximization and of course with optimum profit. The diagrammatic model is given below.
SYMBIOTIC MODEL FOR COMPREHENSIVE MARKETING OF TOURISM

**ENVIRONMENT**
- **External**
  - Politico - Legal
  - Economic
  - Technology
  - Socio-Cultural
  - Natural
  - Globalization
  - Competitors
  - Terrorism
  - Naxalism
- **Internal**
  - Policies
  - Attitude
  - Capital
  - Ownership
  - Resource Utilisation
  - Culture

**PLAYERS**
- Department of Tourism
- Destination Authorities
- Tour Operators
- Tour Guides
- Travel Agents
- NGOs & Environmentalists
- Service Providers
  - Hoteliers
  - Caterers
  - Hospitals
  - Telecom
  - Police
  - Transport

**FORMULATION AND IMPLEMENTATION OF TOURISM MARKETING STRATEGIES**
- Segmenting the market
- Defining constraints (competitive and environmental)
- Formulating tourism marketing objectives
- Allocation of marketing resources through marketing mix

**APPRaisal TECHNIQUES**
- Cost- Benefit Analysis
- ROI/ Performance based
- Benchmark
- Average Tourist Experience
- Average Tourist Satisfaction

**PRICING**
- Competitive
- Cost based
- Discriminating
- Penetration,
  - Rate of Return
  - Group Discount

**PROMOTION**
- Advertising
- Publicity
- Sales Promotion
- Propaganda

**PLACE**
- Location
- Accessibility
- Channels of Distribution

**PEOPLE**
- Soft Skills
- Behaviour
- Attitude
- Communication Skills
- Language
- Interpersonal Skills
- Job Knowledge
ASSUMPTIONS OF THE MODEL

The working of Symbiotic model is based on certain assumptions, which are as follows

1. Continuous Environmental Scanning and monitoring the external forces through a SWOT analysis is a pre-requisite.

2. The environmental forces are assumed to be volatile therefore, the scope for flexibility in tourism marketing strategies must be provided for.

3. The players need to be either proactive or reactive to the changes without waste of time.

4. Well-defined market segmentation with strong bases, defining the constraints faced by the Karnataka Tourism is another precondition.

5. Formulation of tourism marketing objectives and allocation of marketing resources through marketing mix components is essential.

6. A tourism industry and its players shall have objective analysis of its performance through benchmarks or best practices.
7. A continuous and meaningful feedback about working of factors in the model is another pre-requisite.

VARIABLES IN THE MODEL

It is necessary to explain the parameters in the model and its significance.

I. SWOT ANALYSIS

This analysis is concerned with identifying Karnataka Tourism's Strengths, Weaknesses, Opportunities and Threats. The strengths and weaknesses constitute internal factors. While opportunities and threats depict the external forces of the industry. KSTDC must match its strengths with market opportunities. At the same time minimize its weaknesses to avoid threats posed by competition and environmental changes. The organizational effectiveness could be brought about by remedying the weaknesses in the KSTDC's organization and operations. This will result in generation of tourist arrivals, increasing market share, producing profitable tourist product sales and penetration into profitable tourist product.

II. ENVIRONMENTAL FACTORS

The external forces which have bearing on the functioning of Karnataka Tourism are politico-legal, economic, technology, socio-cultural, natural, competition, terrorism and naxalism. The
internal forces are firm’s policies, culture, attitude, values, capital, ownership pattern, and the like.

III. FORMULATING MARKETING OBJECTIVES

The tourism marketing objectives are

- Satisfying tourists’ needs
- Increasing market share
- Increase tourists’ loyalty to a destination
- Increasing Hotel Rooms and Occupancy rate
- Improving tourist destination image

IV. ALLOCATION OF MARKETING RESOURCES THROUGH MARKETING MIX

Distributing the marketing resources for achieving marketing objectives through marketing-mix components. This means for each component, strategies are formulated and implemented with effective utilization of resources. The marketing-mix components considered in the model are – product, pricing, promotion, place and people.

A. PRODUCT-MIX

Product-mix here connotes tourist destinations. The aspects covered are destinations’ attractions, atmosphere, available facilities, tour package variety and accessibility to destinations.
<table>
<thead>
<tr>
<th>Attractions</th>
<th>✓ Site of Location</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>✓ Images of Destinations</td>
</tr>
<tr>
<td></td>
<td>✓ Natural beauty</td>
</tr>
<tr>
<td></td>
<td>✓ Events</td>
</tr>
<tr>
<td></td>
<td>✓ Man-made features</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>✓ Congenial</td>
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<td>✓ Dry</td>
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<td>✓ Extremes</td>
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<td>Facilities</td>
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<td>✓ Catering</td>
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<td>✓ Entertainment</td>
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<td>✓ Recreation</td>
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<td></td>
<td>✓ Connectivity</td>
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<td>Package Variety</td>
<td>✓ Circuit Route</td>
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<td>✓ Escorted Tour</td>
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<td>✓ Group Inclusive Tour</td>
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<td>✓ Guided Tour</td>
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<td>✓ Heritage</td>
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<td>✓ Pilgrimage</td>
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<td>✓ Wildlife</td>
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<td>✓ Health</td>
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<tr>
<td></td>
<td>✓ Farm</td>
</tr>
<tr>
<td></td>
<td>✓ Adventure</td>
</tr>
</tbody>
</table>

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| Accessibility | ✓ Eco  
✓ Meetings, Incentives, Conferences and Exhibitions (MICE) |
|---------------|----------------------------------------------------------|
|               | ✓ Good Roads  
✓ Airports  
✓ Ports  
✓ Railways  
✓ Telecommunication |

**B. PRICING - MIX**

The tour operator needs to have a blend of pricing policies and methods in order to become competitive and reasonable. The indicative pricing methods are Price reduction packages, Discrimination Pricing, Seasonal Variations, Group Discounts, Full cost pricing, Competition based pricing, Cost plus pricing, Penetration Pricing, Sensitive Pricing, Price to realize target market share and Rate of return pricing.

**C. PROMOTION-MIX**

Promotion-mix is one of the important cardinal rule to metamorphosis the tour potentialities into actualities. The right promotion -mix is one, which gets maximum tourists by creating mass awareness. The objective of promotion-mix is to get attention, create interest and desire and ultimately must lead to action that is tourist arrival. The model gives illustrative components of
promotion-mix such as advertising, promotional literature, images of the destinations, brochures, sales representative (travel agents), net-advertising and audio-visual form,

D. PLACE-MIX

Place is about the distribution of destinations, accessibility and availability of channels of distribution for selling tickets of KSTDC - the tour operator. The element considered are Location (KSTDC office locations), Accessibility, Channels of Distribution, (Direct, and Indirect) indirect channels are ARS- Automated Reservation Services, CRS- Centralised Reservation System, CRS – Computer Reservation System.

E. PEOPLE – MIX

The people of the organization are considered as competitive edge. The organizational success depends on the kind of people, quality and quantity of people at the right place at the right time with right skills and attitude. The marketing-mix components considered in the services marketing includes people, power, physical evidence and public relations in addition to four Ps of marketing. Since tourism falls under services sector people component is also one of the essential components. Important among them are behaviour, attitude, communication skills, language, inter-personal skills and job-knowledge.
V. PLAYERS

The players in the tourism industry play a dominant role. There exists a strong inter-dependency and inter-relationship among the players in the industry. The core players identified are Department of Tourism, Destination Authorities, Tour Operators, Tour Guides, Travel Agents, NGOs and Environmentalists, Transport and Service Providers. Among service providers Hoteliers, Caterers, Hospitals, Telecom and police play an important role.

VI. APPRAISAL TECHNIQUES

This is also one of the parameters necessary to know how far the strategies are being implemented by the Tourism Department. Appraisal techniques are used to evaluate overall marketing strategies of the department. The techniques for appraisal identified in the model are cost-benefit analysis, ROI/performance based, benchmark, average tourist experience and average tourist satisfaction.

VII. GOALS

All the activities and the means must lead to the achievement of ends. The tourism department’s implicit and explicit goals are Increased Market share, Expansion, Diversification, Tourist Satisfaction, Growth of Related Industries, CRM, CSR, Increased Profitability, Wealth Maximization and Tourist Loyalty.
The above symbiotic model is subject to validation. The model is derived out of rigorous research experience, deep interaction with professionals, academicians, players in the tourism sector and consultants. The success of the tourism department including the tour operator KSTDC is possible provided if they switch over to this symbiotic model by discarding their archaic model. The times are changing, so are the world of business. In this highly competitive and knowledge era, the tourism department voluntarily has to change the guard by proactively adopting to new way of doing businesses. Today's tourists and other stakeholders' expectations are high and demanding. Under these circumstances, it is necessary to have a proactive symbiotic model in place for organizational success.
CONCLUSION

Karnataka has everything that a tourist aspires. It has rich sculptural monuments, eloquent sceneries and landscapes, lush greens, cool weather, serene coastal lines, greater and comprehensive bird sanctuaries, national parks, wildlife, eco-tourism spots, stoic religious places, palaces, art and architecture with historical and cultural importance. More than all these things people of Karnataka are friendly in nature and known for hospitality. People are peace loving. Bangalore, the capital of the State and composition of population of the state itself is an indication for this. We can find people from all over the country aspiring to migrate to Bangalore. Rich potential for tourism has not been properly encashed. Department of Tourism, the apex tourism promotion and regulatory body, and it’s sister concerns like KSTDC could not allure the tourists from different parts. Lack of showcasing across the national and international borders had resulted in under-utilization of tourism potentialities. Not that Karnataka Tourism has done nothing to promote tourism in Karnataka, but the inability on the part of it to give holistic attention pushed itself to the lower rung in the tourism sector.

The KSTDC being an integral part of Department of Tourism, is the only State owned tour operator. It has failed to adopt the cutting edge professionalism and strategy to attract the tourist population to Karnataka. Rendering of the good old services without concrete vision, mission and goals will not take the corporation to the upper rung of the ladder in terms of managerial competencies and
marketing efficiency. A considerable effort has been made in the research study to identify and analyse the causes that thwarted the tourism department to go in for all round development in the face of stiff competition from the neighbouring States. Neighbours like Kerala and Goa have comparatively done better. This speaks volumes about the lapses on the part of all those in Karnataka who are expected to promote tourism. The study has also identified the hindering factors that halted the evolving of right and feasible strategies.

The appraisal of responses were compiled to know where the KSTDC stands in respect of marketing strategies, performance, policy formulation and implementation, tourist satisfaction, tourist experience, the kind of package tours, tour attractions, facilities, amenities, customer relationship management, creating awareness on a larger scale and in that order. On the strength of the responses provided by the core respondents, it can be concluded that KSTDC is the only established and good-old tour operator in the State of Karnataka under Government control. It receives the funds and grants-in-aid from State and Central Governments. Being the package tour operator, it was complacent with the revenue earning and operations till opening up of the economy. Subsequently, in post economic reform era it encountered upheaval competition from the private players on the one hand and the neighbouring states on the other. KSTDC has started certain measures to combat competition. In this direction it has restructured the existing five tour circuits into nine circuits. The evolving of nine circuits should not just remain on policy papers.
The opportunities are aplenty to the Department of Tourism and KSTDC to develop themselves as global brands in tourism sector. As per WTTCs report, one rupee of investment in tourism sector will fetch ten rupees of returns. Under such circumstances, it is imperative for the KSTDC to effectively tap the untapped tourism potentialities and become market leader in India. It could be rightly pointed out that proper marketing strategies, environmental scanning, packaging and showcasing of destinations with the state of art technology will earn the KSTDC the right place it craves for.
DIRECTIONS FOR THE FUTURE RESEARCH

Tourism is the third highest foreign exchange earner after gems, jewellery and textile. It is the second largest growing business area after information technology in the global economy. It is also a smokeless and imagination industry and is one of the fastest growing business world over. The tourism sector is a fertile ground for carrying out future research programme by other researchers. The directions and topics for the future research are as follows:

❖ The Hospitality Industry: Tourism and Hotels - An Empirical Study
❖ Organisation of Tourism: Role of the Government – A study
❖ Human Resource Development in Tourism Industry – A Study
❖ Tourism Education in the 21st Century: Challenges and Opportunities
❖ Pilgrimage Tourism in Karnataka – An Empirical Study
❖ Role of Information Technology in Changing Marketing Opportunities for Tourism Industry - An Empirical Study
❖ Reforms in Tourism Sector: Economic and Resource Issues – An Empirical Study
❖ Tourism, Terrorism and Tomorrow - A Study
❖ Eco and Exotic Tourism: Challenges and Opportunities – A Study
❖ Health, Eco and Farm Tourism in Karnataka – Problems and Prospects.
❖ Tourism Advertising and Public Relations – An Exploratory Research
❖ A Study on Potential for Medical Tourism in Karnataka

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