CHAPTER - 4

Working Structure and Overall Operations of Kerala Tourism Development Corporation (KTDC): A SWOT Analysis

The previous chapter analysed the performance, in regard to the trends of tourist inflows and earnings, and the resource potential, with special focus on tourist products, of Kerala tourism industry. This chapter is dedicated to discuss and analyse the working structure and overall operations of Kerala Tourism Development Corporation with special preference to its marketing functions and operations which followed by a SWOT analysis. This also presents KTDC’s contribution to tourists’ inflows in the State by way of tour packages with the help of a simple random sample survey.

Even though tourism was declared as an industry in Kerala way back in 1986, effective marketing and promotional measures were undertaken by different agencies and organisations to attract tourists and to highlight Kerala as a distinct destination\(^1\). With this aim, on 1\(^{st}\) April 1966 a concern named Kerala Tourism Development Corporation (KTDC) came into existence\(^2\). The Corporation is concentrating on innovative tourism and high standard service and various well researched tour packages with a good measure of action, excitement and adventure. With an array of prime properties set in the finest spots of Kerala’s theme destinations, KTDC presents exotic ways to experience the State with its perfection.

Designed to give a feeling of the heritage of hospitality, the Kerala Tourism Development Corporation is offering a spectacular view of the State’s natural splendour and the tastes of its spicy richness with a subtle blend of traditional and luxurious properties. The largest hotel chain in Kerala, KTDC has over sixty properties across the state which includes a range of luxury and budget hotels as well as \textit{Yatri Nivasses} and motels to make tourist stay an exciting experience. Almost all these exclusive properties are set in exotic theme locales across the State and all the properties have multi cuisine restaurants, bars and cafeterias.
Apart from the exclusive array of day tours and holiday packages the Central Reservation Cell of KTDC takes care of tourists onward journey reservations and bookings in selected hotels across India. Kerala Tourism Development Corporation thereby plays a significant role in the development of tourism in the State. A large number of foreign as well as domestic tourists are catered by KTDC every year and the tourists approved the services rendered to them by the corporation.

4.1 Historical Background

Kerala Tourism Development Corporation, fully owned Government Company head quartered at Thiruvananthapuram in the state of Kerala, has a history of gradual development and advancement throughout the 44 years of its existence. KTDC is focusing on tourism related infrastructure and is opening a chain of hotels and transport network for tourist in Kerala. The company was incorporated on 29th December 1965 by the name ‘Kerala Tourism and Handicraft Corporation Private Limited’ with an authorised capital of Rupees One crore. The company was registered as a private limited company and commenced its business on first April 1966 with three hotels namely Aranya Nivas, Lake Palace and Kovalam complex which have been handed over by the Government of Kerala as capital. On 15th July 1970 the corporation was reorganised with the name ‘Kerala Tourism Development Corporation (KTDC)’.

The State’s premier destination developer, Kerala Tourism Development Corporation is registered under the Companies Act 1956. At the time of its incorporation the company was in possession with the corporate office in Thiruvananthapuram and the three regional offices at Trivandrum in the south-region, Kochi in the central-region and Kannur in the north-region of the State. At present the corporation has 71 units which include nine premium hotels, eight budgeted hotels, 14 tamarind easy hotels, 12 motels, three restaurants, eighteen restaurants cum beer parlours, one Central Reservation Cell (CRC), three Tourist Reservation Centre (TRC), two travel divisions and one shopping complex. Corporation has memberships in prestigious international and national organisations such as World Tourism Organisation (WTO), Travel Agents Association of India (TAAI), Federation of Hotel and Restaurant Association of
India (FHRAI), and Indian Association of Tour Operators (IATO). Recently KTDC established a subsidiary company called Tourist Resort Kerala Limited (TRKL) for forming joint venture with leading players in the tourism industry.

The autonomous body undertaken by the Government of Kerala to provide services to the tourists coming in the State, KTDC has a wide range of services for tourists such as accommodation, transportations, sightseeing facilities, vending vehicles and hotels, and reservation facilities, conducted and package tours etc. Official host of God’s Own Country is the slogan of KTDC, which offers all excellent easy ways to knowledge of Kerala and gains several awards and recognitions for its hospitality and generosity. The properties of KTDC ranging from luxury hotels to budget hotels and motels, Yatri Nivases and restaurants, KTDC aptly qualifies as the official host to ‘God’s Own Country’. The premium properties of this largest chain in the state are located in the most picturesque theme destinations of Kerala and give a different ambience of their places especially the Royal Palaces as the island of Kochi, Lake Palace and Arya Nivas in the jungles of Thekkady, Hotel Samudra waterscapes as the Vambanad Lake and Tea County at Munnar etc. KTDC also offers Ayurveda Centres, Cultural entertainment and the best of Kerala’s cuisine at its major establishments.

The most reliable tour operator and travel agent of Kerala Government, KTDC offers comprehensive holiday package - exclusive escapades offers holiday packages and conducted tours that are set in the premium properties of KTDC. As a pioneering tourism development corporation, KTDC has also introduced innovative concepts like Insured Holiday and Rail Holidays, which provide a complete experience of Kerala. Its service is now able to give the travellers all information regarding ticketing, visa facilitations, national and international air ticketing and several striking tour packages.

Kerala Tourism Development Corporation is actively involved in building up basic infrastructure needed for the development of tourism in the State. It has a diversity of hotels from the most luxurious to the most economical and from small motel to world-class resorts which provide something for every taste and budget. The company is engaged in renovating all its major hotels like Mascot Hotel, Arya
Nivas, Lake Palace Hotel Samudra etc. located at different destinations of the State. KTDC operates pilgrim’s shelter at Sabarimala every year and full-fledged restaurants at Pamba to serve lakhs of pilgrims. The Amusement Park at Veli Tourist Village commissioned recently is an important feature of the tourist spot. Neeraja the floating restaurant at Veli, Kettuvallams (houseboats) of the Tharavaadu style at Kumarakam Tourist Complex and other very attractive speed boats and cruise boats are innovative facilities provided by KTDC for tourists recently.

KTDC regularly conducts food festivals in the occasions of Onam, Christmas, Eid etc. mainly at Mascot Hotel, Thiruvananthapuram and occasionally in other centres across the state. The corporation is a regular participant in National and International fair like International Trade fair held at Pragathi Maidan, New Delhi, International Tourism Borse (ITB) Berlin, World Travel Mart (WTM) London and ATM Dubai etc. KTDC has implemented a year-long umbrella package campaign called ‘Visit Kerala Year 2009’ for non-resident Keralites from January 20\textsuperscript{th}, 2009 with the aim of wooing more domestic tourists to the state by focusing on Tier-II cities\textsuperscript{4}.

4.2 Vision

Following are the vision statements of KTDC

- To expand its service base to more and more emerging areas and in developing new tourist destinations in the State.
- To increase Foreign Exchange and Domestic contribution.
- To increase the Employment Opportunity (direct & indirect)

4.3 Mission

“To develop infrastructure and quality accommodation options in the State and thereby promoting tourism as a whole in Kerala”
4.4 Strategic Intents

Being one of the chief promoters of tourism in Kerala, KTDC has been accepted the following as the strategic intents of the organisation. These strategic intents are acting as interlinks between the vision, mission and strategic and established objectives of the Corporation.

- To elevate tourism as the economic and employment priority of the State by using tourism as the vehicle of growth for physical, social and economic development of the State.
- To promote sustainable tourism development with focus on Conservation and Preservation of Heritage through participation of Panchayathi Raj Institutions.
- To ensure quality services in all areas of tourism in the form of regulation, classification and monitoring.
- To develop infrastructure through private sector and private-public partnership, with government acting as a facilitator and catalyst.
- To develop and promote tourism products with continuous focus on backwaters, Ayurveda, performing arts, pilgrim centres, cuisines and eco-tourism. While promoting Ayurveda, the value of naturopathy herbal medicines and tribal medicines will also be given due importance.
- To concentrate on development of basic infrastructure by co-ordinating all line departments.
- To create sufficient quality human resources in the field of tourism within the State and strengthen the institutional mechanism.
- To enact proper legislation to sustain the industry and to regulate tourism activities through Government, industry and PRI collaboration.
- To explore and develop new markets for Kerala Tourism products at both domestic and international levels.
- To conserve and preserve the unique cultural heritage of the State.
- To ensure the safety and security of tourists.
4.5 Objectives

KTDC has been established by the Government of Kerala to promote tourism in the state. Along with this prime objective the corporation is taking into consideration the following objectives also.

- Take over and manage existing hotels and sell, construct, purchase, acquire, lease, take on lease, run and maintain hotels, motels, restaurants, canteens, cafeterias, travellers’ lodges for the purpose of boarding, lodging and stay of tourists.
- To organise conducted tours and tour packages in order to generate income to the State.
- To provide entertainment facilities to tourists by way of cultural shows, dances, music concerts, cabarets, ballets, film shows, sports and games etc.
- To provide transport facilities to tourists.
- Provide shopping facilities to tourists, and establish and manage shops, including duty-free shops to promote handloom and handicraft products.
- To study the marketing strategies and to understand the market segment.
- To find out the influence criteria of the marketing towards the hotel.
- To understand the relevant technologies and are to perform the tasks necessary to meet the development objectives.
- To understand the Marketing/ Sales including contacts in the industry (prospectus, distribution channels, media) familiarity with advertising and promotion, personal selling capabilities, general management skills and a history of profit and loss responsibilities.

4.6 Share Capital

The corporation was incorporated with an authorised share capital of Rs. One crore divided into One Lakh equity shares of Rs. 100/- each. With the expansion in the volume of business, the share capital base has also been increased. At present the authorized share capital of the corporation is Rs.50 crore and the paid up capital is 49.7 crore. The proposal to enhance the authorized capital to Rs.75 crore is under approval with the government. The shares of the corporation are held by the
Governor of Kerala (4979483 shares of Rs.100/- each) and the Secretary of Tourism (One share of Rs.100)\textsuperscript{5}.

4.7 Working Structure of KTDC

The official host to God’s own country, Kerala Tourism Development Corporation brings its extensive understanding of Kerala to offer the most comprehensive tourism network in the State from reservation to transit, houseboat cruises to heritage tours, motels to information centres, holiday packages to nice holidays, spice tours to worldwide safaris and more. In order to make the organisation functioning smoothly, KTDC has built a very conformable functional organisational structure.

KTDC is divided into Centralised and Decentralised units. The centralised units are controlled by the three regional offices of North, South and Central zones of the State located at Calicut, Thiruvananthapuram and Kochi respectively. Under the Central Reservation Cell there are four Tourist Reservation Centres functioning at Thiruvananthapuram, Kochi, Chennai and Delhi. The Decentralised units consist of large number of units such as luxury hotels, premium hotels, budgeted hotels, motels etc. These independently functioning units have their own administrative and office personnel to look after the day to day operations. They utilise allocated funds for the day to day commercial functions of the units concerned.

The Working Structure of Kerala Tourism Development Corporation consists of mainly seven departments which can be viewed in the form of an organisational chart as shown in the figure 4.1 and the detailed Organisational Structure has been shown in figure 4.2
The Chairman, who is a nominee of the Government, stands at the top of the management hierarchy of Kerala Tourism Development Corporation. One among the Board of Directors will be elected as the Managing Director to look after the activities and functions of each department of the Corporation. KTDC consists of seven Functional departments such as Commercial Department, Marketing Department, Personnel Department, Accounts and Finance Department, Engineering Department, Training Department and System Analysis Department. Figure 4.2 gives a diagrammatic view of the functional departments of the Corporation.

Source: *KTDC, official records.*
4.7.1 Functional Departments

In order to make the organisation functioning smoothly and effectively, KTDC has been divided into different functional departments which consist of Commercial, Marketing, Personnel, Engineering, Accounts & Finance, Training and System & Networking departments. A brief description about the each department follows.

4.7.2 Commercial Department

Source: KTDC, official records
One among the departments of supreme importance, Commercial Department consists of two Commercial Managers, three Regional Managers, Superintendent and other staff members. Commercial Manager 1 controls the decentralised units and Commercial Manager 2 controls the centralised units. Beyond the three Regional Offices, the travel and tour section also comes under the Commercial Manager 2. The travel and tour section is in charge of purchasing vehicles including lease and hire purchase, maintenance and repair of boats and other vehicles etc. Figure 4.3 shows the departmental structure of Commercial Department.

Functions of Commercial Department

- **Central Purchase:** Commercial Department makes the purchase of the cutlery, crockery, grocery etc for the units of KTDC. Quality and price are the two standards taken for the purchase of materials.

- **General Correspondence of the Units:** Commercial Department looks after the functioning of the units. The commercial department controls and coordinates the functioning of the units.

- **Keeping of Documents:** The department keeps the files regarding the payment details which include payment of land tax, building tax etc. of the units.

- **Development and Renovation of Units:** Commercial Department provides necessary suggestions for the development of the Units. The department conducts inspection regarding the performance of the units as well as to avoid malpractices within the units.

- **Customer Support Services:** The Department gives necessary support to the customers in case of credit purchase, advance booking etc.

- **The Function includes:** Assists the Corporation in planning materials and services, and serves an information centre on material knowledge relating to price and source of supply and delivery made.

### 4.7.3 Marketing Department

The Marketing Department concerned with the marketing efforts of the final product market oriented activities is necessary in today’s competitive world.
Marketing is the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational goals. The main function of marketing is managing relationships in an organisation, with outside vendors, and the consumer. Without marketing there is no consumer and without the consumer there is no use for the product or service the company is producing.

Tourism Marketing comprises fact finding, data gathering analysis and promote ensuring and facilitating sales, selection of marketing, planning, (distribution), coordination, control and evaluation (marketing, planning and audit), developing professionally sound personnel. Marketing department of Kerala Tourism Development Corporation is putting their integral effort to satisfy tourists and also transforming the potential tourists into actual customers. The Department deals with direct selling, organising national and international travel tour fairs, printing and distribution of various tariff, hospitality, handling customer complaints, promotion, advertising, publicity, telemarketing etc. The structure of the marketing department can be depicted as shown in figure 4.4

**Figure 4.4: Structure of Marketing Department**

![Diagram of Marketing Department Structure]

*Source: KTDC, official records*
Objectives

- To satisfy the customer needs and wants through creating and exchanging services.
- To develop and retain the customers.

Functions

- Collecting information and facts, and analysing the information.
- Analysing customer complaints and to take preventive action against recurrence of similar complaints.
- Informing the customers about the services and products offered by KTDC through various means and thereby promoting the business through press release, tour fest etc.
- Developing new tour packages and renovating existing packages in accordance with the customer preferences.
- Undertaking intensive and additional promotional efforts to attract maximum customers to the organisation.

4.7.4 Personnel Department

Personnel and Administrative Department is responsible for ensuring the maximum utilisation of the available human resources to achieve the organisational objectives as well as carrier goal of the employees. In KTDC there are 606 permanent staff, 800 contract employees and 532 trainees. Employees recruited as trainees are usually taken for a period of 6 months, which may be extended for one or two terms if required. As the main business of KTDC is hotels, which is mainly of seasonal nature, the organisation employs casual labours on daily wage to meet the urgent requirements. The figure 4.5 shows the organisation of the employees in the Personnel Department of Kerala Tourism Development Corporation.
Figure 4.5: Personnel Department Structure

Source: KTDC, official records

Functions

The functions of the Personnel Department consists of recruitment, selection, probation, termination and reversion, seniority, termination of services, retirement from services, allowances, holidays, working hours, leave, dispensary action, recovery of damages, industrial relations and trade union matters, and training and development programmes etc.

Subject to the provisions in the Articles of Association, recruitment to services of the Corporation shall ordinarily be made by direct appointments, promotions, deputation from other services. Selection of candidates for appointment to posts
under the Corporation shall be made by the Staff Selection Committee of the Board constituted for the purpose. The Corporation have the right to terminate the service of any employee by discharge, dismissal, retirement and retrenchment. The Personnel & Administrative department solves the dispute occurring in the organisation. They render legal advice on matters referred from various other department of the Corporation on subject to varying from recruitment and other service matters to commercial transaction. The department organises various training and development programmes for both new and existing employees in the Corporation with the co-operation of the training department.

4.7.5 Accounts and Finance Department

Finance and secretarial sections of KTDC comes under the control of company secretary. He has to perform financial as well as the secretarial functions. In the absence of MD, Company Secretary is the appellate body. He has to attend the meeting on behalf of the company and has to control and coordinate the functioning of all units. Financial functions like fund raising and fund allocation is done by this section. The preparation of final accounts and other major accounts are approved by the company secretary.

The Accounting Department deals with the maintenance of records relating to the financial dealings of KTDC such as the computation of salary and maintenance of accounts of the units etc. Accounting in the commercial organisation represents writing of financial transactions of the enterprise in a chronological order under the double entry system of book-keeping in an accrual basis.

The centralised and decentralised units sent the income and expenditure statements and the other necessary accounts to the head office. After coordinating the necessary accounts, the head office prepares the consolidated accounts for financial control and uniform collection of the sales analysis statement, sundry debtors’ statement, and advance received statements are used for management and budgetary control.
Functions

- Preparation of advanced capital budgets and budgets for each unit.
- Preparation and maintenance of accounts.
- Preparation of capital budget on the request of the units for capital addition based on future programme for development.
- Records all details regarding the purchase of goods and its payments.
- Monitoring internal audit system.
- Budget and budgetary control.
- Statutory audit.
- Maintenance of payroll.
- Recording of receipts and payments made to casual labourers/ trainees, contractual payments, payment of goods, sales tax/luxury tax, service tax etc.
- Recording of transactions regarding purchase of assets.
4.7.6 Training Department

The Training Department of Kerala Tourism Development Corporation came to existence in August 2007, as the Corporation was given special attention to improve productivity of the human resources. The Training Department is headed by the Manager for Training. The strategic planning of this department is to improve productivity and increase profit. Training and development programmes are given to all employees of KTDC in order to improve their technical and behavioural skills.

Types of training provided by the training department of KTDC consist of On the Job Training and Off the Job Training. On the job training is the most effective but least expensive method as the trainee learns by experience and making him highly competent. Job Instruction Training is the main on the job training adopted by KTDC. Off the Job Training consists of lectures or verbal presentation of information by an instructor to a large audience.

Figure 4.7: Structure of Training Department

Source: KTDC, official records

4.7.7 Engineering Department

The Engineering Department of KTDC headed by Chief Corporation Engineer. The department undertakes all the construction and maintenance activities of the corporation. It mainly deals with the construction of new hotels, projects etc. The
maintenance of existing buildings and properties are also done by the Engineering Department. The organisational structure of the Engineering Department is cited in Figure 4.8

**Figure 4.8: Structure of Engineering Department**

![Structure of Engineering Department diagram](image)

*Source: KTDC, official records*

The land required for the construction of hotels and other properties is mainly KTDC undertaken by acquisition. The government provides the land for the construction of the units. KTDC appoints external architects for construction works. The necessary materials required for construction are usually purchased by giving tenders in newspapers.

The Engineering Department of Kerala Tourism Development Corporation is mainly divided into three sections, they are

- Civil Engineering Section
- Mechanical Engineering Section
Civil Engineering Wing

The Civil Engineering section of Engineering Department of KTDC deals with:

- Construction of plans for the new projects
- Prepares plans for the extension of the existing units
- Up gradation of the existing units
- Maintenance of the existing units

Mechanical Wing

The Mechanical Wing of the Engineering Department does the repairing works of the lifts, air conditioners, piping works etc. The repairs of the automobiles and boats are done by this wing and they have to check frequently the working conditions and functioning of the above said.

Electrical Wing

The Electrical section deals with all the electrical works in co-ordination with the mechanical wing.

4.7.8 Systems and Networking Department

The Systems and Networking division of Kerala Tourism Development Corporation is in charge of controlling and co-ordinating the entire systems and networking functions of KTDC office, its hotels and other units. The entire systems coming under KTDC hotels have been linked with the Centralised Server at the Headquarters, which helps to rectify the software complaints. The computerised system also helps in collecting the Sales data; identify the changing demand of both customer as well as market and also the necessary of new technologies.

Functions

The functions of Systems and Networking Department of KTDC include:

- Purchasing of Hotel Management Hardware and Software.
To make hand with the Government Projects like e-commerce and IT projects.

Controlling the entire System activities of KTDC.

Supplying necessary hardware and software for various departments.

Maintenance of the systems and accessories of the corporation

4.8 Overall Operations of KTDC

Since its incorporation in 1966, KTDC has been playing a key role in the development and expansion of Kerala’s tourism infrastructure in accordance with the government policies. Functioning as a commercial arm of the Ministry of Tourism, KTDC has been acting as a catalyst in the promotion of tourism by opening up new destinations and creating tourist infrastructure in the remote regions where the private sector has been shy of investing.

KTDC has played a pioneering and catalytic role in the growth of tourism in the state of Kerala. Unique in its concept, the Corporation has more than met demands of a catalyst in tourism development while achieving and maintaining profitability. The corporation’s major contributions have been in the field of infrastructure development and tourism promotional efforts. Broadly we can say that KTDC can take the credit for conceptualising the Kerala Tourism Products, as it stands today and for relentlessly breaking new ground. Its endeavour to open exotic new destinations which is hitherto unknown on the international travel circuit and to charter unknown avenues of tourism activity like adventure tourism before introducing them in an acceptable form both to the national and international levels.

The autonomous body under the Kerala Tourism Department, KTDC promotes tourism in the state and provides necessary services to the tourists coming to Kerala. KTDC undertakes the establishment of Tourist Information Centres staffed with specially trained employees at the different parts of the state and actively participating in building hotels and wayside amenities required for the development of tourism in the state. The development of tourist related products, development of wayside facilities, and the conservation of nature, history, heritage, and culture are some of the services of the corporation. Cultural programs, rural tourism, eco-tours,
farm related tourism and adventure tourism are all receiving promotional boosts from KTDC with the support of the State and Central Governments.

KTDC provides a wide range of services for the tourists which include:

- Hotels and Motels
- Transportation Facilities
- Vehicles on Rent
- Wayside Amenities
- Restaurants and Beer Parlours
- Conducted Tours/ Holyday Packages
- Tour Packages
- Central Reservation Cell
- Entertainment Activities
- Handlooms and Handicrafts
- Consultation Services etc.

4.8.1 Hotels and Motels

The first and foremost operation of KTDC is building and maintaining hotels and motels to provide accommodation facilities to tourists. In order to give a feel of the heritage of hospitality and a spectacular view of natural splendour, KTDC -largest hotel chain in Kerala offers a subtle blend of the traditional and luxurious hotels and resorts to the travellers coming to Kerala. Almost all these exclusive properties are set in exotic and enchanting locales across the state. The hotels of KTDC include the range most luxurious hotels and budget hotels as well as Yatri Nivases and motels to make tourists’ stay an exciting experience. The following are some of the major hotels of KTDC

**Mascot Hotel, Trivandrum:** Mascot Hotel, located in the heart of Trivandrum city, the capital of Kerala, is the oldest Star Hotel of KTDC, built during World War 1 to house the officers of the Royal British Army. It now stands as a historical edifice polished over time to cater to the tourists or business travellers with all the comforts of a luxury hotel. Mascot turns on its lucky charm with the beauty of its
past and the comfort of its present, and what with its accessibility to the Capital City, Mascot Hotel is indeed the idyllic spot to plan a grant retreat.

*Highlights:* are 66 rooms, Board Room, Wi-Fi facility, Coffee shop, Restaurant, Banquet & Conference halls, Bar, Swimming pool, Ayurvedic centre, Health club, Travel assistance, car hire, laundry, Doctor on call, Currency exchange etc.

**Hotel Samudra, Kovalam:** *Samudra* - means Ocean- is the perfect seaside gateway, located in the middle of three palm-fringed coves in the world-renowned Kovalam beach, which is an all-time favourite across the world. Its wide gamut of complimentary amenities and perfect holiday ambience has won Hotel Samudra the national award for the best property in its category in South India.

*Highlights:* the hotel includes 62 deluxe rooms, 2 suites with sea facing balconies, Restaurant, Coffee shop, Beer Parlour, Ayurvedic centre, Swimming pool, Pool side bar, In-house movies, Handicrafts emporium, travel assistance, car hire, laundry, doctor on call, currency exchange, etc

**Water Scapes, Kumarakom:** Water Scapes is one of the famous Ethnic Backwater resorts of Kerala situated at Kumarakom surrounded by the scenic Lake Vembanad. Kumarakom is a holiday planner’s paradise, nestled in the mangrove woods surrounded the lake is Waterscapes.

*Highlights:* The resort highlighted with 40 water front cottages, swimming pool, restaurant, beer parlour, Ayurvedic centre, car hire, currency exchange, laundry, Amphitheatre, etc.

**Aranya Nivas, Thekkady:** A Deep inside the dense, green wood, perched on the banks of the Periyer Lake is Aranya Nivas or the Sylvan Abode. Aranya Nivas is a wildlife resort with three star facilities. This quaint structure in the colonial style is the only property in India set in the heart of a game reserve and is the perfect venue for a relaxed corporate meet or business conference.

*Highlights:* It has 30 rooms, suites, swimming pool, restaurant, beer parlour, handicrafts emporium, in-house movie, travel assistance, car hire, laundry, doctor on call, currency exchange, etc.
Tea County, Munnar: Of course the Tea County is the experience the serenity of the haloed hill stations with a viewpoint that is quite simply spectacular. The erstwhile summer retreat of the British, the Tea County is now the perfect heaven for honeymooners and tourists.

*Highlights:* The Tea County offers 43 rooms, health club, conference hall, Wi-Fi facility, Board room, Ayurvedic herbal body toning parlour, Restaurant with dancing floor, Beer parlour, indoor games, Para-gliding and Trekking arrangements, car-hire, laundry, Doctor on call, currency exchange, day tours etc.

Bolgatty Palace, Kochi: The Bolgatty Palace, built by a Dutch trader in 1774 at Cochin, was once the summer palace of the Dutch Governor. It stands proud in all its resplendent glory and is now a heritage hotel maintained by KTDC. Incidentally, the Bolgatty palace happens to be the oldest existing Dutch palaces outside the Netherlands.

*Highlights:* 4 Palace suites with balcony, Recreation room with billiards, chess and cards, Library, Lawn, Boat jetty, Angling, hammocks and hanging cots, Health club, Mini bar, Boat Cruises, Internet Browsing etc.

Bolgatty Island Resort, Kochi: A modern luxury island resort located in the Bolgatty Island in Kochi which is one a stone throw away distance from the heart of the city ‘Marine Drive’. The hotel is set in the pristine green acres of the island surrounded by Vembanad Lake.

*Highlights:* 24 deluxe rooms with balcony, 6 lake front cottages, Restaurant, Beer Parlour, Swimming Pool, Ayurvedic centre, Conference hall, Golf course with nine holes, Large lawn for banquets, Health club, Boat Cruises, Internet Browsing etc.

Lake Palace, Thekkady: The Lake Palace offers unlimited peace and tranquillity, interrupted only by the twitter of birds, a cry in the wild or the excitement of spotting wildlife though the windows.

*Highlights:* 6 Palatial deluxe rooms, In-house movies, Restaurant, Car hire, Laundry, Doctor on call, Currency exchange.
Apart from the luxurious star and deluxe hotels, KTDC also operates budget hotels, Tamarind Easy hotels and motels for tourists almost all locales across the state. The list of such budget hotels, Tamarind Easy hotels and motels are given in table 4.1, 4.2 and 4.3 respectively.

Table 4.1: KTDC Budget Hotels

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<th>Name of the Hotel</th>
<th>Location</th>
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<tr>
<td>01</td>
<td>Hotel Chaithram</td>
<td>Thiruvananthapuram</td>
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<td>02</td>
<td>Periyar House</td>
<td>Thekkady</td>
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<td>03</td>
<td>Pearl Spot</td>
<td>Thannermukkam, Alapuzha</td>
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<td>04</td>
<td>Hotel Nandanam</td>
<td>Guruvayoor</td>
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<td>06</td>
<td>Garden House</td>
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<td>07</td>
<td>Pepper Grove</td>
<td>Sultan Bathery</td>
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<tr>
<td>08</td>
<td>Malabar Mansion</td>
<td>Kozhikode</td>
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</table>

Source: KTDC, official records

Table 4.2: KTDC Tamarind Easy Hotel

<table>
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<th>Location</th>
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<td>Neyyardam</td>
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<td>Tamarind Easy Hotel</td>
<td>Asramam (Kollam)</td>
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<tr>
<td>03</td>
<td>Tamarind Easy Hotel</td>
<td>Alapuzha</td>
</tr>
<tr>
<td>04</td>
<td>Tamarind Easy Hotel</td>
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<td>05</td>
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<tr>
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<td>Tamarind Easy Hotel</td>
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<td>08</td>
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<td>Guruvayoor</td>
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<td>09</td>
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<td>Mannarkad</td>
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<tr>
<td>10</td>
<td>Tamarind Easy Hotel</td>
<td>Kondotti- Malappuram</td>
</tr>
<tr>
<td>11</td>
<td>Tamarind Easy Hotel</td>
<td>Nilambr</td>
</tr>
<tr>
<td>12</td>
<td>Tamarind Easy Hotel</td>
<td>Thirunelli – Wayanad</td>
</tr>
<tr>
<td>13</td>
<td>Tamarind Easy Hotel</td>
<td>Kannur</td>
</tr>
<tr>
<td>14</td>
<td>Tamarind Easy Hotel</td>
<td>Parasinikadavu, Mangattuparambu</td>
</tr>
</tbody>
</table>

Source: KTDC, official records
Table 4.3: KTDC Motels

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name of the Hotel</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Motel Aaram</td>
<td>Kottarakara – Kollam</td>
</tr>
<tr>
<td>02</td>
<td>Motel Aaram</td>
<td>Punaloor – Kollam</td>
</tr>
<tr>
<td>03</td>
<td>Motel Aaram</td>
<td>Palaruvi - Kollam</td>
</tr>
<tr>
<td>04</td>
<td>Motel Aaram</td>
<td>Kayamkulam – Allapuzha</td>
</tr>
<tr>
<td>05</td>
<td>Motel Aaram</td>
<td>Allapuzha</td>
</tr>
<tr>
<td>06</td>
<td>Motel Aaram</td>
<td>Vaikom – Kottayam</td>
</tr>
<tr>
<td>07</td>
<td>Motel Aaram</td>
<td>Kumarakom – Kottayam</td>
</tr>
<tr>
<td>08</td>
<td>Motel Aaram</td>
<td>Athirapally – Thrissur</td>
</tr>
<tr>
<td>09</td>
<td>Motel Aaram</td>
<td>Erumayoor – Palakkad</td>
</tr>
<tr>
<td>10</td>
<td>Motel Aaram</td>
<td>Kuttipuram – Malappuram</td>
</tr>
<tr>
<td>11</td>
<td>Motel Aaram</td>
<td>Vadakara – Kozhikode</td>
</tr>
<tr>
<td>12</td>
<td>Motel Aaram</td>
<td>Mangattuparambu – Kannur</td>
</tr>
</tbody>
</table>

Source: KTDC, official records

4.8.2 Restaurants and Beer Parlours

KTDC runs restaurants and restaurant cum beer parlours to give an opportunity to taste the Kerala’s Cuisine. The cuisine of Kerala is as distinctive as its cultural life. It is influenced by its long coastline, flavoured by the all-pervasive coconut, enriched with exotic fruits, vegetables and seafood and is garnished to perfection with the distinctive redolence of spices. The restaurants of KTDC also provide Chinese, Arabian and North-Indian dishes. Most of the hotels of KTDC are attached with restaurants and beer parlours. The table 4.4 shows the list of major restaurants and the table 4.5 shows the restaurant cum beer parlours of Kerala Tourism Development Corporation.
### Table 4.4: KTDC Restaurants

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name of Restaurant</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>KTDC Restaurant</td>
<td>Museum – Thiruvananthapuram</td>
</tr>
<tr>
<td>02</td>
<td>KTDC Restaurant</td>
<td>Velli – Thiruvananthapuram</td>
</tr>
<tr>
<td>03</td>
<td>Anantha Restaurant</td>
<td>New Delhi</td>
</tr>
</tbody>
</table>

*Source: KTDC, official records*

### Table 4.5: KTDC Restaurants cum Beer Parlours

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Name</th>
<th>Location</th>
<th>District</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>R.B.P*</td>
<td>Karamana</td>
<td>Thiruvananthapuram</td>
</tr>
<tr>
<td>02</td>
<td>R.B.P</td>
<td>Statue</td>
<td>Thiruvananthapuram</td>
</tr>
<tr>
<td>03</td>
<td>R.B.P</td>
<td>Peyad</td>
<td>Thiruvananthapuram</td>
</tr>
<tr>
<td>04</td>
<td>R.B.P</td>
<td>Kazhakuttam</td>
<td>Thiruvananthapuram</td>
</tr>
<tr>
<td>05</td>
<td>R.B.P</td>
<td>Varkala</td>
<td>Thiruvananthapuram</td>
</tr>
<tr>
<td>06</td>
<td>R.B.P</td>
<td>Attingal</td>
<td>Thiruvananthapuram</td>
</tr>
<tr>
<td>07</td>
<td>R.B.P</td>
<td>Pullikkada</td>
<td>Kollam</td>
</tr>
<tr>
<td>08</td>
<td>R.B.P</td>
<td>Haripad</td>
<td>Alapuzha</td>
</tr>
<tr>
<td>09</td>
<td>R.B.P</td>
<td>Karukachal</td>
<td>Kottayam</td>
</tr>
<tr>
<td>10</td>
<td>R.B.P</td>
<td>Muvattupuzha</td>
<td>Ernakulam</td>
</tr>
<tr>
<td>11</td>
<td>R.B.P</td>
<td>Kalady</td>
<td>Ernakulam</td>
</tr>
<tr>
<td>12</td>
<td>R.B.P</td>
<td>Kanjikode</td>
<td>Palakkad</td>
</tr>
<tr>
<td>13</td>
<td>R.B.P</td>
<td>Koghingapara</td>
<td>Palakkad</td>
</tr>
<tr>
<td>14</td>
<td>R.B.P</td>
<td>Changaramkulam</td>
<td>Malappuram</td>
</tr>
<tr>
<td>15</td>
<td>R.B.P</td>
<td>Koyilandi</td>
<td>Kozhikode</td>
</tr>
<tr>
<td>16</td>
<td>R.B.P</td>
<td>Ramanattukara</td>
<td>Kozhikode</td>
</tr>
<tr>
<td>17</td>
<td>R.B.P</td>
<td>Payyanoor</td>
<td>Kannur</td>
</tr>
<tr>
<td>18</td>
<td>R.B.P</td>
<td>Kangangad</td>
<td>Kasarkode</td>
</tr>
</tbody>
</table>

*Source: KTDC, official records.*

*R.B.P – Restaurant cum Beer Parlour*
4.8.3 Conducted Tours

The tourists reception centres of KTDC organises Conducted Tours to the most of the major attractive destinations of the State. The conducted tours includes half day and full day sightseeing trips to local places, half day and full day boat cruises and trekking and mountaineering to the nearby places to the reception centres. The generally organised conducted tours by the tourist reception centres of KTDC are given in appendix no 3.

4.8.4 Tour Packages

The most reliable tour operator and travel agent of Kerala Government, KTDC offers comprehensive Tour Packages- exclusive escapades offers holiday packages and conducted tours that are set in the premium properties of KTDC. As a pioneering tourism development corporation, KTDC has also introduced innovative concepts like Insured Holiday and Rail Holidays, which provide a complete experience of Kerala. The major Tour Packages offered by KTDC are shown in appendix no 4.

4.8.5 KTDC’s Tourism Packages for NRKs

A novel tourism promotion effort by the KTDC Hotels and Resorts is regarding non-resident Keralites (NRKs) who are spending their holidays in Kerala. KTDC would soon launch holiday packages to suit the requirements of NRKs, which would enable them to visit tourist destinations in Kerala. The packages have been conceived by including accommodation, food and travel. The packages would be available from June 1st to September 30th at the premium properties of KTDC located in Kovalam, Kumarakom, Thekkady, Munnar and Kochi. The packages would be of five to seven days’ duration and at reasonable rates. Ayurveda treatment would also be part of the packages.

Besides the packages meant for premium properties, KTDC would also offer NRKs with holiday packages to visit its Tamarind and Budget properties. These packages would also give opportunities to visit nearby tourist destinations, pilgrim centres and wildlife sanctuaries and also to go for boating wherever available.
4.8.6 Entertainment Activities

KTDC has a remarkable job in the field of tourism entertainment. The corporation continued its endeavour to provide glimpse of Kerala culture and heritage by organising special programmes during the festival seasons throughout the State. Several cultural shows, Kathakali, Theyyam, Mohiniyatam, Thiruvathirakali, other folk dances and music, martial arts like Kalaripayattu etc. were organised during the festivals of Onam, Eid, Christmas and during national and international conferences.

4.8.7 Handloom and Handcrafts

Kerala Tourism Development Corporation offers a variety of handmade domestic products namely Kerala Handlooms, Handicrafts and antiques of guaranteed quality to the domestic as well as foreign tourists at the reasonable price. The corporation takes special efforts to promote handloom and handicraft products through its various units and establishes handicraft shops at its major hotels and units.

4.8.8 Consultation Services

The corporation has several consultancy services through its various like travel divisions and engineering department to share with state government and other working for the improvement of the tourism environment. This service envisages total consultancy, beginning from research to feasibility studies, to execution of entire project, for building hotels, hotel management, transport works, entertainments and publicity including advertising design and print jobs as well as audio visual aids like displays, slide presentations and film.
4.9 KTDC’s Contribution to Tourists Inflows in the State (Survey Result)

Based on the present study the investigator conducted a simple random sample survey, with a structured questionnaire consists of only 5 items (tourist’s gender, nationality, purpose of visit, mode of the tour, facilitator of the tour package), in order to ascertain the Corporation’s contribution to tourists arrivals in the state by means of tour packages. The survey was administered in three different phases on 2279 samples selected randomly from almost the major tourist destinations in the state. The data thus collected are presented in the following tables (table 4.6 to 4.9).

Table 4.6: Gender wise Classification of Domestic and Foreign Tourists Arrivals

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Tourist</td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>Foreign Tourists</td>
<td>246</td>
<td>55.66</td>
<td>196</td>
</tr>
<tr>
<td>Domestic Tourists</td>
<td>1041</td>
<td>56.67</td>
<td>796</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1287</strong></td>
<td><strong>56.47%</strong></td>
<td><strong>992</strong></td>
</tr>
</tbody>
</table>

Source: Sample survey data

Table 4.7: Tourists Classification according to Purpose of Visit

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid %</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leisure</td>
<td>1598</td>
<td>70.12</td>
<td>70.12</td>
<td>70.12</td>
</tr>
<tr>
<td>Pilgrimage</td>
<td>189</td>
<td>08.29</td>
<td>08.29</td>
<td>78.41</td>
</tr>
<tr>
<td>Business</td>
<td>169</td>
<td>07.42</td>
<td>07.42</td>
<td>85.82</td>
</tr>
<tr>
<td>Visiting friends &amp; relatives</td>
<td>170</td>
<td>07.46</td>
<td>07.46</td>
<td>93.29</td>
</tr>
<tr>
<td>Official</td>
<td>128</td>
<td>05.62</td>
<td>05.62</td>
<td>98.91</td>
</tr>
<tr>
<td>Others</td>
<td>25</td>
<td>01.10</td>
<td>01.10</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2279</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Sample survey data
Table 4.8: Classification of Tourists Arrivals According to Mode of Tour

<table>
<thead>
<tr>
<th>Mode</th>
<th>Domestic Tourist</th>
<th>Foreign Tourist</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>Package Tours</td>
<td>360</td>
<td>79.82</td>
<td>91</td>
</tr>
<tr>
<td>Self Guided Tours</td>
<td>859</td>
<td>79.32</td>
<td>224</td>
</tr>
<tr>
<td>Others</td>
<td>618</td>
<td>82.95</td>
<td>127</td>
</tr>
<tr>
<td>Total</td>
<td>1837</td>
<td>80.61</td>
<td>442</td>
</tr>
</tbody>
</table>

Source: Sample survey data

Table 4.9: KTDC’s Contribution to Tourist Arrivals through Tour Packages

<table>
<thead>
<tr>
<th>Facilitator</th>
<th>Domestic Tourist</th>
<th>Foreign Tourist</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No.</td>
<td>%</td>
<td>No.</td>
</tr>
<tr>
<td>KTDC</td>
<td>38</td>
<td>11</td>
<td>49</td>
</tr>
<tr>
<td>Others</td>
<td>322</td>
<td>80</td>
<td>402</td>
</tr>
<tr>
<td>Total</td>
<td>360</td>
<td>91</td>
<td>451</td>
</tr>
</tbody>
</table>

Source: Sample survey data

The sample size of the survey was represented by 1287 males and 992 females, and 1837 Indian tourists and 442 foreign tourists (table 4.10). The table 4.11 shows that more than 70% of the tourists were visited Kerala for the purpose of leisure.

It can be intelligible from the above tables that tour packages play a vital role in attracting both the tourists, i.e. domestic and foreign, to the state. The result shows that tour packages contribute about 20% (451 out of 2279) to the total tourist arrivals in the state, among them, the contribution of the Corporation is 11 (.86 is rounded as 1) out of 100 (49 out of 451 consisting of 38 domestic and 11 foreign tourists).
4.10 SWOT Analysis

In order to understand the strengths, weakness and opportunities of the Corporation, its structure, overall operations and marketing functions of the Corporation, it seem paramount important to have SWOT Analysis. The following are the major strengths, weaknesses, opportunities and threats of the organisation identified through the analysis.

**Strengths:**

- The largest hotels and resorts networks in the State.
- The official host to the God’s own country.
- The first Government agency to promote tourism in the State.
- 45 years experience in tourism promotional efforts and tourism infrastructural developments in the State.
- Very good reputation.
- Worldwide recognition.
- High quality Tourism Products.
- Strong brand positioning (Global super brand).
- Good range of quality visitor attractions offering a multitude of different tourism experiences and environments.
- Good customer satisfaction ratings.
- It has over 70 units located across the length and width of the state.
- Large number of quality and attractive tour packages and conducted tours.
- Rich cultural heritage and tradition.
- High repeat visitation and customer retention.
- Good communication links giving access to a large catchment area.
- Tremendous government and political support.
- Public support and acceptance.
- Systematically organised, attractive, informative and user friendly website.
- Supported with a dedicated team of employees by which the goals of the organisation can easily be achieved.
- Large number of tourism information centres and tourist reception centres.
- Well structured and well equipped high tech central reservation cell.
- Posses highly skilled and professional managers at top level.
- Large number of massage centres and houseboat accommodation facilitations.
- Scientific and systematic organisation of the employees on a well designed organisational structure.
• Local community cooperative, hospitable, kind, tourist-friendly and perceived with warmth and welcome.
• Professionally skilled marketing personnel with a strong front-line sales team.
• Well established distribution network with worldwide coverage.
• Aggressive online and website marketing.
• KTDC contributes 11.9% to the inflow tourists in the state through tour packages.

Weaknesses:
• Lack of adequate number of professionally and technically skilled manpower.
• Lack of proper planning and implementation of projects and plans.
• Unaffordable pricing strategies for common man.
• Differential pricing strategies and price discrimination.
• Absence of clear and well defined policies.
• Inadequate infrastructure for matching the expectations.
• Lack of clarity in quality matters.
• Lack of vision and mission connectivity.
• Organisation does not follow a professional management system and hence efficient decision-making is not easily possible.
• Proper channel of communication is not maintained within the organisation.
• Absence of public relations department and officer (PRO) in the organisation structure.
• Marketing efforts undertaken by the Corporation seems to be insufficient at International level.
• Improper maintenance of funds may impair the functioning of the Corporation.
• The centralised attitude of the superiors inside the organisation.
• Employees feel that the work is mechanical and monotonous.
• Lack of trained personnel in information centres.
• Insufficiency of the scientific tourism development.
• Poor tourism promotional strategies and techniques.
• Limited number of tour packages to attract international tourists.
• Level of customer care and professionalism need improvement.
• Lack of serviced accommodation at highest quality level; i.e. five star hotel accommodation.
• Insufficient funds for tourism promotion and infrastructure developments.
Opportunities:

- Tourism is one of the fastest growing industries in the world with new products in its arsenal, which is becoming more and more popular and entering into new and existing markets by offering new opportunities.
- The awareness and attitude of people towards tourism is very much conducive to the growth of the tourism industry in the State and development of the Corporation.
- The State’s special features like high literacy rate, high life expectancy, high position in human development index etc. offers sufficient opportunities for the development of KTDC.
- Vast and untapped potential on heritage tourism, backwater tourism, beach tourism, eco-friendly tourism, health tourism, farm tourism and pilgrimage tourism etc.
- Brand image of God’s Own Country for achieving the targeted high spending tourists.
- Tourism policy issued by the state provides opportunities for the development of the corporation by inviting private investments which may result in the rapid growth of the industry.
- The Corporation has well-qualified and experienced human resources which can be effectively utilised for tapping the opportunities.
- The promotion of eco-tourism, farm tourism, hill station tourism, Ayurveda tourism and backwater tourism.
- The existence of available areas for investments.
- The ability of the Corporation to appeal to the various market segments by providing accommodation, packages, products and services in order to compete effectively with other organisations.
- Growing interest in local distinctiveness, packages, accommodation and attractions, which have not become over-developed.
- The competitiveness of the Corporation in terms of value based quality delivered for the price paid by the visitor; and the marketing effectiveness in attracting visitors to the products and services offered by the Corporation.
- Partnerships with private industry, government and stakeholders.
- Development of the new infrastructures and wayside amenities.
- Increasing opportunities for Ayurveda Packages.
- Opportunities for restaurants and beer parlours.
- Transportation facilities by improved air connectivity with the introduction of low-cost airlines.
- Development of activity based tourism.
- Development of more five star hotels and other forms of accommodation.
Threats:

- Competition from the private sector.
- Various social organisations do not support tourism development due to the fear that it will disturb the environmental balance and cultural heritage of the State.
- Existence of unethical traders and unlicensed agencies in and around tourism centres.
- Undesirable attitude of public towards tourism.
- Exploitation of natural resources, environmental pollution, ecological hazards and cultural degradation etc.
- Changes in the economic policies by the Government adversely affect the tourism industry in the State.
- Customs, culture and tradition of tourists.
- Seasonal changes and demands.
- Unplanned growth.
- Environmental pollution caused by backwater tourism.
- Quality concerns in health tourism services especially Ayurveda packages.
- Product development pattern in the recent past are against the principles of sustainable tourism development.
- Political instability, safety and security situation.
- Lack of resources compared with some competing private agencies.
- Failure to keep abreast of IT developments in marketing communications.
- Relying on government input and funding.
- Government involvement in the development of new plans and projects.

4.11 Tenability of Hypotheses and Conclusion

This chapter analysed the working structure and overall operations of KTDC in relation to its marketing operations and functions through a SWOT analysis. The analysis shows that the Corporation has a systematic organisational structure with a very good marketing department to undertake the tourism marketing functions and promotional efforts in the state. Even though, the absence of a public relations department or officer is a serious drawback in the organisational structure of the Corporation, the Guest Relations Assistants undertake the duty of this department. Although KTDC is mainly concerned with the business of hotels and resorts, the analysis of the overall operations reveals that it is also concerned with the promotion and marketing of varied attractive tour packages along with the
entertainment activities, handlooms and handicraft promotions, consultation services, organisation of conducted tour and development of wayside amenities in the state.

Therefore, it can be concluded from the above analytical evaluations that KTDC has a very systematically organised working structure in order to carry out the promotional efforts and marketing operations for its varied tourism products and services. Thus on this background the ‘Null Hypothesis no. 1’ that ‘the working structure and overall operations of Kerala Tourism Development Corporation is unsystematic to realise the objectives of tourism marketing’ was rejected and the alternative hypothesis has been accepted, and the study tells that KTDC has a proper organisational and working structure for carrying out marketing operations for its varied tour packages and other tourist’s products and services.

Similarly, the result of the sample survey based on simple random method shows that tour packages contribute about 20% (451 out of 2279) to the total tourist inflows in the State, among them 11 out of 100 are contributed (10.86%) by KTDC’s own tour packages. Therefore, it can be rightly said from this results that KTDC is one of the major contributors to the tourist inflows in Kerala State by way of tour packages and thus it has become as a leading commercial organisation to influence greatly the tourism developments in the State. Hence the ‘Null Hypothesis no.2’ that ‘KTDC’s contribution to the inflows of tourist in Kerala State by way of tour packages is insignificant’ was rejected and the alternative hypothesis has been accepted.
References

1. Unpublished reports, Kerala Tourism Development Corporation
2. Ibid.
3. Unpublished Project Reports of KTDC undertaken by different scholars
4. Official Records of Kerala Tourism Development Corporation
5. Ibid.
Figure 4.2: Working Structure of Kerala Tourism Development Corporation (KTDC)