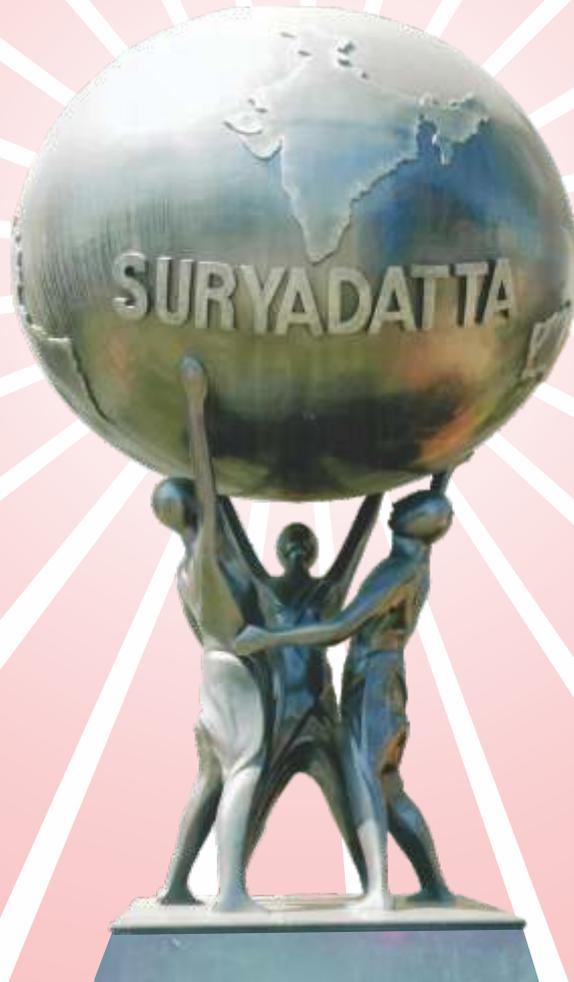


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SURYA-THE ENERGY
Management Research Journal

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Invite for paper submission for July – September 2016 issue

Theme: Fashion Industry in India

Indian fashion industry as such remains academically understudied. India is a country with an ancient clothing design tradition, yet an emerging fashion industry. Though a handful of designers existed prior to the 1980s, the late 80s and the 1990s saw a spurt of growth. This was the result of increasing exposure to global fashion and the economic boom after the economic liberalisation of the Indian economy in early 1990. More research is required on textiles, craft traditions and history of Indian dress dealing with both the worlds of luxury fashion designers and the worlds of craftspeople and workers in the industry

This issue of the Journal SURYA-THE ENERGY July-September 2016 invites papers that explore the key approaches, techniques and unique features and challenges of the Fashion Industry in India

Papers are invited on the above theme by 30th of August 2016. The length of the article should be between 3000 and 3500 words. It is absolutely necessary to provide the required references in the body of the text, so that the readers are informed about the sources of the data, information, views or opinions. Further, the author is solely responsible for the accuracy of all the figures, quotations and references. Please follow APA style of referencing.

Submit your papers to:

Dr. Shabeen Ara

Director Communications

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From the Desk of Chairman, Editorial Board...



Since the first issue of the “SURYA-THE-ENERGY” management research journal, it has come a long way. This is the April-June 2016 issue. As we moved ahead it has emerged as an important platform for the faculties - senior and junior alike - to showcase their research skill and we are receiving articles from authors all over the country. Today, the academic fraternity reckoned it as one of the important journal.

“Development of Hospitality and Tourism in India” is our theme for this issue, the very apt topic of interest for all concerned. India’s rich cultural and historical heritage has enabled this sector to be the fastest growing service industry in India. It is a sunrise industry and a major engine of economic growth. What follows is an array of interesting articles hovering around the theme. Some of the articles are research based while others are exploratory and/or based on secondary sources of data.

Starting with Draft National Tourism Policy 2015, the authors dealt with important issues surrounding this industry including career opportunities, manpower shortages, problems in service organizations, impact of union budget, the enabling initiatives and campaigns of the Government of India, transformations due to technological changes, and problems & prospects of some states of tourist attraction. The non-theme section covers a couple of interesting articles like Green Practices and Efforts for Sustainability in IT Industries in India, Impact of welfare schemes for the development of school Education - A Study In Coastal Region Of Andhra Pradesh, Challenges In Delivering Services Digitally, An Empirical Analysis of Impact Of Teaching Pedagogy, A Study On Customers Satisfaction On The Services Provided By Health Insurance with special reference to public health insurance in Ahmednager District of Maharashtra. The Book Reviews section includes two books one each in Tourism Marketing a Collaborative Approach and Social Media Marketing in Tourism and Hospitality.

The content and standing in all of the published articles are exclusive views and personal opinions of the respective authors and they do not necessarily reflect the official views and opinions of the Institute, they represent. We hope this Issue would definitely bring innovative value addition in your existing knowledge. The Editorial Board takes the opportunity to thank one and all for whole heartedly extending their support in bringing out this April-June, 2016 Issue. Finally, the members of the Editorial Board who have been the spirit behind the journal deserve special thanks.

Happy Reading!!

Prof. (Dr.) Sanjay B. Chordiya
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Draft National Tourism Policy 2015 – A Review of Its Vision, Mission & Product Development

Dr. Sanjay B. Chordiya

This paper is an attempt to review the Draft National Tourism Policy 2015, which was open for review till May 2016. This draft policy is a built-up on National Tourism Policy 2002.

The Draft National Tourism Policy 2015 rightly indicates that as a travel destination, few other nations can offer the diversity of products and experiences found in India. Tourism in India, though growing consistently, is yet to realize its full potential. It is important to realize the travel and tourism industry offers great opportunity for the growth of employment and this growth contributes to overall economic development in the country.

The Draft National Tourism Policy 2015 has put together a broad framework of recommendations for the development and promotion of both, domestic and international tourism. It has suggested approaches for reducing barriers, creating better visitor experiences through improved facilities and services and availability of a skilled workforce, fostering close cooperation between the Central and State Governments and the private sector and creating a positive and enabling environment for growth of the industry, in a responsible manner. Combined with a targeted and focused promotional strategy, the policy aims at giving India its rightful position in an increasingly competitive international tourism market, whilst also driving meaningful domestic tourism.

The Policy also has a concrete action plan with a clear-cut road map and time frames to ensure its time bound and successful implementation.

Objectives

1. An attempt to present the Draft Policy briefly.
2. An attempt to review the Draft Policy by making an assessment of both the strength and weaknesses.
3. Suggesting the missed out areas in the Draft Policy.

Methodology

Draft National Tourism Policy 2015 from the website of Government Of India Ministry Of Tourism downloaded in May 2016 is the source of the study.

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Tourism – A Global Opportunity

Tourism today is one of the largest global industries and a major engine for economic growth and employment generation. International tourist arrivals have grown steadily from 25 million in 1950 to over 1.1 billion in 2014. At present, 1 in every 11 people worldwide are employed by the tourism sector, with the industry generating US\$ 7.6 trillion or 10% of the global GDP in 2014 (WTTC Travel & Tourism Economic Impact 2015).

In India beginning with the turn-around in 2002, Foreign Tourist Arrivals have steadily grown from 2.38 million in 2002 to 7.70 million in 2014 (provisional) accounting for 0.68% of global international tourist arrivals. In terms of its share of the international tourism receipts India earned US\$ 19657 million (Rs. 120,083 crore) or 1.58% in 2014 (provisional).

To achieve the targets of increased tourist arrivals and foreign exchange earnings, efforts need to be supported by adequate budgetary allocations for tourism.

Vision, Mission & Objectives

Vision

Develop and position India as a “Must EXPERIENCE” and “Must REVISIT” destination for global travellers whilst encouraging Indians to explore their own country and realise the potential of tourism as a major engine for economic growth, employment generation and poverty alleviation in a responsible, inclusive framework.

Mission

Enhance the share of international tourist arrivals and revenue through a sustained growth path. Stimulate repeat,

year-round visitation with high dispersion across the destination. Promote domestic tourism. Develop and promote tourism in a responsible, sustainable manner economically, socially, culturally and environmentally. Position India as a welcoming, safe and sustainable destination for both Foreign & Domestic Tourists. Enhance the image of brand 'Incredible India'. Deliver a world-class, yet authentic local experience. Handhold State Governments, Union Territories and Stakeholders in development and promotion of tourism. Ensure meaningful, equitable community participation in tourism development.

Objectives

Increase India's share in world tourist arrivals from the present 0.68% to 1% by 2020 and increase to 2% by 2025. Position Tourism as a priority on the National political and economic agenda.

Delivery Mechanism

Governance and Administration

In order to centre stage tourism as a national agenda it is necessary that the jurisdictionary powers of legislation are clearly defined and mobilised. Placing tourism in the concurrent list of the constitution will enable the Centre and States to legislate effectively and demark clear roles for the Centre and the States/UTs. Tourism development is essentially a State / UT Government driven agenda This will also ensure adequate support is provided to the sector, especially as regards investment. In order to achieve a common vision, aspiration, set a cogent agenda and address issues that affect the tourism ministry, the following bodies need to be set up: National Tourism

Advisory Board (NTAB), Inter-Ministerial Coordination Committee on Tourism (IMCCT), National Tourism Authority (NTA). A separate National Tourism Authority (NTA) would be established with representation from the trade and industry and interconnected departments/ agencies to execute the policy laid out by the Ministry. Simple, flexible and elegant processes can be laid down to allow for nimbleness.

Product Development

India is one of the greatest civilizations in the world, and is home to four great religions. It is a rich tapestry of varied product and experience offerings across the nation's innate strengths of culture, heritage, nature, beaches, mountains, wild life, wellness, cuisine and other unique assets spread across different landscapes, communities and climatic zones. Such abundance poses a problem of plenty. As a destination that seeks to achieve exponential growth, focus is required to leverage growth levers, creating compelling reasons for visitation that tap into lead motivations of travellers, ensuring exceptional experience delivery, whilst at the same time also exposing other opportunities for discovery.

It is therefore necessary to fully understand the scope of our offerings to enable the sector to position and promote them in such a way that:

- astutely takes advantage of global market opportunities
- creatively innovates offerings for visitor experience delivery, serving the needs of travelers be they traveling independently, on tour packages, or through charters,
- maximizes synergies between leisure and business travel, including

pre/post leisure for MICE visitors

- ensures that key strategic imperatives are realized : year-round visitation, dispersion across the destination, increasing length of stay, spend, and propensity for repeat visitation
- strengthens opportunities for public-private partnerships
- maximizes community participation as a precursor to SME development and job creation, and allows for sustained, equitable growth and development.

Our bouquet of products must be customized to attract travellers from specific markets, both as geographic entities and interest groups.

The important products are discussed below:

Heritage and Culture

Often referred to as a living museum, India is blessed with a rich history and a vibrant heritage and culture. India has an array of 32 cultural and natural sites inscribed on the World Heritage list of UNESCO. In addition, 47 more such sites are on the tentative list. A strong public - private - people partnership to restore and adapt our historical and cultural assets into tourism products would go a long way in preserving not just our built heritage but also our intangible assets like folk arts, dance forms etc.

Spirituality

As the birthplace of four great religions, Hinduism, Buddhism, Jainism and Sikhism, India can attract significant number of visitors. Up gradation of infrastructure at pilgrim centres to offer a serene and spiritual experience to the travellers is critical. Proactively promoting tour packages including

charters in to these destinations can help build a sizeable market within a short period.

Yoga

Properly marketed, Yoga has the potential to draw in significant number of long stay travellers. It is however necessary to inventory the existing yoga imparting institutions and connecting them to the tourism market by adapting them suitably in terms of language orientation, physical infrastructure and ability to handle visitors. India has the potential to establish itself as the land of Yoga, leveraging this growing global interest and the United Nations' declaration of the 21st of June as World Yoga Day.

Ayurveda / Holistic Health Systems / Wellness

A distinct opportunity exists for India to identify Ayurvedic centres, create a talent pool of practitioners and standardize the products, processes and infrastructure to build a robust product offering. Other indigenous holistic health care systems need to be similarly promoted. Given a strong impetus, Ayurveda along with Spirituality and Yoga can position India as a land that offers an opportunity to the world to return to the best that is in human nature. It also increases the duration of stay.

Medical Tourism

India has a large medical tourism sector which is expected to grow at an estimated rate of 30% annually, to become a US\$ 2 billion industry in 2015. India is placed among the top three medical tourism destinations in Asia (with Thailand and Singapore), mainly due to the low cost of treatment, quality healthcare

infrastructure and availability of highly skilled doctors (Source: FICCI-KPMG Report on Medical Value Travel in India). India is home to some of the finest hospital facilities and well-trained manpower. Most medical procedures offer world-class expertise and facilities at extremely competitive prices. Quality accreditation of hospitals, insurance coverage and a focused campaign in identified markets can yield handsome dividends.

Meetings, Incentives, Conferences & Exhibitions (MICE)

Globally, the MICE (Meetings, Incentives, Conferences & Exhibitions) segment, with a 54% market share, has overtaken the traditional business trips segment. Conferences/Meetings/Seminars (41%) and trade fairs/exhibitions (29%) are the two largest MICE sub-segments (Source: ITB World Travel Trends Report 2014/2015). India's efforts in attracting big conventions to its shores need to be re-imagined, moving from the current model of supporting individual operators to generate business to a more result oriented framework. In addition, pre/post leisure activity needs to be leveraged as a way of increasing the value of MICE tourism.

Rural / Village / Farm or Agritourism / Plantation

Tourism can also act as a powerful tool for revitalizing the rural economy. Developing strong public private peoples partnership within a responsible tourism framework can create a win-win situation for the tourist, entrepreneur and the community and emerge as an alternate engine of growth for the rural areas. Unique Village Life Experience packages can revive our traditional activities in the villages. Farm and plantation tourism

can augment the income from agricultural activities and de-risk farmers to some extent.

Beaches

With over 7500 Km. of coastline and a tropical climate, India has the potential to create a vibrant beach tourism economy. Challenges like haphazard and unscientific development of beaches, lack of proper upkeep, non-involvement of the community and regulatory obstacles have hampered progress. Strong branding and marketing of the Indian beach experience can change the paradigm. Legislative / regulatory changes which are sensitive to the needs of development without compromising upon the principles of sustainability and right to livelihoods will enable growth.

Rivers/Backwaters/Dams

River cruising has become a valuable niche for destinations across the globe, offering a more exclusive, intimate experience of a place, and a unique up close & personal perspective. India is well irrigated by its rivers, which flow along the length and breadth of the country. Rivers also offer an alternate mode of transportation and recreational opportunities. Similarly, Backwaters are a unique ecosystem, which offer experiential holidays. Dams are typically built in pristine environments with reasonable connectivity. Land is also available near the dams for developing accommodation centres, gardens, mounting water sport activities and other such activities. Planned development in tune with the environment can readily yield new tourism destinations.

Cruises/Coastal/Inland

The Cruise sector is a fast growing

component of the leisure industry, worldwide. Experience in the Caribbean, Latin American and South-East Asian countries indicate that a huge amount of foreign exchange can be earned and sizeable direct & indirect employment can be generated onshore by providing the right policy environment and infrastructure for the growth of cruise shipping. It is estimated that on an average a cruise tourist spends about USD 200-300 and a cruise staff/officer spends about US\$ 100-150 per port visit.

India has several advantages like long coastline and strong port positioning which imparts a natural advantage to the country to attract international cruise lines and India's positioning in South Asia and its proximity to already popular cruise destinations would enable strong cruise circuits to be created over a period of time.

Adventure

With its diverse geographical zones India has immense potential for adventure activities throughout the year. 73% of the Himalayas are situated in India and along with the other mountain ranges can host a variety of activities like skiing, trekking, rock climbing, para-gliding etc. Caravan parks and caravan tourism can add yet another facet to the tourism product. Our coast can support a variety of sea based sporting activities. Similarly, our rivers and backwaters can support a variety of activities like kayaking, white water rafting etc. It is important to unleash the potential of the sector by providing access to suitable places, providing facilities and infrastructure for mounting various activities, while establishing clear protocols and safety norms and accrediting operators with the right experience and credentials to ensure safety and assure quality in line with

responsible tourism principles.

Wild Life/Eco Tourism

India has ecological hotspots, which are rich in flora and fauna. While uncontrolled tourism can harm these areas, a calibrated and meaningful approach can help in preserving these areas with the visitors acting as a check against illegal activities. A proactive, responsible approach providing controlled access to these areas after carefully ascertaining carrying capacity within an eco-friendly framework can augment incomes in the poorest parts of the country and also help the cause of preserving wild life and plant life.

Golf

Over the past few years some world-class golf courses have been developed in India. Golf tourism brings in high spending tourists for a relatively longer duration of stay. Focused marketing of this niche product will help in supporting the economy of those regions, add to the viability of the golf courses and popularize the sport in India.

Cuisine

Getting a taste of local cuisine has become an essential part of the travelling experience, and as such gastronomy presents a vital opportunity to enrich the tourism offer and stimulate economic development. India's strongest calling card to the world is its cuisine. Indian restaurants are now running in many parts of the world to great popularity. As the primary producer of spices and the melting pot of various cultures India offers an interesting and diverse array of culinary experiences. An Indian Culinary Institute with Regional Chapters is proposed to be set up for research,

documentation and propagation of Indian Cuisine and to provide quality education in the field of Culinary Arts.

Shopping

Shopping is an integral part of the tourism experience and a valuable contributor to revenues. The development of dedicated shopping centres for traditional crafts, designed along the lines of ethnic village haats such as DilliHaat and Shilpgram needs to be encouraged and the "Make in India" brand should be promoted. Shopping should be made a part of the itinerary of tourists.

Fairs & Festivals

Fairs & festivals in India are colourful commemorations of religious or historical events or celebrations of the change of seasons. Fairs and festivals should be assertively utilized to drive year-round, cross-country travel, creating planning tools such as festival calendars to enable tourists to include these in their itineraries.

Cinematic Tourism

Films are an excellent medium to present a destination. While advertisements give a run time of a few seconds, films run for much longer and can create an aspirational desire amongst the audience. Not only do shooting films help the tourism industry and boost the local economy significantly, some destinations have proven that films can be a cost effective method to market a destination. Creating an inventory of shooting locations, enabling film shootings by simplifying processes and issuing time bound clearances and incentivizing film makers through a dedicated corpus of fund by both the Centre and the States

will help tap in to the opportunity.

Destination Weddings

India is known for its vibrant and colorful weddings and its spectacular palaces and rituals can form an attractive proposition for destination weddings. The opportunity exists to elevate this niche, linking together various locations and experience creators (ie wedding planners, tour operators, and hoteliers etc.) to create attractive offerings, expanding our ability to tap into this unique, lucrative market. Building on the above, Honeymoon is another attractive segment that can be targeted through innovative product development and promotion.

Interpretation / Heritage Walks

Experiential tourism is all about storytelling to make the facts come alive and make the visitor relive the experience. A concerted effort should be made to establish high quality interpretation centres, provide well-trained guides, hop-on hop-off city bus tours, sound and light shows, aids like apps, audio guides to enhance the visitor experience. Similarly activities like heritage walks help the visitor experience the living history and can be a powerful tool to interpret the past and the present and instill a sense of pride in our surroundings.

As clearly demonstrated above, India is over-blessed with an array of offerings, each able to create a compelling invitation for travellers.

Product development must, therefore, take into careful consideration traveller core interests, familiarity with the destination (i.e. first visit or repeat), duration of stay, time of year and ideal

diversity of exposure, thus ensuring immense traveller satisfaction, yet seeding the desire to return and to experience India again.

Importantly, product development must ensure that the momentum of tourism experience creation and delivery is established to allow for: 365 day visitation, Gateway city visitation and into the second and third tier cities

Leverage of non-weather sensitive niches

- Maximisation of opportunities for repeat visitation
- Complementing traditional offerings with innovation
- Embedding destination India advocacy to leverage credibility and influence of word of mouth awareness building
- Maximizing ROI (return on investment) on destination promotion

Infrastructure

Infrastructure is essential to traveller experience delivery. It is central of not only what they see, but how they feel while travelling. India as a tourism destination needs to prioritise infrastructure as the backbone of the country's long-term success. Regardless of how compelling our cultural and heritage attractions, if the country is not seen, felt, and experienced as warm, welcoming, safe, secure and easy to explore, the tourism sector will not be able to realize its aspiration of being the driver of our nation's identity, economic advancement, and wellbeing.

Infrastructure for the tourism sector can broadly be categorized into three: Social infrastructure, Core infrastructure and Tourism infrastructure.

Social Infrastructure

This is the precedent condition for the growth of tourism in the country with five main components.

Cleanliness

Tourists from all over the world visit Tourism destinations and as such the cleanliness and hygiene requirements need to be higher than the socially acceptable levels. Comprehensive plans for identified tourism destinations can be implemented with contributions from the Government of India, State Governments and the local tourism industry. Benchmark standards for cleanliness and hygiene should be followed in all projects and activities of the tourism sector.

Safety

Tourism cannot take root in an environment bereft of safety and security and calls for a policy of zero tolerance. Issues of safety pertain not only to physical assault but also to hustling, cheating etc. A concerted drive by the Centre and the States with stringent provisions in the law along with a dedicated police force and deployment of technology to yield tangible results on the ground is essential.

Welcome

The success of a tourist destination lies in how welcoming it is to its visitors. Various nations have revamped their visa, immigration and customs processes to gain a greater share of the tourism market. The E-Tourist Visa is a landmark development that has ushered in ease and convenience in travelling to India.

Accessibility

Facilitating tourism travel for persons with disabilities and differently abled persons is an essential element of any policy for the development of responsible tourism. Every tourist destination and project should be designed to become a barrier free tourism destination. Physical infrastructure like specially designed walkways, ramps, elevators, Braille signage are to be provided. Similarly information on the tourist destinations and the facilities for the differently abled need to be made easily available.

Responsibility

Tourism should be sensitive to present and future economic, social and environmental impacts including concerns related to climate change and should equitably address the needs of tourists, industry, environment and most importantly that of the host communities. The focus of tourism should, in fact, be on the benefits that tourism can provide to the community and the environment. This calls upon duties and obligations amongst all stakeholders. The framework of Responsible Tourism should be the corner stone of all the endeavours of the tourism sector and in this regard the Sustainable Tourism Criteria for India (STCI) framed by the Ministry would form the base, to be expanded to include further elements of responsibility.

Core Infrastructure

Tourism rides on the existing core infrastructure like roads, rail, aviation and waterways. Secondary tourism infrastructure can thrive on an existing base of core infrastructure. Intermodal transportation is the key to achieving hassle free, seamless travel.

Roadways

India has a vast and intricate network of roadways. Over the past decade considerable progress has been made with the major highways. However, last mile connectivity to tourist destinations still remains a challenge. Co-ordination between the tourism and the road building agencies is essential to map out and provide this last mile connectivity. In addition, ancillary infrastructure like signages, clean restrooms at regular intervals along the roads, provision for safety and emergency medical services are required. Measures like a single point interstate road taxes and streamlining toll tax collection need to be put in place immediately to provide ease of road travel.

Railways

The Indian Railways is one of the largest transportation and logistics network of the world, carrying over 23 million passengers a day and connecting about 8,000 stations spread across the sub-continent (Source: Indian Railways – A White Paper, February 2015). Most of the tourist destinations are connected by rail. However, a railway system adapted to the needs of the tourists would be a game changer. Some initiatives like establishing dedicated tourist coaches on trains, tourist lounges, attention to better amenities like clean toilets, seats, linen, Wi-Fi connectivity, entertainment options along with a clean and hassle free railway stations with clean toilets, dispensaries, ATMs, vending machines, information and facilitation centres would shore up revenues for railways and give a boost to tourist connectivity. Mountain trains like the Nilgiri Mountain Railway are great tourism products and with some qualitative improvement can emerge as

iconic products. Luxury tourist trains like Palace on Wheels are a great way to see India and are strong tourism magnets that need to be multiplied and encouraged.

Air Transport

India is currently the 9th largest aviation market and is projected to be the 3rd by 2020. India has excellent air connectivity with 125 airports, handling about 122 million domestic and 47 million international passengers and is poised to handle 217 million domestic and 76 million international passengers by 2020 (Source: Press Release dated 22nd September 2014 of AAI). In spite of this India still accounts for a negligible 0.04 trips per capita per annum as compared to 0.3 air trips in the case of China which points towards a considerable room for growth. Currently 70% of FTAs are funneled through the 5 international airports in metro cities. There is a strong case for dispersing the traffic to other destinations/ airports to add to the convenience of the passenger and viability of tourist destinations. Similarly, domestic aviation traffic is also concentrated around the metro cities and dispersal to other tier 2 and tier 3 cities will create a robust connectivity to tourist destinations.

(d) Last mile connectivity to emerging destinations can be provided through non- scheduled operators with the support of the State Governments, helicopter services, charter services etc. Experiential products like seaplanes can give a boost to tourist destinations. Rationalizing fares, taxes like the ATF and airport charges can give a fillip to the tourism industry as a WTTC study suggests that a 10% reduction in cost of air tickets causes an increase of 17 to 22% in tourist arrivals.

Waterways

With its long coastline of over 7500 km. and significant network of rivers, lakes and backwaters India has tremendous unrealized potential for water transportation. Cruise passenger traffic over the past five years has recorded a negative growth rate of -14%. The situation needs immediate correction by building some world class experiential infrastructure at the receiving ports, rationalizing port charges and taxes, streamlining Customs and Immigration processes and providing incentives in the short term to encourage cruise operators to choose a port of call/ home port in India. Similarly, inland water cruises should be encouraged by providing adequate berthing facilities, tourist amenities, navigation facilities and incentives to promote the segment.

Tourism Infrastructure

An effort has to be made to create benchmark global destinations, which will have a demonstrative effect and trigger similar developments. Destination planning, development and maintenance need to be in line with the carrying capacity and follow the principles of responsible tourism. Private Infrastructure which largely comprises of accommodation units, convention centres, theme/entertainment parks etc. needs to be scaled up immediately.

Skill Development

Tourism is, at its heart, about experience delivery. For this reason, the Tourism sector can emerge as a major generator of employment and play a key role in poverty reduction especially since India is a fertile ground for social enterprise and experimentation. The net effect is the

nation's ability to directly address the areas of sustainability, inclusivity, and poverty reduction.

In order to realize its potential and to emerge as a shining example for other similarly placed nations, India needs to take a position of thought leadership. This can be achieved by establishing a skills development network at different levels.

Certification & Accreditation

Trust is the cornerstone on which all businesses are built. Buyers need to be reassured that what they buy is what they get. All stakeholders within the tourism industry, whether product or service providers, need to view themselves as part of India's delivery of:

- The Incredible India Brand promise
- Exceptional traveller experience

Commitment to this unifying aspect of the industry is vital to holistic growth and development of the sector. Establishing a means of ensuring alignment is, therefore, of utmost importance.

Information Technology

Information technology has emerged as the biggest influence in recent times. With specific areas of lifestyle penetration and benefit, nations unable to harness it are fast becoming significantly disadvantaged. It is incumbent that we create a proactive ICT culture and ecosystem and take a holistic 360-degree approach as a means of escalating our tourism awareness, attraction and experience delivery.

Promotion and Marketing

The Incredible India campaign is one of the most successful campaigns that placed India on the world tourism map. It is imperative that we build on its strength by keeping it fresh to productively engage with the audience. This is also an excellent vehicle to project our soft power and create a positive perception about India.

International Co-Operation

The significance of International Co-operation lies in building partnerships, learning from each other's experience and to collaborate for mutual benefit. Tourism is also an excellent vehicle for projecting soft power.

Market Intelligence and Research

It is rightly said, "If you cannot measure it, you cannot manage it". At a national level, it is the responsibility of the tourism authority to guide vision and set goals.

The Review

The Strengths

1. The strength of the Draft National Tourism Policy 2015 is its Vision. The vision of positioning India for 'Revisit' is a innovative and well thought of goal. This Vision is supported by very measured, realistic and achievable Mission. It identifies revenue generation through sustained growth, develops and promotes tourism in a responsible manner. Enhance the image of brand 'Incredible India' and most importantly the Mission identifies the necessity of handhold of State Government, Union Territories, and stakeholders in development and

promotion of tourism.

2. Draft National Tourism Policy 2015 identifies nineteen product areas. The Draft Policy rightly recognises India is over-blessed with a variety of offerings for the International and Indian tourists. The novelty in the policy is the emphasis on ensuring exceptional experience delivery, year round visitation facility, strengthen opportunities for Public Private Partnership and maximise community participation. Due importance has been given to two upcoming products Yoga and Medical tourism. This has potential for long stay travellers.
3. The Draft Policy very rightly recognises the need of a welcoming, safe, secure and easy to explore tourism sector. Hence infrastructure is essential.
4. Along with very careful identification and selection of 19 products and need of infrastructure the Draft Policy mentions tourism sector emerging as a major generator of employment. Hence recognition of skill development is admirable.
5. The promotion of 'Incredible India' Campaign and its continuation is necessary and the Draft Policy recognises the need.

The Weakness

6. The Draft Policy has missed out on ageing population. The demographic trends of industrialised countries are confronted with an ageing population. These changes will have significant impact on the tourism market.
 - An increase in the average age of

consumers (the older people) from developed countries is a growing market for international tourism will lead to a necessity for hotels and restaurants to adapt their facilities and their workforce. Older consumers will require senior oriented conveniences to meet their expectation of service.

- Training and skill development of workers will be required to meet older tourists needs and expectations.

The Recommendation

The Draft National Tourism Policy 2015 is positive and inspirational. It promotes

tourism with responsibility and has scope for employment generation which is the need of the hour for India.

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WTTC Travel & Tourism Economic Impact 2015

Travel & Tourism in India: A Great Career and Entrepreneurial Option

Dr. Pralay Kumar Ghosh

Introduction

India has a rich cultural and historical heritage coupled with a number of places of interest spread across different states of the country to attract foreign and domestic tourists. In this backdrop, Tourism in India has significant potential. It is a sunrise industry¹ and the long term outlook for the Indian hospitality business continues to be positive, both for the business and leisure segments with the potential for economic growth, increases in disposable incomes and the burgeoning middle class. Tourism helps market the country and enables in preserving the overall natural resources and heritage of the nation. Tourism can contribute in many ways to the GDP of the country and is something that should attract talent to market these spots and destinations. The international travel and tourism industry continues to be one of the largest global industries and a major engine of economic growth.

Objectives

The objective of this paper is to examine and analyse a few specific points that relate to why one must focus on this Industry and the great potential this has for attracting talent. One critical aspect is from the country's economic growth point of view and the other is the opportunity for its talent. Given the diversity of India, an example of the city of Pune has been selected to explore its potential in travel and tourism.

Methodology

The research methodology adapted in the present study is based on review of mostly secondary and readily available published materials and it is totally a desk research.

Travel & Tourism in India: Background

Foreign Tourist Arrivals

As can be seen from the Table 1 below, the number of foreign tourists arriving in India during 2011-14 has increased from 6.31 million in 2011 to 7.68 million in 2014.

Foreign Tourist Arrivals (FTAs) during the Month of February 2016 were 8.47 lakh as compared to FTAs of 7.61 lakh during the month of February 2015 and 7.56 lakh in February 2014.

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There has been a growth of 11.3% in February 2016 over February 2015. By 2025, FTAs in India is expected to reach 15.3 million, according to the World Tourism Organisation².

Table 1: Number of Foreign Tourists arrived in India during (2011-2014)

Year	Number of Foreign Tourists arrived in India (Million)
2011	6.31
2012	6.58
2013	6.97
2014	7.68

Source: India Tourism Statistics (2012-2014)

During last three years, on average, about 86% of the FTAs entered India through air routes followed by about 13.5% by land routes and 0.5% by sea routes. Delhi and Mumbai airports accounted for about 49% of the total FTAs in India. The top 15 source markets for FTAs in India in 2014 were USA, Bangladesh, UK, Sri Lanka, Russian Fed., Canada, Malaysia, France, Australia, Germany, Japan, China (Main), Singapore, Nepal and Thailand. These 15 countries accounted for about 71.97% of total FTAs in India in 2014³.

Employment Generator

At present, 1 in every 11 people worldwide are employed by the tourism sector, with the industry generating US\$ 7.6 trillion or 10% of the global GDP in 2014. The Tourism Industry can create jobs for every 30 tourists into a destination⁴. The industry is expected to generate 13.45 million jobs across sub-segments such as Restaurants (10.49 million jobs), Hotels (2.3 million jobs) and Travel Agents/Tour Operators (0.66 million). The Ministry of Tourism plans to help the industry meet the increasing demand of skilled and trained manpower by providing hospitality education to

students as well as certifying and upgrading skills of existing service providers⁵. Unfortunately, today only 5% of India's employment comes from the Tourism sector. India has 29 states and 7 union territories. All of this indicates the tremendous potential this sector has for employment at both the technical as well as managerial level in this Industry.

Table 2: Employment Generation during (2012-2014)

Year	Employment Generated
2012	230 Lakh
2013	240 Lakhs
2014	350 lakhs
2015	373 Lakhs

Source: Rochelle Turner, WTTC, 2015⁶

Foreign Exchange Earner

Tourism continues to play an important role as a foreign exchange earner for the country. Tourism in India is the third largest foreign exchange earner of the country after gems, jewellery and readymade garments⁷. In 2014, foreign exchange earnings (FEE) from tourism were US \$ 20.24 billion as compared to US \$ 18.45 billion in 2013, registering a growth of 9.7%. Foreign exchange earnings help the nation in building reserves for better investment opportunities and modify existing destinations. Apart from this, the nation can utilize this resource in coming up with new and attractive themes that can ensure a regular churn of tourists.

Table 3: Foreign Exchange Earnings during (2012-2014)

Year	Earnings
2012	US\$ 17.74 Billion
2013	US\$ 18.45 Billion
2014	US\$ 20.24 Billion

Source: India Tourism Statistics (2012-2014)

Attracting Foreign Direct Investment

During April, 2000 to March, 2016, the hotel and tourism sector attracted a cumulative amount of FDI inflows (Equity inflows + 'Re-invested earnings' + 'Other capital') worth US\$ 424,167 Million, according to the data released by Department of Industrial Policy and Promotion (DIPP). India's relevance as a Business travel destination is increasing (WEF, 2015). Cost is a major advantage here along with the tremendous growth potential India has to offer as an economy.

Table 4: Foreign Direct Investment during (2013-2016)

Year	Foreign Direct Investment (FDI)
2015-16	Rs. 262,322 Crore (US\$ 40,001 Million)
2014-15	Rs. 189,107 Crore (US\$ 30,931 Million)
2013-14	Rs. 147,518 Crore (US\$ 24,299 Million)

Source: Government of India, Ministry of Commerce and Industry, Department of Industrial Policy and Promotion, 2013-16

However, in spite of having tremendous potential and strength, the availability of skilled manpower and talented people poses a big threat. The broad objective of this paper is to analyse issues related to Talent Management in Travel and Tourism sector.

Employment Scenario and Scope for Entrepreneurship

India has three distinct advantages as a nation, according to the author. First being the size of the country and the variety of its culture and diversity. This it

makes this as a dream nation for people to visit as the length and breadth of India has a superb spread of natural beauty-be it North, East, West or South.

The second advantage is the population of the country and the population of the world. People have a variety of demands and the idea for tourism is hugely different for people in different regions. India can cater to ALL of it and this creates multiple opportunities for people within the country to take these up as entrepreneurial assignments and cater to customized tourist needs and design things differently.

The third advantage, and by no means the least, is availability of Talent. India has a great supply of the "millennial" group of citizens, who shall usher in the next generation. They can opt to pursue various roles and functions within this Industry and make a decent living of it and help grow this space too.

Tourism being a service industry, it depends heavily on availability of competent and qualified professionals. Further the compounding growth in this sector necessitated a huge demand of professionals at various levels and for different skill sets. Therefore, to sustain and survive, this growth will need to be serviced from all dimensions⁸.

The research and study shows that more than 85% of human skill requirements exists in following areas (Table 5) where development initiatives of the Government of India also focussed. Lot of further scope exists for training providers and other agencies to augment the existing efforts⁹.

Table 5: Functions and Skill Requirements

Functions	Skill Requirements	
Front Office	Technical Skills	Managing Guests Call Handling – Incoming and Outgoing Billing Maintaining Registers Paying attention to details
	Soft Skills	Communication skills Team work skills Attitude to listen Behavioural and interpersonal skills.
F&B Services	Technical Skills	Managing Guests Adequate knowledge of menu and cuisines Cleanliness and hygiene Simple Billing Complaint handling Maintaining Registers Paying attention to details
	Soft Skills	Communication skills Dedication to work Behavioural skills
F&B Kitchen	Technical Skills	Latest cuisines Innovation/creative skill towards developing new offerings Handling kitchen equipment Yield management Staff management Cost management Hygiene and cleanliness
	Soft Skills	Communication skills Time management skills Behavioural skills Attitude
House Keeping	Technical Skills	Inspection of rooms, consumables, etc. Complaint handling Responding to guest requirements Up keeping of public places, restaurants, conference halls etc. Cleanliness and hygiene Ability to use all the housekeeping equipment
	Soft Skills	Team work Communication skills Attitude to work
Tours Guides	Technical Skills	Knowledge/ awareness on the area, people, culture etc. Historical knowledge/significance of tourist locations Skill to handle tourists Skill to understand the tourist requirements Decision making skills Organising ability

Table 5: Functions and Skill Requirements

Functions	Skill Requirements	
	Soft Skills	Time management Communication skills
Ticketing	Technical Skills	Passenger routing skills Ability to act as a travel advisor Maintaining a cordial relationship with the clients/travellers Geographical knowledge Knowledge on various hotels and site seeing locations Networking skills Ability to use ticketing software – Amadeus, etc. Procedural knowledge on Visa/ Passports
	Soft Skills	Time management Telephone etiquette Communication skills

Source: Compiled by Author based on reports of National Skill Development Corporation (NSDC)

Each one of the career options listed above has immense scope both for employment and entrepreneurship, based on the focused consumer group.

Pune: An Example of Potential

Given the diversity of India, each city and state have opportunities for growth and different one's compared to the rest. As mentioned elsewhere, an example of the city of Pune has been selected to explore its potential in travel and tourism.

To establish Pune as a tourist hub, the Maharashtra Tourism Development Corporation (MTDC) had come out with special edition of its quarterly magazine "Maharashtra Unlimited" which was circulated in various countries to attract foreign tourists. The issue had various important destinations from the city along with the exclusive characteristics of the city culture. There was a need to market Pune as a tourist destination and these would also contribute towards promoting the city as a tourist destination. The development of tourism industry in the city would provide an

opportunity for economic growth and also ensure employment generation. Success of tourism industry would have a good impact on projecting the city world over.

"Pune is one of those few places where the climate seems to have blended ideally with its people to produce an ethos which has built up, on the one hand, probably the best in Indian culture and education and, on the other a vital part of the country's growing industry¹⁰." Comparisons are odious, but for the benefit of a foreigner, contemporary Oxford is just about the most obvious analogue. Pune, popular as cultural capital of Maharashtra, is the second largest in the State after Mumbai. Population of Pune in 2016 is estimated to be 5,926,606 (5.9 million) against 1,566,651 in 1991. The city is witnessing a rapid growth in its population beginning from last decade (2001). In the last 10 years, population of Pune has witnessed a growth of 34%. Large scale development of Industries and rapid urbanization are few of the factors responsible for this huge growth in its

population.

Pune is primarily a Tier 2 city, but by the sheer development of its real estate, education sector and Industry presence it's surging up to be Tier 1. This triggers tremendous scope and variety of opportunities in Travel and Tourism amongst many other things. It has been the most happening place for the hospitality industry in the last decade. The city has witnessed phenomenal hospitality investments in the last ten years, thanks to the IT, Automobile and Pharmaceutical industry boom.

Pune is witnessing a demand growth that is outpacing the change in supply, going forward it looks like we will have secure growth in demand and modest rise in supply. Although supply seems to be surplus versus the demand due to the large number of hotels that have come up in the last two to three years' time, an improvement in the overall industrial and business environment in the economy would certainly boost demand in future.

As in many other cities in India, Pune has also had its share of woes in the demand front. Supply outpaced the demand resulting in heightened competition among hotels. Pune has a diverse population and the tourism Industry can thrive here based on the different groups of people. While there is opportunity to do business, Pune has significant historical places to visit which includes locations like the Aga Khan Palace and an array of Forts, namely, The Shaniwar Wada fort (which attracts the Pune Heritage walk), Korigad Hill Fort (located about 20 km south of Lonavla in Pune district), Sinhagad Fort and Rajgad Fort. The other delightful places include a walk through at Tulsibaug and a visit to The Raja Dinkar Kelkar Museum. In addition,

there exist countless other locations of tourist attractions in Pune.

All the above are attractive tourist destinations and have potential to be managed in a much better manner than today. The potential lies in marketing it well, upkeep and maintenance of these places and ease in booking and commuting through a good transport system. "A lot of things are there in the city to attract tourists, and putting them together in a booklet or a magazine that is distributed all over would catch the eye of foreigners." The city has its historical importance and there are places that highlight the contribution made by the city before and after Independence. The PMC has been taking up projects for conservation of the historical structures and planned several to promote tourism. The Heritage Walk initiative helps tourists understand the city's history and culture by paying visit to the heritage structures.

For the city to be known as a tourist destination, the Pune Municipal Corporation (PMC) has also joined the group of cities promoting tourism and participates in the annual gathering to understand and share the initiatives of various cities of the world working towards attracting tourists. The civic body recently managed to get a place for the Rajiv Gandhi Zoo run by it at Katraj in the elite group of World Association of Zoos and Aquariums.

Pune had its own set of challenges couple of years back in several areas like infrastructure, roads, power supply, industry unfriendly regulations, rising input costs, high taxation to name a few¹¹. But thanks to Smart City Mission initiatives of the Government of India where Pune has been identified as a Smart City and most of the above

mentioned challenges are being addressed. The first anniversary of this Mission was held on 25th June 2016¹².

A New Way Forward

Based on the foregoing analysis, it can be concluded that Travel and Tourism Industry has tremendous potential to contribute in Indian Economy in several ways and in this context Pune city can play an important role. The new career opportunities are enormous and to churn out more readily employable graduates, perhaps, this is the time for the professional colleges and institutions to review, relook and restructure the curriculum.

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Introduction

Tourism in India is economically important and is growing rapidly. The World Travel & Tourism Council calculated that tourism generated 8.31 lakh crore (US\$120 billion) or 6.3% of the nation's GDP in 2015 and supported 37.315 million jobs, 8.7% of its total employment. The sector is predicted to grow at an average annual rate of 7.5% to 18.36 lakh crore (US\$270 billion) by 2025 (7.2% of GDP)¹. In October 2015, India's medical tourism sector was estimated to be worth US\$3 billion. It is projected to grow to \$7-8 billion by 2020². In 2014, 184,298 foreign patients traveled to India to seek medical treatment³.

About 22.57 million tourists arrived in India in 2014, compared to 19.95 million in 2013. This ranks India as the 38th country in the world in terms of foreign tourist arrivals. Domestic tourist visits to all states and Union Territories numbered 1,036.35 million in 2012, an increase of 16.5% from 2011⁴. In 2014, Tamil Nadu, Maharashtra and Uttar Pradesh were the most popular states for tourists. Chennai, Delhi, Mumbai and Agra have been the four most visited cities of India by foreign tourists during the year 2011. Worldwide, Chennai is ranked 38 by the number of foreign tourists, while Mumbai is ranked at 50, Delhi at 52 and Agra at 66 and Kolkata at 99⁵.

The Travel & Tourism Competitiveness Report 2015 ranks India 52nd out of 141 countries overall. The report ranks the price competitiveness of India's tourism sector 8th out of 141 countries. It mentions that India has quite good air transport (ranked 35th), particularly given the country's stage of development, and reasonable ground transport infrastructure (ranked 50th). The country also scores high on natural and cultural resources (ranked 12th). Some other aspects of its tourism infrastructure remain somewhat underdeveloped however. The nation has very few hotel rooms per capita by international comparison and low ATM penetration. The World Tourism Organization reported that India's receipts from tourism during 2012 ranked 16th in the world, and 7th among Asian and Pacific countries.

The Ministry of Tourism designs national policies for the development and promotion of tourism. In the process, the Ministry consults and collaborates with other stakeholders in the sector including various Central Ministries/agencies, state

governments, Union Territories and the representatives of the private sector. Concerted efforts are being made to promote new forms of tourism such as rural, cruise, medical and eco-tourism. The Ministry also maintains the **Incredible India** campaign (https://en.wikipedia.org/wiki/Tourism_in_India).

One of the chief reasons that government supports and promotes tourism throughout the world is that it has a positive impact upon economic growth and development. The growth of tourism in broad term refers to the gradual evolution of tourism which is considered to be a factor of the productivity for a country's economy.

The first conscious and organized effort to promote tourism in India was made in 1945 when a committee was set up by the government of India under the chairmanship of Sir John Sergeant, educational adviser to the government of India. Thereafter, the development of tourism was taken up in a planned manner in 1956 coinciding with the second five year plan. The sixth plan marked the beginning of a new era when tourism began to be considered as a major instrument for social integration and economic development (www.incredibleindia.com).

A national policy on tourism was announced in 1982. Later on in 1988, the national committee on tourism formulated a comprehensive plan for achieving sustainable growth in tourism (www.ibef.org). In 1992, a national action plan was prepared and in 1996 the national strategy for promotion of tourism and in 1997, a new tourism policy was drafted. The policy has recognized the roles of central and state governments, public sector undertakings and the private sectors in the development of tourism.

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Tourism activities are considered to be one of the major sources of economic growth. It can be regarded as a mechanism of generating the employment as well as income in both formal and informal sectors. Travel and tourism is the world's largest industry and jobs creator across national and regional economies. The speedy growth of tourism causes an increase of household incomes and government revenues through multiplier effects, improvements in the balance of payments, and growth of the tourism industry.

Travel and tourism has not only become one of the world's largest industry but also grows consistently every year. The international tourist arrivals have shown an uninterrupted growth of 683.3 million in the year 2000 to 940 million in the year 2010. The international tourism receipts have increased from US\$ 475.3 million in the year 1990 to US\$ 919.0 million in the year 2010. Tourism industry is contributing 6.23 percent in the GDP of the country (WTO, 2010).

India was ranked eleventh in the Asia Pacific region regarding international tourist arrivals and 40th overall in the year 2010 (WTO, 2010). Indian tourism

industry is expected to be the second largest employer in the world by 2019 (WTTC, 2009). Indian tourism industry is growing and it has vast potential for generating employment and earning large amount of foreign exchange.

Objectives

1. Understanding tourism and hospitality in India
2. Exploring factors responsible for the development and growth of tourism in India

Methodology

Data Base and Research Methodology For the data collection, secondary sources have been used such as websites of Ministry of Tourism of India, World Tourism Organization (WTO), World Travel and Tourism Council (WTTC) and Annual reports of Tourism Ministry, India. Due acknowledgements have been given to all the websites used.

Meaning of Tourism

Tourism is a practice of travelling for recreational or leisure purpose. Tourism has become a popular global leisure activity. It is a short term and temporary movement of people. It provides a source of income for the country. (Smriti Chand, <http://www.yourarticlelibrary.com/tourism/the-tourism-hospitality-industry-in-india-2346-words/7568/>)

Tourism involves an overnight stay away from the normal place of residence. It includes “travel” and “stay” in the place outside the usual environment. Tourism includes transportation, accommodation and entertainment.

There are different types of tourism like adventure tourism, cultural tourism, medical tourism, sports tourism, water tourism, wild life tourism, space tourism etc. It is rightly said that, “All tourism is

travel but all travel is not tourism”.

Tourism is related to pleasure, holidays, travel and going or arriving somewhere. It involves movement of people to, and their stay at various destinations. Tourism is classified into two: 1. Domestic tourism: When the travel is within the country. 2. International tourism: When the travel is from one country to another country.

Types of Tourism

Adventure Tourism

As a kind of tourism in India, adventure tourism has recently grown in India. This involves exploration of remote areas and exotic locales and engaging in various activities. Adventure tourism includes activities such as mountaineering, trekking, mountain biking, rafting, bungee jumping rock climbing, jungle tourism etc. (Mandeep Kaur & Nitasha Sharma. Types of Tourism. Journal of Hospitality Application & Research Vol. 7 No. 2, 2013)

Medical Tourism

Medical tourism has recently emerged as an important segment of the tourism industry. Medical tourism is a developing concept, where people travel for medical needs such as treatment for heart surgery, knee transplant, cosmetic surgery and dental care and other health and medical purposes.

The Department of Tourism in association with the hospitals has embarked on the mission of spreading the concept of Medical Tourism. Superior quality of medical services and reasonable cost of surgeries are mainly responsible of encouraging medical tourism around the globe.

Educational Tourism

Students undertake trips to abroad to secure higher studies and professionals to polish their talents. Tourism here automatically gets triggered.

Heritage tourism India

Heritage tourism India has registered an immense growth in the last few years, ever since additional initiatives were taken by the government of India to boost India's image as a destination for heritage tourism. India has always been famous for its rich heritage and ancient culture.

Business Tourism

Business tourism can be defined as travel for the purpose of business. Business Tourism can be divided into three sections: Trading for goods to be resold on a wholesale basis Conduct business transactions e.g. visiting a client, contract negotiations Attending a conference, exhibition or event associated with their business.

Pilgrimage Tourism

India is famous for its temples and that is the reason that among the different kinds of tourism in India, pilgrimage tourism is increasing most rapidly. The various places for tourists to visit in India for pilgrimage are Vaishno Devi, Golden temple, Char Dham, and Mathura Vrindavan.

Wildlife tourism

India has a rich forest cover which has some beautiful and exotic species of wildlife some of which that are even endangered and very rare. This has boosted wildlife tourism in India. The places where a foreign tourist can go for

wildlife tourism in India are the Sariska Wildlife Sanctuary, Keoladeo Ghana National Park, and Corbett National Park

Space tourism

Space tourism is a recent phenomenon. It involves travel into a space for personal leisure. Space tourism is an expensive tourism.

Sports Tourism

Sport Tourism refers to those who really participate into the sports or the events or the visitors who visit the city with the purpose of watching the events. Sports tourism refers to international trips specifically taken to watch sporting events.

Common examples include international events such as world cups, Olympics, tennis, golf and horse racing etc. Sports tourism industry that has begun to earn an international reputation.

Archaeological tourism

Archaeological tourism include visits to archaeological sites, museums, interpretation centers, reenactment of historical occurrences etc Archaeological tourism provides information on the human past and ties social and national heritage.

Cultural tourism

India is known for its rich cultural heritage and an element of mysticism, which is why tourists come to India to experience it for themselves. The various fairs and festivals that tourists can visit in India are the Pushkar fair, Taj Mahotsav, and Suraj Kund mela.

Meaning of Hospitality

Hospitality is the relationship between a guest and a host. Hospitality is the act or practice of being hospitable. Tourism and hospitality industry are related to each other. Hospitality is the act of welcoming, receiving, hosting or entertaining the guest. It involves ward and generous welcome of the tourist. (Smriti Chand, Measures to promote tourism in India.

<http://www.yourarticlelibrary.com/tourism/the-tourism-hospitality-industry-in-india-2346-words/7568/>) Accessed in May 2016.

Hospitality reflects courtesy and respect to the guest. Hospitality occupies local services such as entertainment, accommodation and catering for tourists. It is the business of providing catering, lodging and entertainment service and welcoming, receiving, hosting, or entertaining guests. Hospitality Industry is closely linked with travel and tourism industries. Hospitality industry plays a major role in the overall economic growth of the country.

The Indian hospitality industry has emerged as one of the key industries driving growth of the services sector in India. It has evolved into an industry that is sensitive to the needs and desires of people. The fortunes of the hospitality industry have always been linked to the prospects of the tourism industry and tourism is the foremost demand driver of the industry. The Indian hospitality industry has recorded healthy growth fuelled by robust inflow of foreign tourists as well as increased tourist movement within the country and it has become one of the leading players in the global industry. Foreign tourist arrivals (FTAs) into the country increased steadily from 2002 to 2008. FTAs dipped in 2009, due to the global economic

slowdown; however, the impact on the Indian industry was much lower than that on the global counterparts. FTAs are expected to increase in 2010. On the other hand, domestic tourist movement within the country was the highest in 2009.

Industry characteristics

Major characteristics of the Indian hospitality industry are:

High Seasonality

The Indian hotel industry normally experiences high demand during October–April, followed which the monsoon months entail low demand. Usually the December and March quarters bring in 60% of the year's turnover for India's hoteliers. However, this trend is seeing a change over the recent few years. Hotels have introduced various offerings to improve performance (occupancy) during the lean months. These include targeting the conferencing segment and offering lucrative packages during the lean period.

Labour Intensive

Quality of manpower is important in the hospitality industry. The industry provides employment to skilled, semi-skilled, and unskilled labour directly and indirectly. In India, the average employee-to-room ratio at 1.6 (2008-09), is much higher than that for hotels across the world. The ratio stands at 1.7 for five-star hotels and at 1.9 and 1.6 for the four-star and three-star categories respectively. Hotel owners in India tend to “over-spec” their hotels, leading to higher manpower requirement. With the entry of branded international hotels in the Indian industry across different categories,

Indian hotel companies need to become more manpower efficient and reconsider their staffing requirements.

Fragmented

The Indian hotel industry is highly fragmented with a large number of small and unorganised players accounting for a lion's share. The major players in the organised segment include The Taj, Oberoi, ITC Hotels, and East India Hotels. The fragmented nature of the Indian hospitality industry is reflected in the Herfindahl Index of Concentration, which was at 0.062 in Fy07.

Classification of Hotels

The Ministry of Tourism has formulated a voluntary scheme for classification of operational hotels into different categories, to provide contemporary standards of facilities and services at hotels. Based on the approval from the Ministry of Tourism, hotels in India can be divided into two categories:

- 1) DoT (Department of Tourism) classified hotels
- 2) DoT (Department of Tourism) unclassified hotels

Classified Hotels

Hotels are classified based on the number of facilities and services provided by them. Hotels classified under the Ministry of Tourism enjoy different kinds of benefits such as tax incentives, interest subsidies, and import benefits. Due to lengthy and complex processes for such classification, a significant portion of the hotels in India still remain unclassified. The Ministry of Tourism classifies hotels as follows:

- Star category hotels
- Heritage hotels

- Licensed units

Star Category Hotels

Within this category, hotels are classified as five-star deluxe, five-star, four-star, three-star, two-star and one-star.

Heritage Hotels

These hotels operate from forts, palaces, castles, jungles, river lodges and heritage buildings. The categories within heritage classification include heritage grand, heritage classic and heritage basic.

Licensed Units

Hotels/establishments, which have acquired approval/license from the Ministry of Tourism to provide boarding and lodging facilities and are not classified as heritage or star hotels, fall in this category. These include government-approved service apartments, timesharing resorts, and bed and breakfast establishments.

Unclassified hotels

Branded players

This segment mainly represents the branded budget hotels in the country, which bridge the gap between expensive luxury hotels and inexpensive lodges across the country. Budget hotels are reasonably priced and offer limited luxury and decent services. Increased demand and healthy occupancy have fuelled growth of budget hotels. These hotels use various cost control measures to maintain lower average room rates without compromising on service quality. Ginger Hotels, ITC Fortune, Homitel, and Ibis are some of the popular budget hotels.

Other Smaller Players

These are small hotels, motels and lodges that are spread across the country. This segment is highly unorganised and low prices are their unique selling point.

Exploring Factors Responsible For the Development and Growth of Tourism in India

India's travel and tourism industry is one of the most profitable industries in the country, and also credited with contributing a substantial amount of foreign exchange.

India's tourism industry is one of the most profitable industries in the country, and also credited with contributing a substantial amount of foreign exchange. The tourism industry has helped growth in other sectors as diverse as horticulture, handicrafts, agriculture, construction etc. (Smriti Chand, Measures to promote tourism in India. <http://www.yourarticlelibrary.com/tourism/the-tourism-hospitality-industry-in-india-2346-words/7568/>) Accessed in May 2016.

1. Safety and Security to the Tourist

Safety and security issues must be understood with the context of tourism. In addition, safety has become a more prominent concern for tourists. Tourist expects safety of their lives and belonging. Safety and security are vital to providing quality in tourism. Hence to promote tourism there should be sound law and order to assure tourist that they are safe.

2. Infrastructure development

Development of infrastructure holds the key to the growth of tourism. Today the Government is investing heavily for integrated development of the Infrastructure, such as the Hotel and

Travel Industry, preservation of monuments, human resources development, and, upgradation of information technology.

Tourism Sector is not only a major contributor to the growth of the economy but a generator of employment opportunities as well. Attention should also be given to the importance of cleanliness, general hygiene and sanitation to make India a memorable tourist destination. Poor infrastructure can hamper tourism growth. Along with banking and communication, Transport occupies prime position in promoting tourism.

3. Government initiative

Government must take necessary steps to promote tourism in the country. The Indian Railway Catering and Tourism Corporation Limited (IRCTC), is a public sector enterprise under the Government of India – Ministry of Railways for providing complete travel and tourism solutions for the various tourist segments.

Tourism Finance Corporation of India (TFCI) provides financial assistance to enterprises, for development of tourism related activities, facilities and services, which include hotels, restaurants, holiday resorts, amusement parks and complexes for entertainment, education and sports, safari parks, rope-ways cultural centres, convention halls, all forms of transport industry, etc.

4. Humble treatment to the tourist

Tourists who visit our country are the guests of the country. They must be treated with respect and courtesy and must be given utmost priority. The tourist should not be exploited. Government

must take necessary steps to make the tourist feel at home and secured.

5. Introduce various schemes

Tourism is a major phenomenon of modern world. To promote excellence in tourism, the Government institute monetary and nonmonetary award for institutions and individuals for their outstanding contributions in various sectors of tourism, like accommodation, catering, transport, travel agency, eco friendly approach etc. The government should introduce several tourist friendly schemes to attract and promote tourism industry.

6. Advertising and Publicity campaign

Publicity plays a very vital role in the field of tourism. Media helps in promoting tourism nationally and internationally. Publicity is made through print and electronic media, hoardings, films website, representation and participation in national and international tourism fairs and festivals, exhibition, mart etc.

The Indian government, in order to boost tourism of various kinds in India, has set up the Ministry of Tourism and Culture. This ministry recently launched a campaign called 'Incredible India!' in order to encourage different types of tourism in India.

7. Guides

Guides play an important role in tourism promotion. They are responsible for projecting the right image of the country, giving factual information, caring for the safety of the tourists and ensuring their pleasant stay.

8. Career in tourism industry

The travel and tourism industry is growing very fast. Thus this growing sector relates to various related services travel agencies, banking, hotels, guides, airlines and other services.

The Ministry of Tourism grants licenses to three categories of tourist guides: regional, state level and monument guides. Airlines require people for ground as well as flight duties.

Foreign banks and dealers in foreign exchange require people to assist their clients in their travel requirements. Graduate integrated tourism and travel management degree courses are opted to the students interested in tourism industry. Students can also opt Diploma in Hospitality and Tourism Business. A postgraduate Course in travel and tourism is also offered by the Universities.

Measures to promote hospitality industry
The fortunes of the hospitality industry are closely linked to the tourism industry and hence tourism is one of the most important growth drivers. In addition, all factors that aid growth in the tourism industry also apply to the hospitality industry. The Indian hospitality industry has recorded healthy growth in recent years owing to a number of factors:

9. Increased Tourist Movement

Increased FTAs (Free-Trade Area) and tourist movement within the country has aided growth in the hospitality industry. Healthy corporate profits and higher disposable incomes with easier access to finance have driven the rise in leisure and business tourism, thus having a positive impact on the hospitality industry.

Changing Consumer Dynamics and Ease of Finance

The country has experienced a change in consumption patterns. The middle class population with higher disposable incomes has caused the shift in spending pattern, with discretionary purchases forming a substantial part of total consumer spending. Increased affordability and affinity for leisure travel are driving tourism in India and in turn aiding growth of the hospitality industry. Emergence of credit culture and easier availability of personal loans have also driven growth in the travel and tourism and hospitality industries in the country.

Conclusion and Suggestions

Tourism is one of the key sectors of the Indian economy leading the international trade in services and representing the leading income activity for many regions. Tourism industry in India is growing and it has vast potential for generating employment and earning large amount of foreign exchange too besides giving a support to the country's overall economic and social development. Tourism in India should be developed in such a way that it accommodates and entertains visitors in a way that is minimally intrusive or destructive to the environment. Moreover, since tourism is a multi-dimensional activity, and basically a service industry, it would be necessary that all wings of the Central and State governments, private sector and voluntary organizations become active partners in the endeavor to attain sustainable growth in tourism if India is to become a world player in the tourism industry. The events like Commonwealth Games and Cricket World Cup have contributed a lot to promote tourism in India. A policy implication which may be drawn from this study is that India can

improve its economic growth performance by strategically harnessing the contribution of the tourism industry and improving their governance performance. Since tourism is an important engine of local development, it is necessary to increase domestic tourism too in order to have more decentralization of local development caused by such activity.

The prospects for the hotel industry in India are bright. With revival in the global economy, international tourist inflow into the country is expected to rise. Additionally, hosting of international sports events and trade fairs and exhibitions in the country are expected to aid both inflow of international tourists and domestic tourist movement.

The upcoming industrial parks, manufacturing facilities and ports across the country provide a good opportunity for budget and mid-market hotels. Although around 89,500 additional rooms are expected to come up in India in the next five years, the supply of branded/quality rooms in India is much lower compared to other countries across the globe. Hence, there exists huge potential for investors and operators across all the segments of hotel industry in India. The increase in room inventories is expected to make the hotel industry more competitive and hotels would be under pressure to maintain quality and service levels at competitive prices. Competitive pricing amongst the branded hotels along with the addition of more budget and mid-market hotels would make the hotel industry cost competitive with other destinations. This would aid the growth of segments such as MICE, amongst others.

While there is immense potential, concerns for growth of the industry

remain. These include high real estate prices in the country, security threats, shortage of manpower, high tax structure, and non-uniformity in taxes.

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Resolution of Problems of Service Organizations in India: A Study

Dr. Dhananjay Awasarikar

Introduction

Tourism and Service Sector is growing at an alarming rate, in India, at present. Tourism necessarily requires good back up of Service Sector. In other words, in the absence of good services, Tourism Sector would not blossom.

Each and every Service Organization faces either one or more problems in different fields. As the nature, features and the characteristics of different services are different from each other, really there cannot be done any generalization, in this respect. However, if a researcher arranges to take a holistic view of the existing situation, he would definitely come across some common problems associated with almost all or the majority of the services in India. Such problems can be two fold, namely, the problems of Service Organizations and the Problems related to the Customers. In fact, the task of a researcher is not over simply after pointing out different problems faced by a marketer of Services in India, but his real skill lies in suggesting certain practical measures to resolve them.

Rationale of the Paper

In this research paper a few major problems in service sector in India are dealt with. As it is well known, this sector is growing at an alarming rate, at present. Thus, if these problems would be addressed to, quite seriously and sincerely firstly and resolved subsequently, this sector can further blossom.

Objectives of the Paper

1. To identify the problems faced by a marketer of services in India.
2. To suggest certain measures to resolve the problems of service organizations in India

Scope of the Paper

The scope of this paper extends to the identification of the problems faced by a marketer of services in India and further it extends to suggest certain measures to resolve such problems.

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Methodology Adopted for Paper Writing

The methodology adopted for writing this paper is as follows.

1. The review of literature was done through several books and significant websites (secondary data) in order to identify the problems faced by a marketer of services in India.
2. The paper is based on secondary data.

Sources of Secondary Data

The sources of secondary data collected for this paper include several books and other websites, the details of which are given in the section, of categorized bibliography, which is located towards the end of this paper.

Problems of Service Organizations in India

The typical problems faced by a marketer of a service organization in india can conveniently and broadly be summarized in the following lines.

1. Production as well as consumption or sale of a service takes place, almost simultaneously, as it cannot be produced, inspected, stocked or warehoused at a central place like a product. Furthermore, it is delivered at a place where the customer demands, whether near or distant, where the service management does not have immediate influence.

Thus, the difficulties or the problems faced by the customers during and after service delivery may be beyond the purview of the service management, because although a customer may complain about a

service to the immediate service provider proper, he may not communicate the problem to the service management or may dilute or twist the problem while communicating the same. In the process, he would definitely try to safeguard his personal interest first at the cost of the interest of service organization. As a result, the service management may not understand in time the real difficulties or the practical problems faced by the customers during and after service delivery. Even if they come to know about such problems, though not, too late, little late, it may be too late, for the customer because, by the time, the customer might have switched over to the competitor's service.

2. Especially because of a peculiar nature and specific feature of a service, a service can certainly neither be demonstrated nor can be shown nor a sample of service can be sent to the customer firstly for its inspection and consequently for its approval like a physical product. At the most, the service sales executive can clearly explain the nature and the feature of a service and can also highlight as to how effectively it has benefited several other customers.

However, for a prospective customer, at times, indeed, it becomes quite difficult to visualize or imagine a 'Would be Service.' Hence, the sale of a service becomes quite tough, if a sales executive fails to convince a prospective customer, quite satisfactorily and moreover, empathetically.

3. Word of Mouth' for each and every service need necessarily not, at all, be

favorable, always, as it may keep on fluctuating on a continuum of 'Highly Favorable to Highly Unfavorable,' strictly depending upon the nature and the profile of the customers.

This factor would definitely affect, either favorably or adversely, the actual Sale, at last, of a Service, at a particular time in the markets in a specific geographical area. Moreover, as this factor, being external is totally beyond the control of the Service Management as good as the Service Provider. In spite of the excellent Quality Production and Delivery of a Service, neither the Service Management nor the Service Provider can prevent 'Poor or bad word of mouth' in order to curb out or eliminate or reduce its bad impact on Sale of a Service.

4. In one of the market surveys, it was found out that the perception of a customer about service quality is in direct proportion with the morale, knowledge, skills and authority exhibited by the frontline staff of the service organization during the course of the delivery of the service.

In other words, if a service organization has not given proper attention to the staff-welfare, consequently, it would adversely affect the sale of a service.

5. The customer's perception about service quality, delivery and performance would ultimately determine customer satisfaction or delight.

As customer perception differs drastically and dramatically, from customer to customer, neither the service management nor the service

provider can come to a conclusion about exact customer reaction.

Resolution of Problems of Service Organizations in India

In the following lines, the researcher would like to suggest certain measures to resolve the problems of service organizations in India.

1. In order to realize real problems or some other operational difficulties, if any, faced by the consumers, the service organization should necessarily depute minimum one or even more number of its responsible and most trusted executives at a place where the services are actually delivered, necessarily depending upon the need and the intensity of the hour. This means that more number of service executives need to be deputed at a place from where maximum consumer complaints are registered and vice versa.
2. Exact visualization or accurate imagination of a 'Would be Service' is, no doubt, difficult, quite understandably, for a 'Would be Consumer.' As a matter of fact, this problem crops up fundamentally because of a peculiar nature and specific feature of a service. However, this does not mean that it is not possible to resolve.

The Service Sales executives should really be firstly rigorously guided and directed, subsequently trained on the job proper as to how to persuade a specific customer to avail a service, through customization or individualization. If, at all, all the relative benefits, of a service especially after it is availed, are well realized by a customer, especially in

the light of competitors' services, he would definitely avail the service.

3. If service organization should arrange to develop a very strong communication network, particularly, at the place of service delivery and attempt, quite honestly, to exert an influence on the actual spot of service delivery, even 'Poor or bad word of mouth', at last, would definitely have no impact whatsoever, on the sale of a service.
4. If service organization would keep its 'internal customers' happy and satisfied, in turn, they would surely keep its (external) customers happy as well as satisfied. In order to attain this objective, the service organization should keep its frontline staff updated with the latest knowledge and technology, develop essential soft skills among them and delegate adequate authority to them. Consequently, the morale of the frontline staff would, indeed, be high and also they would be in a sound position to arrive at correct decisions falling within their area of operation, that too, well in time.
5. If service organization pays proper attention and undertakes sufficient efforts towards favorable consumer perception, it would certainly be successful in not only creating but also retaining satisfied customers who can subsequently be converted into 'Advocates.'

Limitations

1. As the study for this paper is purely based on secondary data, all the limitations of secondary data have direct and deep impact on the various views formed and inferences arrived

at by the researcher in this paper related to the problems faced by a marketer of services in India and also related to a few suggestions put forward to resolve such problems.

2. The study for this paper is purely of academic orientation solely based on secondary data. Therefore, some level of adaptation may be required in practical decision making situations related to service organizations and their practical problems, in India.

Scope for Future Research

During the course of the study of this research paper, the researcher found out that there is an ample scope and adequate potential for research in future for the following topics related to services in India.

1. Development of delighted customers through services in India : An analytical study
2. Reasons for failure of services in India : An empirical study

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The Significance of Human Resource Management in the Hospitality Industry

Dr. Safia Farooqui

Introduction

There have been researches conducted on the importance of the human resource management and as the business surroundings has transformed into more competitive world, the importance of having an adequate and appropriate Human Resource Management cannot be neglected. The most important factor by which the HRM contributes towards the organizational success is to realize the differences between cultures while the business tends to experience internationalization. There have been many researches already being conducted in order to realize the different cultures, people having different attitudes towards the similar issues.

Due to several reasons like globalization and internalization of the businesses, this has increased the focus of many authors to write about importance of culture and realize that removing the cultural difference will enable the company to improve the performance. In order for the business to prosper in the international market it is essential to realize the difference in the local culture and realize the different norms and values in the local market, and this can easily be done by having proper Human Resource Management in the organization. There are many cases in which big organization experienced failure in order to enter the new market like China, this is mainly because the company is not able to realize the different and intense local culture, norms and unique values of the country, it creates difficulties in conducting operational and non operational activities like marketing and financing the company. Having HR department to support the organization, through intense communication across the company and also providing the required training and developing the needed skills in the employees, which can enable the organization to become more competitive in the new market.

The importance of realizing the difference is very crucial in every sector of the business including the Hospitality industry. This industry is unique in kind since this is the only business in which the consumer is being brought to the product instead of taking the product to the consumer. Hospitality industry across the world has experienced boost due to globalization concept, this research report is based on the book written by an author named Ulrike Ditzel, and the name of the book is Cultural difference in business life, understanding German and

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American Business Culture.

This research study is based on the importance of Culture in business related to the necessity of having proper HRM in hospitality industry. This paper discusses the various issues that are being discussed by the author and makes it sure that realizing cultural difference is essential for hospitality industry.

Objectives

1. To find out the level of Human Resources function participation in business strategy formulation in the Hotel sector.
2. To establish the level of HR involvement in developing corporate strategy in the hotels is concerned.
3. To establish the level of Human Resources function participation in resourcing in the Hotel sector

Methodology

This is a study conducted in Pune with five luxury hotels. The names of the hotels are not being disclosed. The respondents joined the study on the condition of keeping their names and their hotel's name anonymous. For this study primary data was collected through interviews from General Managers, Human Resources Practitioners and Line Managers at each hotel. Participants in this study were chosen because they dealt with human resources related issues daily and possessed more and relevant information in the area of study. Secondary data from the research findings based on reviewed literature related to the research problem.

Literature Review

According to scholars Cascio, W.F 2003, Fisher, C.D, Schoenfeldt, 2005.

Torrington and, D, Hall, L., Taylor, 2005 effective human resource management is strategic in nature and depicts certain characteristics such as summarized below.

- It emphasizes the strategic management of the human capital of the organization.
- It is a comprehensive and coherent method to the provision of mutually supporting employment policies and practices.
- It means the development of integrated human resources policies and practices, thus configuration or bundling.
- It places importance on gaining commitment to the organization's mission and values. Therefore it is commitment oriented.
- It treats people as assets for the organization rather than costs. Thus, people are seen as a source of competitive advantage as well as human capital to be invested in.
- It is an approach to employee relations which is unitarist and not pluralist. The belief is that employees share the same interests as employers emphasizing on the principle of mutuality.
- It stresses that the performance and delivery of human resources management activities is a line management responsibility.

In order to first understand that how HRM has grown to a more important role in the business especially in the tourism industry, it is first necessary to realize the current situation of the industry. After the industrialization of the world the concept of viewing the world as a single market was introduced known as globalization; in simpler words, one country stop selling and other quits buying, due to globalization in the many people tend to

travel more for many different reasons, especially for business purpose, tourism and many others, or it can be said that people are travelling more than before which has provided boost to the hospitality industry across the world, and for many countries having adequate hospitality industry, it has become the major source of income. Due to the increase in the people travelling and visiting places many countries are generating income. (Knowles, Diamantis, Mourhabi, 2004)

Some places can be observed for having natural uniqueness providing those some benefits over other places, where people will love to spend their vacations, some places are very attractive for having historic background like Taj Mahal in India, or Mohen jo Daro in Pakistan, people having interest in viewing the historic stuff love to visit this place. It can be therefore easily be said that the Hospitality industry has increased as compared to past years and tourism also played its role in the development of the industry, but still there are other factors like business which has more influenced the entire industry. For instance, Dubai one of the major financial hub before recession was the main country for many multinational companies to work and set their head office there, as the recession period is being over the state has again capture the sight of many businesses. Through the above discussion it can be observed that the main factor influencing the business sector is the globalization and therefore people travelling for business purpose has provided the fuel for the hospitality industry (Olsen, Zhao, 2008).

This can be considered that travelling for business purpose has also increased the people to travel for pleasure as well; there are many countries which are now

connecting both industries in one form like Malaysia which is the most benefitted country amongst all, generating much revenue from this sector, since this country is being the technological hub for many countries and God has gifted this country with great many scenarios the management has able to maintain make it useful for the country. Therefore it can be said that the Hospitality industry has increased a lot and recently there are many factors which have played an important role in the development of this industry (Pizam, 2005).

Significance of Human Resource in Hospitality Industry

The importance of Human Resource Management was pragmatic and realized that the HR personal should always be present in any business especially in the tourism industry. Likewise many businesses and industry, the hospitality industry has also realized the fact that employees are the most important asset of the organization. Especially in hotel business, having good, qualified and hardworking employees can differentiate between which hotel is good and which is bad. The human resource managers are able to cover almost every aspect of the hotel; this makes human resource management a vital and significant part of the management in the hospitality industry. Therefore the quality of the hotel also depends upon the employees working in the hotels (Chon, Mair, 2009).

The HR department is responsible for hiring new employees, the newly hired employees can seriously affect the performance of the hotel which makes it necessary for the managers to hire the best and qualified workers present in the market by following suitable hiring process, in which every candidate is critically evaluated and only those with

the spark are being hired. The most important task for the HR manager is to get the most suitable people for particular task, since in hotel industry, many employees tend to just participate in the work, as they think that there is nothing else to do, whereas hotel services require proactive employees which can make decision on the spot and can satisfy the customer query in time (Brotherton, 2003).

The more critical aspect which can be realized is that since hospitality industry, the management need to handle the customers coming from different countries having different cultures and unique attributes, that's what makes the HR department to have a broader viewpoint of duties in the Hospitality industry. Therefore the importance of Human Resource Management cannot be neglected in this industry, having customers coming from different cultures do have separate living standards and also the expectation varies. Therefore the training and development provided by the HR manager should enable the employees to cope up the issues related to the cultural issues arising (Brewster & Harris, 1999). Moreover, when any company wants to open a hotel in the international market, or in other words a hotel which needs to go beyond the boundaries, it has to face some difficult issues in terms of managing the cultural factors (Browaey, 2008). There are many examples of huge companies facing failure when entering into different countries. HR department has to play a significant role in this regard while maintaining the significant corporate culture and also to cope up the issues regarding the external environment (McManus, 2006).

Furthermore in the global context in terms of hospitality industry, the HR

manager also has to be more strategic in terms of rewarding and motivating the employees through different processes. Hotels which are able to provide appropriate training to the employees resulting in the enhancements of the skills and abilities of the employees make it possible for them to go upward in the career (Dash, 2007). Having appropriate HR department in the hotel provides the employees a gateway by which they can have proper guidance regarding any issue related to the performance or with the daily operational activities. (Edwards, 2007).

Importance of Culture in International Hospitality Industry

There are many cultural factors that prevent the company, in this case hotel to operate in the other regions, these issues become critical when they are not properly treated, and for providing the appropriate treatment organization needs to have appropriate human resource management. In order to manage the different factors, it is essential to identify these factors. Then the role of the HR manager in order to cope up with the issues. Some of the factors we may discuss here:

Social Structure

This is very important for the hotels that are planning to open a new business unit in any other country. The social structure here represents the way people live in different countries, this is important to realize since, HR manager needs to hire the employees and train them accordingly. In different regions people do have different perspectives and different living standards, resulting in diversified population to target and attract, and also to hire people that are also from different social structure. HR

manager in the hospitality industry can enable the organization to understand the basic difference in the social structure of the country from the country of origin (Keegan, 2002).

Language

This comprises of the most difficulties from all the different factors in culture, a hotel going international or entering into a new country needs to face this issues, there are many examples like Coca Cola entering China and changing the pronunciation, as first it did not mean what was expected from it, moreover like many other businesses the importance of employees is also being realized by the hospitality industry and now businesses consider employees the most important asset of the organization, therefore HR manager needs to be proactive in dealing with the issues related to language problem in the new country. Moreover HR manager in the hotel will be able to develop the understanding in the upper management about the local culture and what are the different jargons and what are the norms of the language (Luger, 2009).

Even if the business is not international, hotel needs to accommodate people from different nations having different languages and act in their language can mean harmful whereas can also mean very normal in the local language in which the hotel is working. Here comes the strategic role of the Human Resource Manager who needs to fill the gap that is being created by the language issues by holding appropriate session related to training the employees and also telling the management about the language differences.

Here the education means the level of literacy rate in the country, this has

become a critical issue for the HR management because, organizations working in the country having low literacy rate will make it hard for the organization to find the most appropriate employee for the position. Moreover sometimes hiring less educated people will harm the services provided by the hotels, since hiring inappropriate employee in hotel can alter the services at very rapid pace, since in hotels direct customer interaction is being conducted, hence affecting the image of the entire organization.

Wellbeing and Ideals

HR manager has to realize that what elements are different in terms of wellbeing of the new country, it is also possible that one thing which is given the most value in the country of origin means nothing in the new country, hence resulting in the failure of the entire business. Therefore the Human Resource Management needs to realize the difference between the wellbeing and ideals of the culture and try to pose the hotel in an acceptable manner and decorate it in the similar way, so that potential customers can feel that they are in their own culture.

Finances

Different currency rate, different factors driving the economy, varying financial sector, these issues are less related to the HR manager, but international hospitality industry needs to cope up with these issues that occur when management decides to internationalize the entire business.

Effects of Culture on Hospitality Industry

After analyzing the hospitality industry in

the context of the human resource management and cultural affects, it has been noted that there are various other elements that effect the cultures for the hospitality industry. Some of the key elements are discussed below.

Consumer Behavior

One of the main important elements that has been noted is that the consumer behavior in hospitality industry is changing with significant rates. As compared to the last decades the behaviors of the customers have changed and the main reason behind this change is globalization. Since the business world has entered into globalization mode, the hospitality industry has managed to grow faster than ever before because the visitors now find this easy to move from one region to another easily and with many facilities.

The customers have now visited many places across the world, hence the roles of human resource personnel have become more critical. Today, the human resource personnel have to ensure that they design the organizational policies and regulations according to the consumer behavior. But the changing behaviors of the consumers are restricting the human resource personnel to do so. Many of the companies and their HR departments are now planning and redesigning their strategies to ensure that the consumer behaviors are properly understood. As compared to the past few years, the HR personnel in hospitality industry have become more responsible to understand the needs and requirements of the customers and act accordingly.

Local Demand

The HR department of hospitality

industry has to ensure that it clearly understands the local demand and design the organizational strategies accordingly to attract the potential customers and increase the sales and profitability. As this is the only way which is remains to be adopt, otherwise sustaining in hospitality industry is not an easy task to perform.

Brand Image

Maintaining the brand image is also one of the critical jobs for the organizations and HR departments are one of the responsible departments to do so. The regional culture also creates many complications for the hospitality industrial companies to ensure that the brand image is saved from any harm. Today it is noted that many of the companies are operating efficiently and successful across the world and it is because of the regional culture.

Human Resource Issues in the Hospitality Industry

Different levels of hotels big and small in the hospitality industry face difficulty in order to manage the human resource and also the relationships with the employees in any country or countries they operate in. There have been increase in the employees issue regarding the organizational culture; the cases for sexual harassments have increased which ultimately costs the organization to give from its profit.

There are many cases observed in which hotels are not following the health and safety measures regarding the employees or the customers and different services provided to them in different phases. Many hotels are observed to have high employee turnover or highly staffed labor, which means the organization is

having more employees than required.

This is because of the lack of suitable HR manager and department which are not fulfilling the different needs of the organization, as now days the HR department should be playing more

Results

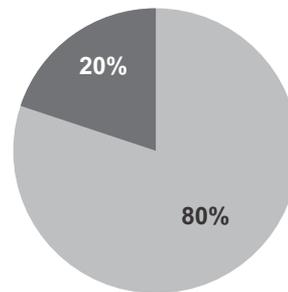
The first study objective was establishing the level of Human Resources function involvement in business strategy formulation in the Hotel sector in Pune.

The findings show evidence that the majority of the hotels in the sector have a formal HR function, at the same time as the minority does not have.

The second objective was to establish the level of HR involvement in as far as developing corporate strategy in the hotels is concerned. The findings reveal that although the majority of the hotels in Pune have a formal HR function, the function however is involved less in the critical role of strategy formulation and more in implementing and programming.

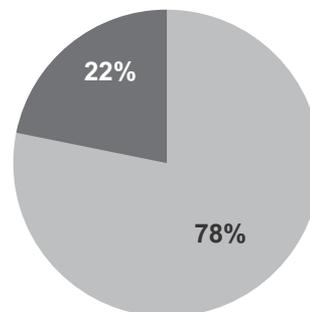
The same findings also revealed that the HR role was more involved in administrative activities rather than strategic activities.

The implication is that the HR function as mere implementers will remain stuck in the reactive role in strategy of the business. The results in this study agree with the research findings carried out, which revealed that there was no clear evidence of HR partnering with senior executives on strategy formulation.



HR strategies supported corporate strategy

The findings revealed that 80% respondents agreed that the HR strategies supported corporate strategy in the hotels under study.



Human Resource department takes effort to regulate and create a bite balance

The findings revealed that 78% respondents agreed that Human Resource department takes effort to regulate and create a bit balance between the employer and the employees relations. From the employee relations perspective, an employee is an asset rather than a cost, and open communication and goal orientation are encouraged by the Human Resource department.

From the findings there is evidence of the HR effort in involving employees in the hotel activities and HR practices. HR makes sure that workplace activities, events, celebrations, ceremonies, field

trips, and team building opportunities are occurring. Other employees plan and implement the activities with or without HR's help, but the HR leader is generally responsible for monitoring the budget and providing committee oversight.

The findings reveal that the HR function plays an integral and critical role to ensure that moral and ethical values to treat employees fairly are enshrined in management as argued.

On the question of HR integration into line management. The response trend supports the UK based research findings (Whittaker, S., Marchington 2003) revealed, that HR was integrated into line manager's responsibilities and that line managers work closely with their HR department.

The third objective of this study was to establish the level of Human Resources function involvement in resourcing in the Hotel sector in Pune. According to the views of the respondents, although employee resourcing activities are basically the line management responsibility the major role of HR is to develop resourcing policies, job descriptions and person specifications.

Conclusion

As the business environment is getting more competitive, organizations in different industries need to gain some access to those resources in which they have gain the competitive advantage to increase the profitability. This paper is constructed in a logical manner followed from the evolution of the Hospitality industry, in this part the different factors have been discussed which has resulted in the boost of the entire industry. The main factor which has influenced is the globalization. Then the importance of

culture is being discussed and how the realization of the culture is important in the international business environment and also different factors of the culture are being discussed. Later the importance of Human resource management is being discussed and how human resource managers can play their role in the development of the organizational performance.

HR promotes for employees who have issues or conflict with management and coaches managers and executives who seek a more effective approach to working with particular employees. Not everyone loves each other but they need to develop effective working relationships for contributions and productivity. HR can help by knowing the players and taking on the necessary role of advocate, coach mediator.

The importance of HR is easily overlooked in the busy day-to-day in the workplace, but without contributions in each of these areas, the organization would be less successful.

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Introduction

According to spending data released by Visa Asia Pacific 4 in March 2006, India has emerged as the fastest-growing market in the Asia-Pacific in terms of international tourist spending. The data revealed that international tourists spent US\$372 million in India in the fourth quarter (October–December) of 2005, 25% more than in the fourth quarter of 2004. China, which came second in the region, was successful in making international tourists fork out US\$784 million in Q4 2005, a growth of 23% over its Q4 2004 figures. The tourist spending figures for India would have pleased the Indian tourism ministry, which had been targeting the high-end market through its long-running 'Incredible India' communication campaign.

Indian travel industry analysts and tour operators were appreciative of the high standards of the 'Incredible India' campaign. "The promo campaign is making a powerful visual impact and creating a perception of India being a magical place to visit," said Anne Morgaon Scully, President, McCabeBremer Travel, Virginia, U.S. Average travellers too appeared to find the campaign interesting and informative, going by favourable comments on blogs on travel websites. In 2013, Incredible India, Ministry of Tourism partnered with WoNoBo.com to launch Walking Tours, an online experience where users navigate and route their way through cities based on a choice of themes. (https://en.wikipedia.org/wiki/Incredible_India)

Objectives

1. Understand the international marketing campaign by the Government of India to promote tourism in India.
2. Explore the travel destinations promoted by the campaign Incredible India.

Methodology

While exploring the marketing campaign of Incredible India extensive use of Wikipedia has been made. Further travel location data has been collected from websites of Indian tourism ministry.

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Incredible India (styled as **Incredible India**) is the name of an international marketing campaign by the Government of India

to promote tourism in India in 2002 to an audience of global appeal.

In 2002, India's Ministry of Tourism launched a campaign to promote Incredible India as a tourist destination. The phrase "Incredible India" was adopted as a slogan by the ministry. Before 2002, the Indian government regularly formulated policies and prepared pamphlets and brochures for the promotion of tourism, however, it did not support tourism in a concerted fashion. However, in 2002, the tourism ministry made a conscious effort to bring in more professionalism in its attempts to promote tourism. It formulated an integrated communication strategy with the aim of promoting India as a destination of choice for the discerning traveller. The tourism ministry engaged the services of advertising and marketing firm Ogilvy & Mather (India) (O&M) to create a new campaign to increase tourist inflows into the country.

(https://en.wikipedia.org/wiki/Incredible_India#cite_note-1)

The campaign projected India as an attractive tourist destination by showcasing different aspects of Indian culture and history like yoga, spirituality, etc. The campaign was conducted globally and received appreciation from tourism industry observers and travellers alike.

In 2009, Minister of tourism, Kumari Selja unveiled plans to extend the Incredible India campaign to the domestic tourism sector as well. USD 12 million out of a total budget of USD 200 million was allocated in 2009 for the purpose of promoting domestic tourism. In 2008, the Ministry of Tourism launched a campaign targeted at the local population to educate them regarding good behaviour and etiquette when dealing with foreign tourists. 'Atithi Devo

Bhavah' is a social awareness campaign that aimed at providing the inbound tourist a greater sense of being welcomed to the country. The campaign targets the general public, while focusing mainly on the stakeholders of the tourism industry. The campaign provides training and orientation to taxi driver, guides, immigration officers, police, and other personnel who interact directly with the tourist. (https://en.wikipedia.org/wiki/Atithi_Devo_Bhava)

Indian actor Aamir Khan was commissioned to endorse the campaign which was titled 'Atithi Devo Bhava', Sanskrit for 'Guests are like God'. 'Atithi Devo Bhava' aimed at creating awareness about the effects of tourism and sensitising the local population about preservation of India's heritage, culture, cleanliness and hospitality. It also attempted to re-instil a sense of responsibility towards tourists and reinforce the confidence of foreign tourists towards India as a preferred holiday destination. The concept was designed to complement the 'Incredible India' Campaign. Iconic Indian actor Mr. Amitabh Bachchan and former Miss World Priyanka Chopra have replaced Aamir Khan as the brand ambassador of Incredible India.

Travel

India offers a different aspect of her personality – exotic, extravagant, elegant, eclectic -- to each traveller to the country.

Jodhpur, Rajasthan

It is a sin to be in Rajasthan and just travel past the former capital of the Kingdom of Marwar, Jodhpur. For in its domain, the mighty forts and palaces, still stand as the epicentre of all that has grown around them over the centuries, silently watching over, unintimidated,

across the barren backdrop of the Thar Desert that in itself is a powerful force able to consume one and all. Yet, in all its regal history and the legacy of a present, and by blowing the bugle that emits unavoidable Rajputana vibes, Jodhpur continues to magnetise many a travellers from around the world. Increasing footfalls continue to leave indelible marks of different global identities on the land of Jodhpur.

(<http://www.jodhpurindia.net/excursions/index.html>)

Backwaters, Kerela

With the Arabian Sea in the west, the Western Ghats towering 500-2700 m in the east and networked by 44 rivers, Kerala enjoys unique geographical features that have made it one of the most sought after tourist destinations in Asia. An equable climate. A long shoreline with serene beaches. Tranquil stretches of emerald backwaters. Lush hill stations and exotic wildlife. Waterfalls. Sprawling plantations and paddy fields. Ayurvedic health holidays. Enchanting art forms. Magical festivals. Historic and cultural monuments. An exotic cuisine... All of which offer the tourist a unique experience. And what's more, each of these charming destinations is only a two hour drive from the other - a singular advantage no other destination offers. (<https://www.keralatourism.org/kerala-at-a-glance/>)

Singalila National Park, Darjeeling

Singalila National Park is a reserved forest area located at the Singalila ridge in Darjeeling district. This is a high altitude park spanning between 7,900ft to about 12,000ft covering an area of 78.6 square kms. This is in fact the highest altitude park in the state of West Bengal. It was initially a wild life sanctuary and later made into a national park in 1992. The whole of Singalila range and the national park has long been part of the

trekking route to Sandakphu and Phalut. (http://www.darjeeling-tourism.com/darj_0000b0.htm)

Plantations in Singalila National Park: The forests areas are full of oaks, ferns, silver firs, bamboo and flowering plants like rhododendrons, wide range of orchids, magnolias, primula and several other types of flowering plants. During March to April, rhododendrons (of around 20 different types) bloom in different colours all across the park. There are over 600 varieties of orchids bloom in Singalia, the largest concentration in any single geographical area in the world.

Animals & Birds in Singalila National Park: Singalila National Park has some of the rarest and exotic animal life. Many of them are high altitude animals that are found mostly in the Himalayas.

Junagadh-Gujarat

Few places offer you the chance to probe the earth and the heavens, the human and the wild, as Junagadh does. Towering over the city is Mt. Girnar, a holy site for Hindus and Jains that is climbed by a 9999-step staircase along peaks studded by temples that reach for the sky and look out across the plains. Walking up these stairs in pilgrimage is a unique experience of striving towards the heavens. Back at the base of the mountain, however, deep in the heart of the oldest quarter of the city, you can walk down into the depths of the earth in a pair of ancient stepwells that were not built, but hewn out of solid rock. Spiraling down the staircase of thousand-year-old Navghan Kuvo, plunging 170 feet into the heart of solid rock to find life-giving water at the bottom, is an unparalleled contact with the elements that sustain us.

In the city of Junagadh, you can reach out

and touch the two and a half millennia of human civilization, spanning dominant periods of Jainism, Hinduism, Buddhism, and Islam, all of whom left deep imprints on the city. And then you can set off for the Gir National Park to come face to face with the utter wildness of the last of Asiatic Lions, where human civilization is still just incidental to the natural rhythms that have continued for centuries.

The city of Junagadh, along with Mt. Girnar that looks down upon it, appear in stories and hearsay from long ago, beginning with associations with Krishna during his life in Saurashtra. Reportedly, the main center of the city, the fort known as Uparkot, was built by Chandragupta of the Mauryan empire around 320 BC, and archaeological evidence confirms this, showing that Uparkot has been inhabited continuously since the 3rd century BC. Hence the name Junagadh, which means "ancient fort." Under the Mauryans, Junagadh was a regional capital, and Emperor Ashoka had stone edicts placed there, still visible today.

(<http://www.gujarattourism.com/destination/details/12/243>)

Havelock Island, Andaman & Nicobar Islands

Haveloc is a picturesque natural paradise with beautiful white sandy beaches, rich coral reefs and lush green forest. It is one of the populated islands in the Andaman group with an area of 113 sq. Km. And is located 39 km north-east of Port Blair.

This island, with beautiful sandy beaches fringed with green canopy of the rain-fed forests beckons everyone to enjoy the frolic and fun at the azure sea. (<http://www.andamans.gov.in/html/havelock.html>)

Ajanta and Ellora, Maharashtra

Deep, dark and mysterious -- there is a secretive lure to ancient caves that eludes the brightness of sunbeams and radiates ancient history. Maharashtra, home to the largest number of caves in India, snuggles within its awe-inspiring Sahyadri Range caves of all sizes, shapes and hues. From ancient rock-cut ones to ones with intricate sculptures that have housed reigning deities since time immemorial, these caves are fascinating archeological legacies.

Walk into the aura of times forgotten, eras lost in the passage of rites of yore. Testimony to the fact that the land has always been benevolent to a variety of different religions, whose monks made these caves their homes and shrines.

The Elephanta caves, on an island 11 km from Mumbai, are proud to be a UNESCO World Heritage Site as also those of Ajanta and Ellora near Aurangabad which boast of the glorious architectural experiments for Buddhist, Hindu and Jain monks and devotees. The creation of the World Heritage Monuments at Ajanta, started in 2nd century BCE and was completed only in the 5th - 6th century CE, tracing the entire journey of the evolution of Buddhist architecture.

The Kanheri caves, around the outskirts of Mumbai, hidden in the lush green hills, are considered to be very important to understand the development of Buddhism in Western India. The interesting sculptures of Yaksha figures on the walls of the Pitalkhora caves in Aurangabad also pay tribute to the master craftsmanship of legends.

The Bhaja and Karla caves date back to the 2nd and 1st centuries BCE too. Just like the Pandavleni caves near Shahada

which were created for the Jaina monks and devotees. Today, the Maharashtra state government is in a continual process of preservation of these historic deep, dark rock-cut caves.

(<https://www.maharashtratourism.gov.in/treasures/caves>)

Khajuraho, Madhya Pradesh

Khajuraho is one of the most popular tourist spots in Madhya Pradesh. It is famous for its ancient temples that depict some of the finest art in the world.

Built between 950-1050 AD by the Chandela Dynasty, these temples depict various forms like meditation, spiritual teachings, kinship, wrestling, royalty and most significantly, erotic art. The temples consist of stunning displays of fine sculptures and exceptional architectural skill, making them one of the UNESCO World Heritage Sites in India.

Based on their geographical location, the temples are categorised into three groups: Eastern, Western and Southern. Beautiful, intricate and expressive, the sculptures of the Khajuraho temples will leave you in awe and wonder.

(<http://www.mptourism.com/tourist-destinations/khajuraho-monuments.html>)

Kaziranga National Park, Assam

Kaziranga National Park is a gift of nature to mankind, and a must see for very one. Kaziranga offers you experience of the wild which is unique and becomes a part of your life time memory. You can enjoy the beauty of the Greater One Horned Rhinoceros with its majestic body and its charismatic horn, see herd of elephants and some most magnificent tuskers. You are sure to come across herds of Wild Buffalo with their magnificent horns. These are some of the last populations in the wild. You would also come across herds of Hog Deer, Sambar and Swamp

Deer. You would surely come across the rich avifauna that Kaziranga boasts of. It is a paradise for bird-watchers. You could also come across wild boar, Hog Badgers, Porcupine. Red Jungle Fowl, Kaleej Pheasant and Swamp Francolin could also be spotted, if you have sharp eyes and strong hearing. If you look towards the sky, you may be able to spot Pallas Fishing Eagle, Hornbills and Cranes in flight. And if you are lucky enough, you might as well come across a tiger or two.

You would be amazed by the unique habitat which is a mix of wetlands, grasslands (short and tall), woodlands, cane-breaks and highlands. The rich biodiversity with a mix of herbs, shrubs, grasses, creepers and trees is worth observing.

(<http://kaziranga.assam.gov.in/wp/tourism-at-kaziranga/>)

Chang La Pass – Ladakh

Perched at an altitude of 5360 meter (17,590 feet), Chang La is a high mountain pass in Ladakh region of Jammu and Kashmir. The literary meaning of name 'Chang La' is 'Chang' means south and 'La' means pass, the southern pass. It is considered to be world's third highest motorable road. The Chang La is on the route to Pangong Lake from Leh town. It is also the gateway to the Changtham Plateau in the Trans Himalaya. The pass is also known as one of the best trekking trails of the Ladakh region.

(<http://www.kashmirtourism.org/attractions/passes/chang-la-pass-in-ladakh/>)

Major Problems of Tourists in India

According to the study of Indian Institute of Tourism and Travel Management (2010) for identifying the major problems of tourists in India, the major parameters were clubbed into three categories viz. infrastructure bottlenecks,

hygienic condition and behaviour of local people.

Domestic Tourists

- i. Bad conditions of roads and highway, unhygienic destinations, higher room rates, inadequate infrastructure at transport modes emerged as most rated concerns in order of importance.
- ii. Other issues worth noting are tourism/ cheating, badly managed attraction sites, improper behavior of some section of service providers and the public.

Foreign Tourists

- i. Tourism/ cheating topped the list; followed by unhygienic destinations, inadequate infrastructure at transport modes and bad roads and highways.
- ii. They are also equally concerned about poor maintenance of tourist attraction sites, bad behavior of service providers like shopkeepers, taxi drivers as well as the general public.

In conclusion, major problems of tourists emanate from this study are many at merit attention on priority basis because every issue would have the propensity to influence in varying degrees, sustainability of tourism demand in India.

Some Recommended Measures

The conclusions emerged from the study (Indian Institute of Tourism and Travel Management, 2010) provide basis for suggesting some measures for future to deal with the similar unlikely events/ crises as observed in 2008-09.

1. Taxes are important component of tourism product pricing. To reduce the product prices, especially accommodation and airfares, reduction of tax rates specific to these segments can be considered.
2. During economic crisis, countries not affected by recession and having adequate travel propensities may be identified for focussed promotion.
3. In the occurrence of unlikely events such as terrorism, epidemics etc., areas not affected by the crisis in the country and the steps taken to mitigate the effects of crisis may be highlighted in the promotion campaigns.
4. Value-added offers such as those included in the Visit India Year-2009 could be considered to attract tourists in the event of similar crisis in future.
5. Experiences of foreigners who travelled to India immediately after shock events/ calamities may be highlighted in various promotional campaigns.
6. All stakeholders of tourism should be encouraged to evolve crisis management plan and training programmes specifically to manage such situations. Ministry of Tourism (MoT) could consider sponsoring some of the programmes under its Capacity Building for Service Providers' (CBSP) scheme.

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https://en.wikipedia.org/wiki/Incredible_

Incredible India!

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Effects of Union Budget 2016 on Hotel & Tourism Industry in India

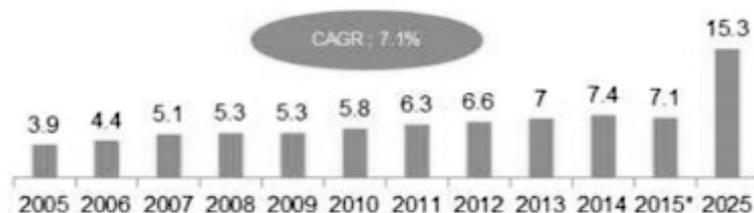
Khushali Oza

Introduction

The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. The third-largest sub-segment of the services sector comprising trade, repair services, hotels and restaurants contributed nearly US\$ 187.9 billion or 12.5 per cent to the Gross Domestic Product (GDP) in 2014-15, while growing the fastest at 11.7 per cent Compound Annual Growth Rate (CAGR) over the period 2011-12 to 2014-15. Tourism in India has significant potential considering the rich cultural and historical heritage, variety in ecology, terrains and places of natural beauty spread across the country. Tourism is also a potentially large employment generator besides being a significant source of foreign exchange for the country.

The industry is expected to generate 13.45 million jobs across sub-segments such as Restaurants (10.49 million jobs), Hotels (2.3 million jobs) and Travel Agents/Tour Operators (0.66 million). The Ministry of Tourism plans to help the industry meet the increasing demand of skilled and trained manpower by providing hospitality education to students as well as certifying and upgrading skills of existing service providers. India has moved up 13 positions to 52nd rank from 65th in Tourism & Travel in competitive index 2015-16

Foreign tourists arriving in India (million)



Source: World Travel & Tourism Council's Economic Impact 2015, Ministry of Tourism, TechSci Research * Till November 2015 CAGR- Compound annual growth rate

Union Budget 2016-17 on Hotel Industry

The Union Budget 2016-17 has provided a sharp focus on building a stronger eco-system for the travel and tourism industry. The INR 2,21,246 crore outlay for infrastructure development, INR 97,000 crore investment in road sector and

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the intent to build as well as upgrade highways is a measure that will aid connectivity across the length and breadth of the country. Emerging India and rural India have a lot to offer from a point of view of tourism. There is immense potential in these markets to develop hubs of tourist attraction and also develop it as a means of employment for locals. The Government's focus on development and empowerment of emerging India – Tier-II and III cities - is a positive sign. It will boost consumer sentiment and purchasing power and also encourage the next phase of rural tourism in India. The industry was keenly looking forward for the Government to focus on incentives for the commercial real estate sector such as REITS, Real estate regulatory bill and single-window clearances; however it continues to remain a challenge.

The FM did not raise the service tax, but has announced Kirish Kalyan cess of 0.5%, which will impact air travel and dining out from June 1, 2016. With forex being a record high, the importance of tourism needs recognition. Otherwise the Budget has no major breakthrough for the travel & tourism industry.

According to Vishal Kamat, CEO, Kamat Hotels

“While from a tourism perspective you could say that the budget was a dry one, one wouldn't say it is a bad budget. It is 'status quo' since last year's budget. So while we didn't receive any sops as far as taxation is concerned, not much additional burden has been imposed either.”

As far as investment in rural development and skill development is concerned, this will not directly impact hospitality because it needs a different

skill set, but overall sanitation awareness and education will improve civic sense in society which will have an indirect impact on tourism industry. The budget moves to revive nonfunctional airstrips which may not impact hotels and tourism if the airlines find that the routes are non-profitable. Airstrips have good connectivity to the capitals of some Tier II cities and second level capitals, Bhubaneshwar for example. So it is to be seen how much value will be added by this move.

There is around 30 per cent increase in tourist arrival. Short haul from neighboring countries will get boost. This will be a significant contributor to Indian economy as well as driver of progress through creation of Jobs, It will give India edge over neighboring countries and will have multiplier effect on businesses connected directly and indirectly with Tourism foreign exchange earnings. The move will help in creating a robust tourism industry.

The tourism and hospitality sector is among the top 15 sectors in India to attract the highest Foreign Direct Investment (FDI). According to the data released by Department of Industrial Policy and Promotion (DIPP), the hotel and tourism sector attracted around US\$ 8.5 billion of FDI between April 2000 and September 2015. The Indian government has also taken several steps to make India a global tourism hub. The government has initiated 'Project Mausam' under which it has proposed to establish cross cultural linkages and to revive historic maritime cultural and economic ties with 39 Indian Ocean countries. Further, the government plans to cover 150 countries under e-visa scheme by the end of the year. Recently, the Indian government has also released a fresh category of visa- the medical visa

or M visa, to encourage medical tourism in India. The hotel industry in India thrives largely due to the growth in tourism and travel. Due to the increase in tourism with rising foreign and domestic tourists, hotel sector is bound to grow. There is an emergence of budget hotels in India to cater to the majority of the population who seek affordable stay. International companies are also increasingly looking at setting up such hotels. Imbalance in increase in tourists both domestic and foreign not been supported with equal number of rooms is a latent source of opportunity for growth. India has an estimated 1,70,000 hotel rooms. With a rise in online competition, popular models have come up with online travel agents (OTAs) offering a single marketplace for all travel-related needs. There are also seen meta search engines like TripAdvisor and Kayak, that operate like travel discovery platforms. Further, online accommodation reservation services like Oyo Rooms, Stayzilla are gaining popularity. Apart from this, branded hotels are seen operating direct bookings through their websites. Even with the expected addition of another 60,000 hotel rooms (across segments) over the next 3-5 years, the industry is expected to fall short of meeting the long term demands of an economy growing at 7-9% p.a. Also, as per Cygnus estimates, around 40 international brands are said to enter the country in the next five years.

Effects of Union Budget 2015-16 on Hotel Industry

The Union Budget 2015-16 had considerably focused into the tourism sector. The successful Visa on Arrival Scheme which was introduced a year back for 43 countries had been increased to 150 countries in a phased manner. Focus on development of World Heritage

Sites – churches and convents of old Goa, Hampi, Elephanta caves, Leh palace, Varanasi temple town, Jallianwala Bagh etc to be developed to make them more tourist-friendly. The FM's announcements to restore and preserve the 25 Cultural World Heritage sites in the country by building visitor amenities is likely to aid tourism to historical locations. However, inclusion of entertainment facilities like amusement arcades, theme parks, water parks, concerts etc in the negative list for Service Tax restricts such establishments from fully reaping the benefits of the growth in tourism. Additionally, proposed changes to increase Service Tax rate plus Education Cess and Secondary and Higher Education Cess to 14 per cent lead to a hike in air ticket prices.

The budget provided an impetus to economy achieving a high growth rate in 2015-16 of anywhere between 8.1 and 8.5 percent, and thereby laying down a foundation for a double-digit growth rate in future years. This is a great step towards a robust and sustainable growth for the Tourism Industry as well and will unlock the latent potential of India's tourism industry in the year 2016-17. The Union Budget recognized commitment to tourism as an important revenue and employment generator for the Government. Proposals such as exemption to individual taxpayers, proposal to cut to 25 per cent corporate tax and a series of measures to boost consumption allowed the travelers to consider holiday and travel options more favorably. This helped in tapping the huge potential in India of the domestic and outbound markets and helped promote a significant increase in international and domestic travel.

However a little burden was imposed on hotel and restaurant industry by

increasing service tax from 12.36% to consolidated 14%. Besides encouraging international carriers to consider fortifying operations in India due to a probable increase in tourist inflow, the move contributed towards improving the domestic load factors. The budget encouraged to restore and preserve the 25 Cultural World Heritage sites in the country by building visitor amenities to aid tourism to historical locations. However, inclusion of entertainment facilities like amusement arcades, theme parks, water parks, concerts etc in the negative list for Service Tax restricted such establishments from fully reaping the benefits of the growth in tourism.

During FY15, the Ministry of Tourism sanctioned Rs 8,449 million to States and Union Territories for developing tourism destinations and circuits. The initiative includes projects relating to Product/Infrastructure Development for Destinations and Circuits (PIDDC), Human Resource Development (HRD), Fairs and Festivals & Rural Tourism. As per IBEF, the number of foreign tourist arrivals (FTAs) in India grew 4.5% during January-November 2015. The number of FTAs in November 2015 was 8,15,000, registering an increase of 6.5% over November 2014. During January-November 2015, Foreign Exchange Earnings (FEEs) from tourism were US\$ 16.94 billion. This depicted a growth of 1% over the same period last year. The number of tourists arriving on e-Tourist Visa during the month of October 2015

reached a total of 56,477, registering a growth of 1987% or 21 times as compared to 2,705 tourists in October 2014.

Conclusion

In the long term, the demand-supply gap in India is very real and that there is need for more hotels in most cities. The shortage is especially true within the budget and the mid-market segment. There is an urgent need for budget and mid-market hotels in the country as travelers look for safe and affordable accommodation. Various domestic and international brands have made significant inroads into this space and more are expected to follow as the potential for this segment of hotels becomes more obvious. India, after China, is considered as one of the most lucrative hotel markets in the world and has the second largest construction pipeline in Asia. Growing affluence, potential for economic growth, increases in disposable incomes and the burgeoning middle class are expected to drive both leisure and business travel in the coming years. that they are safe.

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A Study of 'MAKE IN INDIA' Campaign for Tourism and Hospitality

Dr. Shabeen Ara

Tourism and hospitality have always been the focus point of many speeches of Prime Minister Narendra Modi. His strong belief in Tour & Travel Industry is even apparent from the fact that the Ministry of Tourism channelizes half of its budget on developing destinations, circuits and mega & rural tourism infrastructure projects. The government also introduced many initiatives, such as Incredible India and Atithi Devo Bhava to attract tourists, especially foreigners. These and many other growth drivers put Tourism and Hospitality in the limelight of PM Modi's ambitious 'Make In India' campaign. Some travel facts that make Tourism an important part of this campaign:

- The share of Travel and Tourism in the country's GDP in 2013 was INR 2,178.1 Billion. In 2014, this contribution is expected to soar by 7.5% to INR 2,341.45 Billion.
- The number of domestic tourists increased from 864.53 Million in 2011 to 1,036.3 Million in 2012. The number increased by 19.9% in 2012.
- Foreign exchange earnings increased from USD 17.74 Billion in 2012 to USD 18.13 Billion in 2013, registering a growth of 2.2%.
- Tourism produces employment opportunities – every USD 1 Million invested in tourism generates 78 jobs.
- After Gems, Jewellery and Readymade garments, Tourism is the third-largest foreign exchange earner in India.
- During 2013, foreign exchange earnings from tourism registered a growth of 12% rising from INR 944.87 Billion to INR 1058.36 Billion.

(Why Tourism Holds A Special Place In 'Make In India' Campaign? By Tour My India <https://www.tourmyindia.com/blog/tourism-holds-special-place-make-india-campaign/>)

Objectives

1. Study the Make In India Campaign for Tourism and Hospitality
2. Identify some best tourism startups in India.

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Methodology

To study the Make in India Campaign for Tourism and Hospitality, the information has been collected from the Government of India website Make in India. Few successful startups have been explored from the website. Sources have been mentioned as and where required.

Make in India Campaign for Tourism and Hospitality**Reasons to Invest**

Tourism in India accounted for 6.88% of the GDP during 2012-13, and tourism the third largest foreign exchange earner for the country. India registered 7.7 Million FTAs in 2014, registering an annual growth of 10.2% over the previous year. The FEEs from tourism during 2014 were USD 20.236 Billion.

India is 15th in the world in terms of International Tourism Receipts with a share of 1.58% of the world's tourism receipts. India offers geographical diversity, attractive beaches, 32 World Heritage Sites and 25 bio-geographic zones. India has a diverse portfolio of niche tourism products – cruises, adventure, medical, wellness, sports, MICE, eco-tourism, film, rural and religious tourism. Tourism projects entailing investment of INR 200 crore and above have been included in the harmonised list for grant of infrastructure status.

The centrally funded scheme of Swadesh Darshan and PRASAD provide for introducing suitable Public Private Partnership (PPP) for improved sustainability of the projects. The Viability Gap Funding may be provided under the schemes in accordance with the relevant guidelines/instructions of the

Government.

Statistics

Tourism is a big employment generator – every USD 1 Million invested in tourism creates 78 jobs. Tourism is the third largest foreign exchange earner after gems, jewellery and readymade garments. In 2014, FEEs from tourism were USD 20.236 Billion as compared to USD 18.445 Billion in 2013, registering a growth of 9.7% in Indian Rupee terms, FEEs from tourism registered a growth of 14.5% rising from INR 1,07,671 crore to INR 1,23,320 crore.

India registered 7.7 Million FTAs in 2014, registering an annual growth of 10.2% over the previous year. The number of domestic tourist visits in India during 2014 was 1281.95 million as compared to 1145.28 Million in 2013, recording a growth rate of 11.93%. FTAs (Provisional) from January to July 2015 were 4.48 million, an increase of 4.8% over the same period of previous year. FEEs (Provisional) from January to July 2015 was INR 71,754 crore, an increase of 6.9% over the same period of previous year.

Growth Drivers

A growing recognition of tourism's contribution to employment and economic growth, the availability of better infrastructure, focused marketing and promotion efforts, liberalisation of air transport, the growth of online travel portals, growing intra-regional cooperation and more effective PPPs are seen as key drivers for tourism in the next decade. More than half of the Ministry of Tourism's Plan budget is channelised for funding the development of destinations, circuits, mega projects as well as rural tourism infrastructure projects.

There is a renewed focus on skill development in the travel and tourism sector – 21 government-run hotel management and catering technology institutes and 14 food craft institutes have been established to impart specialised training in hoteliering and catering. The availability of the Visa on Arrival facility significantly influences tourists' travel plans to any country. During 2014, a total number of 39,046 Visas on Arrival were issued as compared to 20,294 Visas on Arrival during 2013, which amounts to a growth of 92.4%.

The Tourist Visa on Arrival (TVoA) was renamed as Electronic Travel Authorisation (ETA) on 15th April, 2015. Currently the ETA facility is available for 113 countries. This is expected to have a significant positive impact on foreign tourist arrivals in India. The launch of several branding and marketing initiatives by the Government of India such as Incredible India! and Athiti Devo Bhava provides a focused impetus to growth. Recently, the Indian government has also released a fresh category of visa - the medical visa or M visa, to encourage medical tourism in India. The Outlay for the Ministry of Tourism is INR 1483.20 crore.

FDI Policy

100% FDI is allowed under the automatic route in tourism and hospitality, subject to applicable regulations and laws. 100% FDI allowed in tourism construction projects, including the development of hotels, resorts and recreational facilities.

Sector Policy

National Tourism Policy - 2002

Its vision is to enhance employment potential within the tourism sector as

well as to foster economic integration through developing linkages with other sectors; policy objectives include positioning the tourism sector as a major engine of economic growth, positioning India as a global brand, acknowledging the critical role of private sector and creating integrated tourism circuits.

Other Important Policies

Guidelines for assistance to central agencies in tourism infrastructure development, scheme for assistance for large revenue generating projects, scheme for PPP in infrastructure development, guidelines for approval of convention centres, motel projects, timeshare resorts, guesthouses etc.

Key Provisions of Budget

To develop and enhance tourist infrastructure a provision of INR 600 crore is made for developing Swadesh Darshan (12 Theme based Tourist circuits) and INR 100 crore for PRASAD for Beautification of Pilgrimage Centres. States have been given greater flexibility in development of Tourist infrastructure as per local requirement from their enhanced resources. Services provided by Indian tour operators to foreign tourists in relation to tours wholly conducted outside India are being exempted from levy of service tax.

Resources to be provided to start work along landscape restoration, signage and interpretation centres, parking, access for the differently abled, visitors' amenities, including securities and toilets, illumination and plans for benefiting communities around them at various heritage sites which include Churches & Convents of Old Goa, Hampi, Karnataka, Elephanta Caves, Mumbai, Kumbalgarh and other hill forts of

Rajasthan, Rani ki Vav, Patan, Gujarat, Leh Palace, Ladakh, J&K, Varanasi Temple town, UP, Jalianwala bagh, Amritsar, Punjab and Qutub Shahi Tombs, Hyderabad, Telengana. The visa-on-arrival facility to be increased for travellers of 150 countries in stages, from current 43 countries.

Tax Incentives

An investment-linked deduction under Section 35 AD of the Income Tax Act is in place for establishing new hotels in the 2-star category and above across India, thus permitting a 100% deduction in respect of the whole or any expenditure of a capital nature excluding land, goodwill and financial instruments incurred during the year.

State Incentives

Incentives offered by state governments include subsidised land cost, relaxation in stamp duty, exemption on sale/lease of land, power tariff incentives, concessional rate of interest on loans, investment subsidies/tax incentives, backward areas subsidies and special incentive packages for mega projects. Incentives are provided for setting up projects in special areas – the North-east, Jammu & Kashmir, Himachal Pradesh and Uttarakhand.

Incentives from the Ministry Of Tourism

Assistance is given in large revenue-generating projects. Support to PPPs in infrastructure development such as viability gap funding and schemes for capacity-building of service providers.

Investment Opportunities

The presence of world-class hospitals and skilled medical professionals make

India a preferred destination for medical tourism. A vast, beautiful coastline, virgin forests and undisturbed idyllic islands make this a choice destination for cruise tourists. Rural tourism schemes have been implemented by the Ministry of Tourism in 2002-03 with the objective of highlighting rural life, art, culture and heritage in villages that have a core competence in art, craft, handloom, textiles and the natural environment. Eco-tourism is at a nascent stage, but there are conscious efforts to save the fragile Himalayan eco-system and the culture and heritage of indigenous people. The segment offers opportunities across various sub-segments such as timeshare resorts, convention centres, motels, heritage hotels and the like. Investment opportunities in the setting up of tour operations and travel agencies cater to burgeoning tourist inflow.

Some Successful Travel Startups Making News in India

India is witnessing a sudden boom in travel startups for the past few years. A few contributory factors can be the wide availability of internet, smartphone penetration and, more importantly, the exponentially growing number of inbound and outbound travellers. We learn about new travel startups everyday and some of them really push the envelope of innovation.

1. Tripoto

Founded by Anirudh Gupta and Michael Lyngdog in 2013, Tripoto offers travel itineraries for travellers and holiday makers. It has a huge collection of photos, reviews and recommendations shared by travellers who have explored the different corners of the world and are ready to communicate their travel experiences with others. Also, users have

the liberty to add attractive trips in their wishlist.

2. iTraveller

Launched by Shiju Radhakrishnan in 2012, iTraveller provides 3,50,000+ trips for 450+ destinations at highly competitive rates compared to other online travel booking sites. It offers packages at extremely cheap rates simply because of very few intermediates. It allows travellers to discover, plan and book tickets instantly by connecting them with the native destinations suppliers.

3. goMowgli

Founded by Sunil Abhilash, Anil Alur, and Karan Cariappa in 2013, goMowgli claims to be India's first hop-on and hop-off bus for travellers. Through this service, travellers can engage in innumerable activities, stay wherever they want with absolute freedom. The interesting feature of goMowgli is that the bus passes it offers is valid till 60 days from the date of first travel. This allows travellers to make changes in their travel itineraries at the last minute with no complications.

4. SeekSherpa

Launched by Dhruv Raj Gupta and Sukhmani Singh in 2014, SeekSherpa lets travellers feel as comfortable as locals in destinations. Its platform allows locals to post their experiences. Travellers can easily book their experiences and post travel-related questions directing them to locals of their choice. Also, the website features many categories such as shopping, photograph and nightlife tours.

5. Guiddoo

Founded by Vineet Budki, Nidhi Varma, Darshan Sharma and Prashant Choudhary in 2013, Guiddoo is one-stop shop for travellers willing to indulge in tours, activities, audio-visual travelling, restaurants, spas and shopping. Its mobile app helps the users to enrich their travel experiences. Also, the app allows users to take pictures of point of interests and share it on their social channels.

6. Routofy

Launched by IIT graduates Abhishek Aggarwal and Ronak Gupta last year, Routofy is quite different from other online travel portals. It can search for flights, trains and buses all at once between any two destinations. Direct and indirect connections at cheap rates are displayed to the users from the favourite providers. This unique portal has already received great response from the Indian travel industry and was financially backed last year by the founders of Snapdeal.

7. Nearify

Founded by Mayank Kumar, Saurav Singh and Vivek Srivastava in 2012, Nearify is an event discovery platform that can be used by the travellers in their favourite destinations. It accumulates information of concerts, music festivals, parties, workshops, shows and meet-ups and categorises them according to traveller's current location, genre of entertainment etc.

8. PressPlay

Launched by two friends Anand Sinha and George Abraham in 2013, PressPlay offers travel entertainment service to

tourers. Interested travellers can stream or download movies, music for free under 2 minutes when connected to its hotspot. In buses, the company provides its app on fully-charged tablets for INR 100. Travellers can do away with the boredom they usually experience while travelling anywhere.

9. Byond Travel

Founded by Vikram Ahuja last year, Byond Travel offers 100+ unforgettable travel experiences from 40+ countries. It provides wildlife adventures, houseboat explorations, treks to Himalayas, deep-sea diving in Sri Lanka and many other activities guided by travel adventurers and experts. Byond Travel packages range from Rs. 50,000 to Rs. 1.5 lakh. It has a remarkable collection of travel experiences in its Lime Diaries collective.

10. Padhaaro

Founded by Ish Jindal in 2012, Padhaaro is an on-demand marketplace that connects foreign travellers with Indian locals. It assists travellers right from the time they plan their trips to the time they arrive at the destination. They can book tours and local experiences through it while being on-the-go. This startup believes in improving India's image in the eyes of the international travellers.

Conclusion

Today, MakeMyTrip is one of India's largest OTAs (online travel agents) with a customer base of over seven million, and page views crossing 20 million every month. They currently provide customers with more than just ticketing options, expanding its services offerings from standard holiday packages and rail, bus and flight ticketing to add even custom-built holiday packages. How did

it all start? "We knew that the market was moving from offline to online, it was disruption at that point of time, and we identified it," said Rajesh Magow, CEO, MakeMyTrip. When Deep Kalra, Keyur Joshi, Rajesh Magow and Sachin Bhatia founded MakeMyTrip in 2000, they knew they were going to be the pioneers of an era that was marked by travellers transacting online. (Aparna Ghosh, What is driving the sudden boom in travel startups in India? <http://yourstory.com/2015/02/travel-startups-in-india/>)

Startups foresee the next big technology disruption coming in the travel space, and hence have taken a dive into the sector. The rising household incomes and the corresponding expansion of the middle class have triggered more cash flow in households, opening up possibilities for spending and leisure. Experts also attribute this sudden boom in travel startups to the recent stabilization of the macro-government, enabling FDI and various other routes for capital to flow through the economy.

"This sudden surge of people going on vacations and international holidays can be because of the impact of social media platforms like Facebook or Twitter on our everyday life," said Deepak Wadhwa, Co-founder of WeAreHolidays, adding, "we suddenly want to go out, take pictures, share them and feel good about it."

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How Digital Marketing Is Transforming the Tourism Industry-An Exploratory Study

Shilpa Agarkar

Introduction

Digital marketing is identified as a major component of hotel's marketing strategies and an important mechanism for future growth within the industry. As potential guests and loyal customers identifies the internet as trustworthy, efficient, and safe, the opportunity for marketing towards consumers via the internet became tangible and indeed, vital to growth. Digital marketing in particular can be maintained as an economical, effective means to reach customers, while more traditional marketing methods may have been foregone, digital marketing could prevail as the most effective means to allocate (limited) resources toward and ensure a return on investment. The term digital marketing refers to the inclusion of a wider range of digital and network communication technologies, including mobile phones and digital television, in the pursuit of marketing objectives. The widening application of digital technologies suggests that the marketers should extend their thinking beyond the Internet to encompass all the platforms that permit a firm to do business electronically. Digital marketing is segmented into three categories: paid content, owned content, and earned content.

Paid content includes marketing efforts that a hotel purchases, such as pay-per-click advertisements and use of OTAs (online travel agencies).

Owned content includes a hotel's website and social media pages.

Earned content, the most elusive of the three and out of the hotel's direct control, includes user reviews and media coverage.

As digital marketing cemented itself in budgets and strategies, paid and owned content were the priorities; however, as consumers have increased sharing their opinions (and listening to others opinions), earned content has grown as an absolutely vital aspect of how a hotel's image is perceived. (Dimitrios Buhalis, Daniel Leung and Rob Law, *eTourism: Critical Information and Communication Technologies for Tourism Destinations* http://www.academia.edu/896008/eTourism_Critical_Information_and_Communication_Technologies_for_Tourism_Destinations Accessed in May 2016)

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The facilitated access to guest experiences by potential guests means that today, 92% of guests check online reviews of a hotel before they book. The indispensability of earned content is recognized across the board, not only do users appreciate the importance of reviewing feedback and eventually sharing their feedback (whether it be through written reviews, uploaded pictures, real-time tweets, or posts on a Facebook page), but hotels understand the need for maintaining their credibility responding to and managing these opinions.

Objectives

1. To find out how digital marketing is transforming the tourism industry.
2. How Indian Tourism industry is using Digital Marketing? some best practices.

Methodology

This is an exploratory study. Secondary data available on the website is referred. All the sources have been acknowledged.

Digital Marketing Transforming the Tourism Industry

The Internet as a marketing media can be of great benefit to virtual all areas of marketing, from marketing research, through market segmentation, targeting and positioning, to the effective use of the marketing mix, and marketing organisation and control.

Marketing Research

The Internet does more than automating online business transaction. It can provide a vast amount of information which was previously unavailable. Marketing is essentially an information

processing activity which links an organisation to the external environment in which it operates. The Internet is an invaluable source of low cost but up-to-date marketing intelligence which can be sourced through a company's own site and other web sites. The Internet is extremely useful to build a customer information database including identify prospects, understand customer needs and customise resources to give greater levels of service to customers.

By searching other web sites, a company can get valuable information about market demand, supply, competition and economic, demographic, legislation and technological changes in the domestic and international markets. Web sites of government agencies, media companies and non-profit organisations usually provide large amount of information free on general issues. Commercial sites are good sources of information on new technologies, best business practices, and industry initiatives.

Scanning competitors' home pages helps companies to track competitors' marketing strategies and tactics. For example, from hotel chains' web sites, one can easily locate information about the chains' main business activities, financial performance, new hotel openings and investment plans, and key marketing strategies; whereas airlines' web sites often show such useful data as business and financial analysis, strategic alliance groups, new routes development and fleet expansion plans, frequent flyer programmes and the fares and availability of flights between any two destinations.

Market Targeting

An important feature of the Web as a medium is that it is the consumer who is

actively searching for information about products or brands in which they are interested. In effect the consumer is "pre-screened" and shows both interest and involvement in visiting the web site. While on the Web, the consumer can also provide instantaneous feedback to the marketer. All the feedback, and indeed, every "click" or "hit" the user makes can be memorised by the web server. Through the application of the IT data mining technique, companies can find patterns within their internal customer data and make sense of data or turn data into meaningful marketing information. The appropriate use of user profile and surfing behaviour data can improve the effectiveness and efficiency of market segmentation and targeting. This is because the traditional approach to market segmentation is often based simplistically on geographical, demographic and economic variables while the psycho, behavioural or lifestyle data is costly to collect and difficult to measure and compare. In Internet marketing, it is easier to collect these data from potentially each and every user of the company web site, though tangible rewards such as free prize draws and free membership, are often needed to attract users to fill in web forms. It is even a great deal simpler and more effective in market targeting as the email messages and even tailor-made web-pages can reach the intended receiver with little cost. It is possible to set up 'virtual" or cyber - communities for each target market niche in the form of news-groups through which consumers with similar interest and behaviour patterns can be sent with relevant product offering and other information from the marketer. Members of such Internet communities can regularly exchange information between them and strengthen a sense of belonging.

Product

Internet technologies can also contribute to the improvement of current products on offer or development of new products and services that redefine the company's strategic position.

The introduction of electronic ticketing (e-ticketing) and flight information exchange through mobile phones by many airlines in recent years also improve customer services. The Internet also give tourist attractions such as museums and galleries wider format options for electronic presentation and show web collections which are physically impossible to construct.

Pricing

The role of the Internet in pricing is based on its ability in processing and exchanging large amount of data instantaneously with a great number of people. This information processing capacity enables a company to analyze relevant pricing data effectively and quickly. The information exchange capacity enables firms to set and change prices in real time and also facilitates online bidding and flexible pricing. Both of these qualities of the Net are extremely useful in tourism marketing.

Place

The uniqueness of the Internet as a means of distribution is based on the fact that it exists in "cyberspace" thus physical phenomena such as location and distance are less significant or even irrelevant. For the producer, the Web enables it to have direct links with consumers at a low cost therefore provides it with the opportunity of "disintermediation". For the retailer, the Web threatens its livelihood and changes

its critical success factor from location, location to access. For the wholesaler, web-based business means it can bypass retailers while at the same time risk being bypassed by the producers.

The biggest change to tourism distribution brought by the Web could, be the noticeable shrinking of the travel agent sector. Agents are squeezed by both a decreasing market as more and more consumers go online and book directly from airlines and operators and by airlines' declining commission levels. How far and how soon the role of travel agent will diminish in the future is dependent upon how flexible and innovative the travel agents can be and how fast the Web can dominate both business and everyday life. The Travel agency will have to reinvent itself to suit the new Internet era by transforming from a travel ticket seller to a travel information manager.

Promotion

Arguably, the component of the marketing mix being most quickly transformed as a result of Internet usage is promotion. The Internet provides a labour-efficient and cost-effective way of distributing information almost instantaneously to millions of potential clients in the global markets. Internet promotion combines mass media's reach with the personalization inherent in two-way dialogue -previously only possible in personal selling. It can be used for corporate visibility, brand name recognition, advertising, public relations, corporate sponsorship, direct sales, sales promotion, customer support and technical assistance. There are three main issues in the application of the Internet to tourism promotion.

First, present the promotional

information on the company's web site. The Web enables more information to be transmitted to (potentially) more people cheaply, instantly and with multimedia effect. The key to achieve these benefits is a well-designed and maintained web site which is attractive, informative and interactive. Through its multimedia capability, a good web site can and should incorporate information as accurate and detailed as brochures or timetables, photos and graphs as glossy as magazine ads, and videos as entertaining as TV commercials. The site can and supply as much promotional information as possible as there is virtually no capacity constraints or advertising space limits on the Web.

For instance, a tourism destination web site may become a 'information mall' which provides the users with all the basic information about it such as the exchange rates, local traditions, weather, what to buy, etc. and, through the hyperlinks to the sites of tourism firms, details of flight schedules, tour prices, park opening times, late offers, and so on. A company web site with email links or even telephone numbers and address will enable users to contact it for further and often more personalised information.

Second, promote the web site itself to increase its exposure and visitation since a company's web site has to compete in the clutter of thousands of other web sites selling similar products and services. This can be achieved through a number of ways. A memorable Internet address to help user locate it on the Web, usually the company or brand name or a catchy word or phrase. Links "from" other web sites, by registering with search engines and online directories and paying relevant sites for click-through links or banners ads, are particularly important if the

company's site is not well known. Links 'to' other sites, such as those offer news or entertainment services and those offer complementary products can also make the site more interesting as well as providing more relevant and up-to-date information for the users. Promoting the web site through the traditional media is also important, especially when it was first set up.

Third, use the company's web site as a platform for advertising sites or products of other businesses. Through "banners" and banner linked web pages, a company's web site can also generate revenues by becoming an advertising medium for other organisations.

How Indian Tourism Industry Is Using Digital Marketing (Social media)?

The Incredible India Campaign

The campaign aimed at changing the attitude of people when it came to interacting with tourists. The key focus of the campaign were its television commercials and then transcending them into the social web through uploaded videos, thereby, helping it go viral. It was aimed directly at the key stakeholders who came in direct contact with the tourists such as taxi drivers, tourist guides, operators, immigration officers, tourist police etc. To gather attention, celebrities such as Aamir Khan were roped in and the commercials were telecasted during international events such as Oscars, Grammy Awards and BAFTA Awards. It also received recognition at the world stage as it bagged The Grand Prix Award CIFFT in Vienna, Austria. It also received awards in Berlin, Poland, Romania, France, Czech Republic, Croatia and Portugal. As a matter of fact, since the tourism industry is on a high in the 21st century

and that there is a shift of international tourists from developed countries to the developing ones, the Indian economy leveraged it. With a view to bring focus on the rich multi cultural heritage and diversity persisting in India and to lay emphasis on several aspects like tourism, infrastructure, natural resources, festivals, historical monuments etc., the Government of India Ministry of Tourism coined the concept of Incredible India.

A Government of India initiative, Incredible India is an international marketing campaign to promote tourism in India in the year 2002 to the global audience. The then Joint Secretary under the Union Ministry of Tourism, Amitabh Kant officially branded and promoted the title Incredible India.

Incredible India's Business Objectives

Enumerated below are the prime business objectives of Incredible India:

1. To promote India as the desirable destination among international travelers from the United States, Europe and Asia Pacific.
2. To build on the existing Incredible India campaign.
3. To attract more visitors to India.
4. To reach out to travelers in a cost-effective way.

Approach/Strategy Adopted by Incredible India

Incredible India undertook such a marketing strategy that not only comprised of the traditional marketing media mix but also integrated online marketing such that the Ministry of Tourism could reach the rising number of people who research their holiday destinations online. The Ministry realized the need for an extremely

interactive yet engaging campaign so as to ascertain message retention as and when the tourists would make the decisions to visit t their favourite international holiday destinations, months before the actual travel dates.

The following is the list of products that were used to accomplish this online campaign:

- MSN Homepage
- MSN Channels
- Windows Live Hotmail
- Microsoft Offers Solution Rich Media Ads
- Optimized Media Plan (For creative placement)
- Opt-in Hotmail Newsletters

The campaign ads were run on the aforesaid Travel, News and Entertainment channels. Ministry's decision to work with Microsoft Advertising for its popularity and global reach enabled Incredible India to reach out to travelers, while minimizing the campaign costs. Online advertising which comprised of colourful rich media creatives to highlight India's exotic appeal, generated high level of interest amongst the targeted audience thus in way luring them to strongly consider India as their travel destination.

Results Achieved by Incredible India

The online campaign which was run on digital media platforms presented the following key results:

- There was increased likelihood to consider India as the tourist destination for vacation by 19 percentage points.
- 84 percent accuracy rate in terms of travel decision makers' target segment was witnessed.
- 90 percent of the response sample

used the internet for planning leisure travel.

- More than 75 percent of the response sample perceived India as an attractive destination.

“We were aware of the need to go beyond traditional media, as the internet influences travel decision making in a significant way. The retention value of our traditional media was low due to 'push advertising.' It does not support the interaction that the internet can provide.” -Leena Nandan, Joint Secretary, Government of India Ministry of Tourism India got incredible response from the online campaign to target international holidaymakers while minimizing the campaign costs. Thus, the aim of promoting India as the destination of choice and present India as a complete tourist destination could be successfully accomplished through effective online marketing strategies which comprised of running colourful and enticing ads, newsletters and other emails shared with the prospective international tourists. (<http://www.digitalvidya.com/blog/incredible-indias-online-campaign-increased-tourists-ratio-from-19-to-84/>) Accessed in June 2016.

Club Mahindra Holidays

The brand started a Facebook page titled – 'Jiyo Life' which coincided with the television commercials. The brand aimed at creating quality content on its page which would lead to engagement and sharing. At the same time, not all activity was to be kept online but to bring it out onto the offline world as well which could possibly lead to higher engagement rate.

Case Study: Jiyo Life Movement – using content as the honey

(<http://www.indiasocial.in/case-study-jiyo-life-movement-%E2%80%93-using-content-as-the-honey/>)

Mahindra Holidays & Resorts India Ltd. is a part of the USD 6.7 billion Mahindra Group, one of India's leading industrial houses. Started in 1996, the company's flagship brand 'Club Mahindra Holidays', today has a fast growing customer base of over 79,000 members and 23 beautiful resorts at some of the most exotic spots in India and abroad.

Campaign

Club Mahindra, India's No. 1 holiday brand launched a campaign that aimed to re-position the brand. Jiyo Life is the new tag line for the brand and this will bring the brand closer to people, by encouraging them to commit to spending time on, participating in, creating and sharing – moments that allow them to live life fully.

One of the largest and most active fan pages among Indian brands on Facebook is Jiyo Life. The brand charter – a call to live life to the fullest and finest – Jiyo Life is a movement for users to break free from stress and relive the smaller joys of daily life. It's also sharing one's blissful moments with like minded people of the page.

Background

The community page idea was an extension to the Club Mahindra – Jiyo Life television commercial (TVC) which highlights the finer nuances of life. Social Media was identified as an integral part of the brand campaign and we wanted to create momentum in tandem with the TVC.

We decided to focus on Facebook as our primary channel for its prolific reach and the captivity of the medium. It also helps that Facebook is one of most popular websites in India and 2nd most visited

site with over 13 million registered Indian users!

Approach/Strategy

Below, are the highlights of the fan page activities -

- High quality admin posts for increased and consistent interaction by users.
- Posts had to be interesting as we wanted users to share our posts with their friends.
- A detailed content strategy for Facebook page was thus, planned for admin posts to match user sentiments.
- Regular features consisted of polls, contests, fan photo of the week and others.
- We created custom tabs and landing pages on our fan page.
- Optimal use of Facebook advertising which was a good source to build fans through branding.
- Constant monitoring of ad performance and accurate targeting led to low cost of fan acquisition.
- Aligning of offline events to the 'Jiyo Life' page for higher engagement with users.

Objectives

- To let the user experience the brand in interactive and innovative formats thus making the brand more memorable.
- Build a large community base on Facebook of active users (to reach 50,000 fans in 4 months). Aim for a large number of posts/uploads from users.
- Drive traffic to the Jiyo Life website through social media activities, Facebook being primary.
- Infuse the term 'Jiyo Life' in the users

posts and conversations, as a generic term (Example – 'Google it')

Impact

- Within the first 15 days, we crossed 10,000 fans on the Facebook page.
- The Facebook fan page visit ratio is 1:3 viz. one user has visited the Jiyo Life fan page at least 3 times on an average!
- The Jiyo Life Facebook page made it to the Top 5 organic search results within a couple of days of launch.
- In terms of engagement, we have observed a large number of friendships blossomed amongst the users of the page. There is a strong bond created amongst them.
- On an average, every admin post receives over 100 interactions within a single day.
- Optimal use of Facebook ads has given Jiyo Life ads more than 100 million impressions!
- Close to equal Male:Female distribution at 46:54 (Facebook India M:F – 68:32)
- Every admin post also receives over 75,000+ impressions (which is much higher than our fan base, clearly stating that users are sharing our posts with their friends)
- On attaining 50,000 fans, we introduced offline events to offer more engaging activities to the users called the 'Jiyo Life Zone'. The 'Jiyo Life Zone' was a fun zone held on weekends across major cities of India. We got a tremendous response with large number of footfalls across the cities.
- Jiyo Life Zone received over 10,000 visits to our website + over 1.5 million impressions on the Facebook posts.

Learnings

Customise content basis user interest:

Jiyo Life page is a classic example of how an initial laid strategy had to be amended after user interaction. Isn't social media all about that, users and their interaction? We were quite pleased to transform our strategy with new plans based on user significance.

Kerala Tourism

Kerala Tourism Board has taken a very high tech approach to their promotion. They released an iPhone and an iPad app for international mobile tourism audience. Developed by the agency MobMe its a creative approach to targeting international users. After clicking on the application, it would point to the 'Your moment is waiting..' video which highlights the tourism and features of 'God's own country' – Kerala.

Kerala Tourism is noted for its innovative and market-focused ad campaigns.[24] These campaigns have won the tourism department numerous awards, including the Das Golden Stadttor Award for Best Commercial, 2006,[25] Pacific Asia Travel Association- Gold Award for Marketing, 2003 and the Government of India's Best Promotion Literature, 2004, Best Publishing, 2004 and Best Tourism Film, 2001.

Catchy slogans and innovative designs are considered a trademark of brand Kerala Tourism. Celebrity promotions are also used to attract more tourists to the state.[26][27] The Kerala tourism website is widely visited, and has been the recipient of many awards. Recently, the tourism department has also engaged in advertising via mobiles, by setting up a WAP portal, and distributing wallpapers and ringtones related to Kerala through it.

(https://en.wikipedia.org/wiki/Tourism_in_Kerala)
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Jammu & Kashmir Tourism Overview

"Gar firdaus, ruhe zamin ast, hamin asto, hamin asto, hamin ast."

The long stretches of frivolous snow-clad mountains, verdant wavering foliage and the gleaming blue water accompanies the many fascinating vistas that prevails in the land of Jammu & Kashmir. The state is carefully divided in to three prime regions namely, Jammu, Kashmir and Ladakh, which are fringed by Great Himalayan and Pir Panjal range. A well-deployed state for tourism and adventure, it is set amidst majestic beauty of nature that rejuvenates and offers impeccable peace of mind. Travel to Jammu & Kashmir to find a world away from the confines of mundane (source: <http://www.conveniencetours.com/jammu-kashmir-tourism-overview/>).

The first fruit of Dogra reign, the state of Jammu & Kashmir blesses the Northern Frontier of India. The state officially integrated in 1948 as a part of India, when the existing rulers agreed to join Indian federation. J&K as it is often dubbed as, has wide vista that surfaces rich culture, tradition and history. Its vivid description in the epic of Mahabharatha and writings of Kalhana (Rajatarangini) manifests the vital position it holds in upgrading the Indian diorama of history. Needless to mention the deliberate natural escape it has been for travel aficionados, the state of J&K compliments the picture of Indian jigsaw puzzle.

History

Inundated with vestiges of rich history, the modern day J&K had been the part of eminent Mauryan records in 250 BC. Turning pages of the vivacious era of Ashoka, Jammu and Kashmir was renowned as Pandrethan city that sheltered many Chaityas and Viharas. History records political disorders since time immemorial in the state, from the reign of Akbar in 1587 to the contemporary era, disarrangement has followed J&K incessantly. Despite the prevailing circumstances, the state has managed to grow as a hub of harmonious culture, ingenious art and craft and indomitable population. The reign of Zain-Ul-Abidin in the 15th century opened door for the prosperity of art, music and culture along with development in several other spheres. Under the Mughal rule, the two prominent gardens

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namely Shalimar Bagh and Nishat Bagh were created. After the Sikh rule (1819-1947), the state of Jammu and Kashmir dawned into its original form under the Dogra rulers and thereafter officially integrated as a part of India in 1948.

Location

Scintillating crown of the Indian Peninsula, the state of Jammu & Kashmir share border with Himachal Pradesh and Punjab in the south, while it also has an international border with Pakistan (Gilgit Baltistan and Azad Kashmir) in the west and northwest and Republic of China in north and northeast. Thus, it retains to itself a rather picturesque landscape that is capable of attracting tourists worldwide.

Physical Features

Prime four regions that formulate imperatively scenic picture of the state are Dry Belt better known as Kandi comprising of semi-mountain and semi-plain region, the Shivalik Ranges comprising of alpine mountains and the Kashmir Valley zone, middle run that covers Indus River, Kargil and portions of Leh and finally the Pir Panchal zone that encompasses Doda, Poonch, Rajouri District and portions of Udhampur district and Kathua. The state is also a home to several pristine valleys including Kashmir Valley, Chenab Valley, Tawi Valley, Poonch Valley, Lidder Valley and Sind Valley. The diverse geographical features make J&K a flourishing land of rich flora and fauna.

Climate

Jagged topography results in diverse climatic conditions in different zones in the state. Expect semi-arctic (Dry and Cold) climate in Ladakh region and heavy

monsoonal rains (March to May) in Jammu and Srinagar along with humid summer season in Jammu zone. Despite the fact of extremes be assured that bright sunny days are not rare and the moderate weather does exist in the periphery.

Flora and Fauna

A wide range of flora is eye-catching, from the Northwestern thorn scrub forests to western Himalayan sub-alpine forests, from the shrubs and meadows of the northwestern Himalaya to the alpine steppe of the Karakoram-west Tibetan plateau swathe the length and breadth of the state of Jammu & Kashmir. However, the high altitude areas confine itself to bitter cold and ice. A most common sight in the state is that of bounty Chinar, Deodar, Pine and Fir trees; also walnut, almond, willow and cider engage many areas here.

Jammu & Kashmir offers a walk in to wilderness, encounter with musk deers, black and red bears, ibex and various species of birds are common, whereas, if lucky snow leopards and leopards can be spotted here as well. The arid region of Ladakh shelters around 240 species of indigenous and migratory birds along with exclusive animal species including Himalayan ibex, yak, Tibetan antelope and gazelle.

Demography

A majority of Muslim population resides in Jammu & Kashmir. On the other hand, Buddhist, Hindus and Sikhs along with few Christians, Jain and Zoroastrians form the minority section. The principal spoken languages in the region are Kashmiri, Dogri, Urdu, Ladakhi, Pashto and Gojri. Hindi is also widely spoken and English now is being treated as a second language for communication and

interaction. Paharis, Gujjars, Sheenas and Bakarwalas reside along the Line of Control, whereas Muslim Kashmiris and Kashmiri Pandits dominate the multi-ethnic regions along with Punjabis and Dogras (67%).

Art and Craft

Handloom and Silk: Arts and Craft has grown leaps and bound in Jammu & Kashmir. It has evolved in the period of 2500 years and gained worldwide acclamation. Spectacles of handloom can be seen clearly materializing in the form of Pashmina Shawls and Carpets here. Kasida is the popular embroidery form; it is useful in composing designs of Chinar leaves, mythological characters and design of a landscape. Silk is yet another product that paves its way to the international market from Jammu & Kashmir. Indigenous production of Silk products like silk sarees, suits and head covering adds another feather in the cap of the state.

Wood Carving: Jammu & Kashmir retains its image as a brilliant wood artist. The intricate woodwork on the ceilings, which is popularly known as Khatam Band are splendid and unique. Carvings on furniture and on the wood of walnut trees are widely acclaimed as well.

Papier Mache: Jammu & Kashmir is also famous for the unique art of Papier Mache. The locals take great pride in creating colorful decorative items prepared with pulped paper, vibrant paints and creative patterns.

Pilgrimage Tourism in Jammu & Kashmir Valley

Jammu and Kashmir is a state that is considered a holy place by people of all religion. The state brims with sacred

sites, visited by pilgrims from all over the world. Most of these holy sites are situated amidst the picturesque surroundings of mighty Himalayas. And this attribute has now started attracting many tourists as well to these sites. That way, not only do they get to explore the stunning landscapes of Jammu and Kashmir, they also have the opportunity to worship the Lords and get their blessings. The state has many temples and mosques that in themselves are wonder creations. When it comes to religious tolerance, the state stands as an epitome. A pilgrim, who comes to J&K, should not leave without visiting the Hari Parbat Pilgrim center where a mosque, a temple and a Gurudwara stand side by side. The sight itself gives you the undiluted feeling of brotherhood.

(source: <http://www.indialine.com/travel/jammukashmir/pilgrimage.html>)

Amarnath Cave

The Cave of Amarnath is situated around 145 km away from Srinagar and is dedicated to Lord Shiva. Every year, the government of Jammu and Kashmir organizes a yatra to Amarnath in the month of July and August. It is during this time when the white Shivalingam built of ice starts to take form. On the full moon day, it attains complete form and it is this day that is believed to be the day when Lord Shiva told the secret of creation of life and immortality to Goddess Parvati that was overheard by two doves. Reaching here is not an easy task and only people with good health condition can complete the challenging trek without any trouble.

Vaishno Devi

Situated 62 km away from Jammu, Vaishno Devi shrine is located at an altitude of 1615 m above sea level. It is one of the most important pilgrim place

for Hindus around the world. The shrine is located inside a cave on Trikuta Hills. To reach here, one has to start climbing from Katra, which is around 14 km from here. Many pilgrims cover this distance bare foot to please the Goddess and get her blessings. Inside the cave there are three rocks cut statues that represent the three Goddesses. Goddess Kali in right, Goddess Lakshmi in center and Goddess Saraswati in the left. Every Hindu believes that his life is blessed if he visits the cave and gets a look of the three idols.

Hazratbal Shrine

The shrine is located on the banks of Dal Lake in Srinagar and is one of the most important pilgrim places for Muslims in the state. This is the place where Prophet Mohammad's hair is kept inside a glass casket. The hair is kept for public display only on auspicious days. The Shrine was built sometime in the 17th century by Muslim Auqaf Trust. The main reason for its construction was to preserve the hair of Prophet Mohammad. The shrine is also known by many other names like Madinat-us-Sani, Assar-e-Sharif, and Dargah Sharif. The mosque is also famous for the many fairs that are held in the premises which attracts a lot of pilgrims as well as tourists here.

Monasteries In Ladakh

In Ladakh, Leh has maximum number of monasteries and the most important as well. The monasteries here are part of different sects of Tibetan Buddhism mainly Red Hat Sect (Kagyupa) like the famous Hemis Monastery and Chemrey Monastery and Yellow Hat Sect (Gelugpa) like Thikse Monastery and Spituk Monastery. There are few monasteries belonging to Nyingmapa and Sakyapa. The main monastery in Ladakh is Hemis Monastery, which is also the biggest in the

region. Apart from the famous Hemis Festival, the monastery is also renowned for the biggest Thangka painting in the world, which stands two floors high in length.

Jammu and Kashmir is rich in all virtues that make it a land not to be missed. The many holy shrines that adorn this crown of India are worth a visit to fulfill your wishes and to purify your mind and soul. Many come here as tourist and adventurers, but leave as pilgrims who saw it all. Come to Jammu and Kashmir and discover the most valuable treasure, the treasure of pure life.

Leisure Tourism

The lush green views of Aru Valley; the colourful series of houseboats and shikaras; the holy shrines of Jammu City; the deserted motorable road of Leh; and the tranquil ambience of Buddhist monasteries, Jammu and Kashmir is all about never-fading beauty and allure. There is no place in the state that is not blessed by Goddess Nature. But there is much more to J&K other than sightseeing and beautiful places. If you like to give your trip a distinct feel then engage yourself in the varied activities offered by the state. There are several things to do in Jammu and Kashmir that make your holidays an unforgettable experience to cherish. Listed below are some popular activities that travelers must do during their trip to this pristine state of incredible India.

Source: Top 25 Things to do in Jammu & Kashmir By Vijayendra Thapliyal (<https://www.tourmyindia.com/blog/top-25-things-to-do-in-jammu-kashmir/>)

Shikara Ride

Capturing the beauty of Srinagar in lens on the slow movements of Dal and Nagin

Lakes through Shikara rides is one of the most relaxing aspects of holidays in Jammu and Kashmir. The views of colourful houseboats and shikaras on the banks of lakes add hues to the surrounding charm and tranquility.

Golfing

If you want to enjoy your leisure time without exerting yourself too much, then golfing is one activity that you must try your hands at. There are four world-class golf courses in Kashmir with each one of them having beautiful landscapes. Offering fantastic views of snow-capped peaks, the golf course of Gulmarg is estimated to be the most elevated golf course in the world.

Trekking

There are many things to do and enjoy in J&K but nothing can be more challenging and exciting than trekking. From short duration walks to weeks-long trans-mountain treks- it is not wrong to call Jammu and Kashmir 'the trekking capital of India'. Casting a spell of magic are the trekking routes of Ladakh that give freaking trekkers multiple reasons to visit the place again and again.

Skiing

One of the main attractions in Jammu and Kashmir for adventure seekers is skiing. With snow-covered peaks and slopes of Himalaya Mountain Range in the background, the state is blessed with world-famous destinations like Gulmarg, Pahalgam and Thajiwas glacier in Sonamarg which are also great places for skiing. Jammu Kashmir government maintains a number of accommodations for skiers at Patnitop, Sanasar and Kud in Gulmarg.

Mountain Biking

If the idea of exploring beautiful valleys, crystal clear lakes and snow-covered mountains on a bicycle gives an adrenaline rush then J&K is your destination. Whether it is the gentle slopes of Kashmir Valley or the rugged terrain of Ladakh, mountain biking is a fantastic activity that travelers love to do during their holidays in Jammu and Kashmir. There are various challenging cycling treks in Ladakh that add thrill to your mountain biking experience.

Paragliding

Among the various adventure activities in J&K, paragliding is one of the most popular ones. The view of the striking green meadows and the majestic valleys while gliding over them is a totally different experience. And gliding is the best way to witness this. Sonamarg, Gulmarg, Baderwah, Sanasar and Harwan (Srinagar) are the top places where tourists can enjoy this aero sport.

Mountaineering

Situated mainly in the Himalayan Mountain Range, Jammu and Kashmir is a state of varied heights. From Kashmir Valley to Zaskar Range, there are several mountains, low and high, easy and challenging, that offer mountaineers wonderful opportunities of mountaineering. Harmukh, Tattakutti, Sunset and Kolahoi in Kashmir Valley, White Needle, Z-1, Z-8, Bobang, Nun – Kun of Zaskar Range and Stok Kangri, Gulap Kangri and Kang Yatsey in Ladakh are some of the well-known peaks in J&K.

Angling and Fishing

With a network of rivers, lakes and

streams, Jammu and Kashmir is a paradise for angling and fishing. It is common to see people engaged in this interesting activity in the entire state. Fishing at Dal Lake is a popular activity; however, Pahalgam along with Lidder River is considered as the best spot to enjoy angling. The water bodies of the area are rich in both brown and rainbow trout. But you have to take permits from Jammu Kashmir government before going for the activity.

Bird Watching

If you think sightseeing in Jammu and Kashmir is limited to man-made marvels then think again as there are many natural habitats the state that are heaven for bird watchers. There are about 24 wetlands dotted all across the state where bird watchers can enjoy this activity. Home to around 500 species of bird, bird watching in J&K is an all-season activity. The eastern part of Ladakh region and Gharana and Surinsar wetlands are the perfect places to spot a lot of local and migratory birds. Black necked crane, bar headed geese, falcon, and European blue whistling thrush vulture are the notable birds of the state.

Shopping

Shopping is one of the favourite things to do in Jammu and Kashmir. The state is known world-wide for its handicrafts, dry fruits and textiles, especially shawls and carpets. The shopping itinerary also includes Kashmir silk, copper and silverwares. One can enjoy this leisure activity at numerous traditional shops and also at modern shopping centres dotted all over the state.

Dining

Whether you are a foodie or not, the rich flavors of Kashmiri cuisine will sure win your hearts and appreciation. The Kashmiri people prefer non-vegetarian food, but there are various vegetarian dishes too that are equally tasty. J&K state is also known for its bakery products. The banks of Dal Lake are adorned with bakery shops selling various types of delicious breads. Wazwan, a multi-course meal is the signature dining treat of Kashmir.

Rafting

Amid the breathtaking natural allure of the state lies a treasure of adventure in its many forms. One such thrilling form is rafting. The famous rivers where adventure seekers can try this challenging activity are Indus, Lidder and Zaskar. Cutting through various mesmerizing landscapes, deep gorges and mountains, these roaring rivers give ample thrill to rafting lovers.

Camping

If you want to enjoy the natural allure of Jammu and Kashmir in its full bloom then camping is a must-do activity for you. There is no shortage of beautiful camp sites in the state where one can come close to nature. Pahalgam, Aru Valley, Yusmarg, Pangong Lake, Nubra Valley, Gulmarg and Sonamarg are wonderful places to enjoy camping during summers because of their pleasing weather conditions. If you want to turn this leisure activity into an adventure activity then winter is recommended. Also, go for high-altitude treks as they are more conducive to camping activities.

Snowboarding

When we talk about the best places to enjoy winter sports in India, Jammu and Kashmir invariably makes its way to the top. Apart from skiing and heli-skiing, snowboarding is another favourite activity to do in the state during winters. And undoubtedly Gulmarg emerges as the best place as it has the world's best sloping hills.

Water Skiing

Like winter sports, water sports are also a major attraction for travelers wishing to spend their holidays in Jammu and Kashmir. Water skiing is the most loved of all water sports in the region and has a legion of followers. The thrill attached with surfing on powerful water currents is something that makes the activity so exciting. The iconic Dal Lake along with Nagin Lake and Manasbal Lake are the popular spots to enjoy water skiing. Manasbal Lake is located about 32 km from Srinagar and is the deepest lake in Kashmir Valley.

Monastery Tour

Hidden amid the hilly mountains away from the rest of the world, Ladakh monasteries are the rare gems of Jammu Kashmir tourism. These Buddhist peace houses are legacies of the Indo-Tibetan culture. Dotted all across Ladakh, an exploration of these gompas (the local name of a monastery) can do wonders to our knowledge.

Wildlife Tour

With over seven national parks and wildlife sanctuaries in its kitty, Jammu Kashmir has an exciting panorama of flora and fauna that awaits nature lovers and wildlife enthusiasts. It will bring you

great pleasure to watch many rare, indigenous animals and birds during a wildlife tour in the state. Snow leopard, brown bear, Himalayan black bear, Marmot, red fox, musk deer, golden eagles, griffon vultures, lammergeyers and Monal pheasants are some of the natives of the region.

Road Trips

It may not click many travelers who look Jammu and Kashmir trip as refreshing honeymoon break or as a family holiday. But for travel junkies, especially for bike lovers, road trips are one of the most captivating and exciting things to do in J&K. The winding ways, sometimes passing across scenic meadows and sometimes cutting across hills are too strong a temptation to be missed. And when these trips are through broken and deserted roads of Ladakh, the sense of adventure only amplifies. A drive on Khardung La, one of the highest motorable roads in the world, is a unique way to experience the beauty of the region.

Horse Riding

Blessed with several breathtaking tourist places, Jammu and Kashmir is the destination that needs exploration by every inch. And for doing this, horse riding is a preferred choice as one can enjoy it at any time of the year. The views of rolling hills and lush meadows from the back of a horse will make the trip more memorable. Gulmarg, Sonamarg, Ladakh, and especially Zaskar Valley are major places to enjoy horse riding in Jammu and Kashmir.

Photography

Endowed with picturesque settings and natural beauty, this northern-most state

of India is a paradise for photographers. It doesn't matter whether you are in Jammu or the brightly coloured mask dancers of Ladakh urge you to capture the beauty in your lens, every corner of the state is full of beautiful shots.

Canoeing

It is another major water sports that is gaining in popularity among the locals and tourists in the state of Jammu and Kashmir. Even Jammu Kashmir government has introduced a Kayaking & Canoeing tournament to promote the sport. Indus, Lidder, Drass, Suru, Sindh, Zaskar and Chenab rivers offer wonderful bases to enjoy white water canoeing.

Hot Air Ballooning

When it comes to different types of leisure and adventure activities in Jammu and Kashmir, the fun is not limited only to land or water activities. Aero sports are also in great demand among tourists visiting the state and that's why hot air ballooning is very quickly making its mark among things to do in J&K. Panoramic views of the lush meadows, crisscrossing streams and deep valleys while floating in the open sky like a bird give a very distinct feel, one that is to be cherished.

Jeep Safaris

Unrevealed the spectacular natural allure of Jammu and Kashmir through jeep safaris! Whether it is the breathtaking location of Srinagar or the rocky terrain of Ladakh, jeeps are considered as the best companions of travelers while exploring the state.

Camel Safaris

Give your holidays in Jammu and Kashmir a distinct colour this time with camel safaris. If you link camel safaris with Rajasthan only then think again. Camel safaris are a major attraction in the cold and barren Ladakh region. Offering commanding views of valleys, local villages and gompas, camel safaris prove itself to be a safe bet for exploring the region. These safaris can be enjoyed during the period of July- September. Deskit and Hunder sand dunes in Nubra Valley are the two main locations for the activity.

Ice-skating

It is well-known that Jammu and Kashmir is one of the most favourite destinations for winter sports in India. And there are various pristine locations like Gulmarg, Pahalgam, Yusmarg and Patnitop that are known for their white carpet look. Tourists can enjoy ice-skating during winters when the frozen surfaces are common sights in the state.

Conclusion

Tourism is the life line of Jammu and Kashmir and all possible efforts need to be undertaken for retaining, maintaining and sustaining it. Tourism can play an effective role in integrating the entire universe. Tourism opens up new window for resources, both investment generation and revenue generation leading to employment generation as well as socio-economic development of the local populace. Even though tourism creates jobs and contributes significantly to economic growth, it is not automatically a solution for poverty reduction. Therefore, it is important for government of the state, local investors and other stakeholders to actively

participate in tourism and its related activities. The local workforce can also help by engaging and encouraging the use of local companies for the provision of transport, services and food in order to assist in alleviating local poverty. The different terrains of the State coupled with law-and-order problems have contributed to poor connectivity in the region. The rail-road mix of transport in the state 104 is very low. There is dire need to build alternative roads in some places to ensure better connectivity. There is also a need to upgrade many of the existing roads from two lanes to four lanes. The State, sparsely populated and scattered as it is, needs more airports and better air connectivity as well.

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Study of Green Practices and Efforts for Sustainability in IT Industries in India

Kartik Nagendra & Dr. Asha Nagendra

Introduction

The concept of “Study of Green Practices and Efforts towards Sustainability in IT Industry” in India is a concept that is rapidly gaining popularity given the rising awareness about the hazardous effects of IT related carbon emissions and energy consumption. This concept is more often referred to as Green IT or Green Computing. Green IT refers to two things which are in themselves changing rapidly. The first is our understanding of what Green is and what isn't. The second is Information Technology, which is extending its scope, techniques and social and geographical presence on a daily basis. As per IFG (International Federation of Green) ICT and IFG Standard, green IT, or ICT sustainability, is the study and practice of environmentally sustainable computing or IT. The formal definition given for “Green IT for Sustainable Business Practice” by Mark G. O'Neill and published by BCS is –“Green IT is a collection of strategic and tactical initiatives that directly reduces the carbon footprint of an organisation's computing operation. However, Green IT is not just focused on reducing the impact of the ICT industry. It is also focused on using the services of ICT to help reduce the organisation's overall carbon footprint.”The goals of green computing are similar to green chemistry: reduce the use of hazardous materials, maximize energy efficiency during the product's lifetime, and promote the recyclability or biodegradability of defunct products and factory waste.

Objectives

1. To understand the green practices being followed by the IT companies and
2. To understand the problems faced during the implementation of these practices.

Review of Literature

Mines and Davis, in the year 2007, wrote a research paper stating that the combination of the eco-sustainability and the IT infrastructure perspectives can offer useful insight in conceptualizing sustainable IT systems. As more IT organizations become concerned with the issues of sustainable IT, there is a need to understand their capability for implementing and sustaining IT strategies and policies. From

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the study, we learnt that with the opportunities and potentials for the development of sustainable IT industry, this research will add a new dimension in the dual area of sustainability and growth of IT industry in India.

Luthra and Kumar said Green supply Chain Management (GSCM) has been identified as an approach for improving performance of the processes and products according to the requirements of environmental regulations. Eleven barriers to implement GSCM in Indian automobile industry have been identified. Interpretive Structural Modelling (ISM) methodology has been used for finding contextual relationships among various barriers to implement GSCM in Indian automobile industry. A model has been developed from ISM methodology. Lack of Government Support Systems; Lack of Top Management Commitment and Lack of IT Implementation have been identified as the driver variables. Resistance to Technology is also a barrier to advancement adoption.

Methodology

Two questionnaires were administered. The first one consisted of 14 questions for IT employees and the other one consisted of 8 questions for HR managers. The questionnaires tried to bring out relevant data to meet the objectives of the research. The response of the respondents was taken by distributing printed as well as online questionnaires.

Results

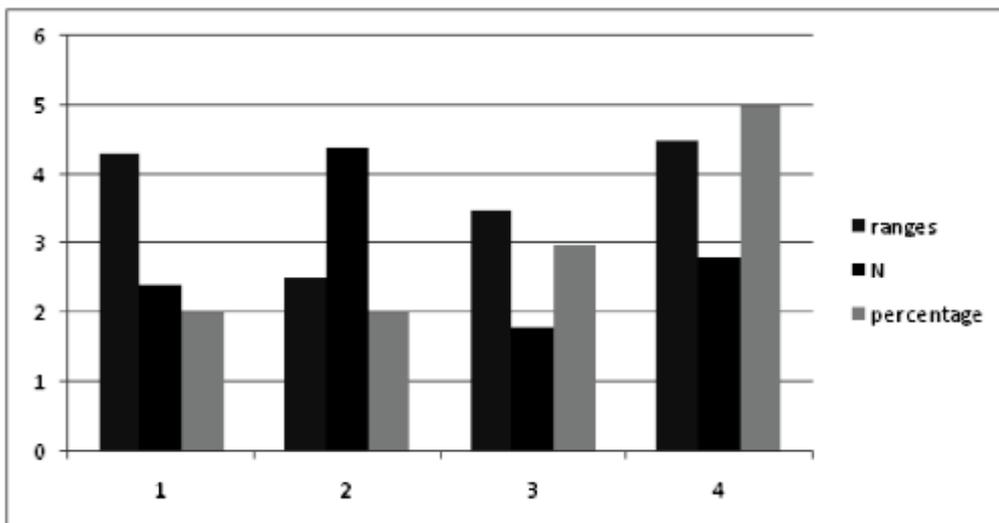
Table1: Duration for Green Practices being followed by the Company

S.No	Particulars (years)	n=10	Percentage
01	1 - 3	3	30
02	4 - 6	2	20
03	More Than 6	5	50

Almost 50% of the companies have been following this practices for more than 6 years.

For 4-6 years of these practices only 20% of the companies constituted the part of the whole and for 1-3 years only 30% of the companies made a part of the whole.

Fig1: Number of Instructions Given to the New Trainee on Everyday Basis



Analysis

On an average 60% of the instruction are given by 5-15 page. 16-25 pages of instruction form 20% of the instructions. More than 35 pages form 20% of the offline instructions. This means very less number of pages are being used on an everyday basis. Hence this graph supports the first objective of our study.

Environmental Management System

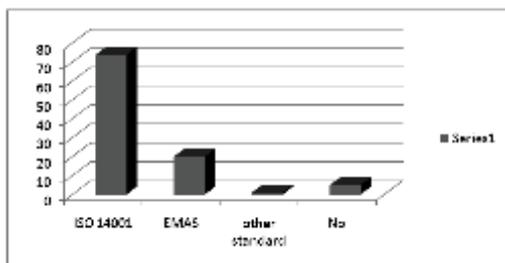


Fig2: Environmental Management Systems

Analysis

The above data fulfills the first objective of the research study which was “To study the green practices being followed by the IT companies”. As it can be seen from the above pie chart and table, most of the companies (74%) have ISO 14001 as the environmental management system as shown in the graph. Only 20% of the companies follow EMAS as their environmental management system.

As found out by Mr. Anil Jaswal, the increasing awareness about the green practices and the introduction of Carbon Reduction Committee in the UK and similar such initiatives around the world have led to the rapid growth of green computing as a mandatory requirement for regulatory compliance. The above table shows the various standards being implemented by the Indian companies as the regulated compliance that the companies are required to the

government.

Table 2: Colleagues and Subordinates Response towards the Company's Effort

S.No	Particulars	n=100	Percentage
01	Poor	24	24
02	Average	35	35
03	Good	33	33
04	Very Good	5	5
05	Excellent	3	3

Analysis

As can be seen from the above table, most of the employees have rated their colleagues and subordinates to have responded in a good manner to the company's efforts for sustainability and some of them who feel more responsible towards the environment extensively involved in these activities.

Conclusion

The first objective of the study was “To study the green practices being followed by the IT companies”. The study found out that most of the IT companies are following various environment management standards like ISO 14001 and EMAS as a regulatory compliance. The companies are also creating awareness among its employees and encouraging them to follow green practices at work and at home also. Also, they are adopting various strategies to reduce the IT related carbon emissions and do their bit for the environment.

The second objective of the study was “To study the problems faced during the implementation of these practices”. The study also tried to look into the problems being faced by the IT companies that they faced during the implementation of these practices for the first time. Lack of

awareness among employees and their ignorance, lack of commitment on the part of management and employees and sometimes financial constraints are some of the difficulties faced by the companies which lead to either the companies not following these practices properly or not focusing properly on their implementation of the green practices.

The hypothesis of the study was “IT Companies in India are extensively following Green Practices and making efforts towards sustainability”. The study was started based on this hypothesis and after doing a thorough analysis of the data and the available statistics, we deduced that the IT companies are now focusing on a sustainable work environment and are continuously making the green practices and efforts towards sustainability a mandate. Not only this, the companies are now also creating more and more awareness among their employees regarding these practices and are organizing various workshops and green walks to encourage them to imbibe these practices in their work routine.

The Green IT concept is steadily becoming one of the most talked about agenda in the Indian It companies. The companies are coming up with various initiatives and techniques that will help them to reduce their carbon footprint, IT related emissions and energy consumption. The companies are trying to take a holistic approach towards the issue and do their bit in saving the environment. Also, they are creating awareness among their employees and the public in general by organizing various road shows and programs so as to bring more and more people together to work for the sustainable environment.

Recommendations

1. There can be a green team in the IT companies which will coordinate with the various team working across the organization to work together to focus more on the green practices.
2. The companies should more and more focus on sustainable software development and use of open source methodologies that are more efficient than the traditional development methods.
3. Avoiding waste of any kind, be it in the form of paper or in the form of computers and computer parts will help the companies develop an energy efficient attitude.
4. The companies can also keep rewards for the teams and verticals across organizations which have implemented and inculcated the green practices in their work routine to encourage more and more participation from the employees.

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Impact of Welfare Schemes for the Development of School Education: A Study in Coastal Region of Andhra Pradesh

Dr. D. Pulla Rao

Introduction

Education is the key to human development. It determines the growth of civilization and culture of a country. Education is responsible for an individual to be transformed into a social and cultural being and remains as an integral part of human existence. It empowers the individuals to become self-reliant and enable them to participate in the process of nation building and economic development. The integral relationship between education and economic development has received conceptual recognition since the times of classical economists. A good education system that fulfils the requirements of the economy of a country will generate productivity and innovation. It removes obstacles to economic and social development as it preserves and transmits knowledge.

The state of Andhra Pradesh, situated on the country's south eastern coast, is referred to as one of the favored centers of higher education in India. This south Indian state has spread quality education at each and every level of the entire education system prevalent there. Almost all the towns as well as the villages are covered under this educational jurisdiction. The Government of Andhra Pradesh introduces and pioneers many projects and programs so as to enhance the education system in the state. Apart from that many educational schemes are introduced by the state government to facilitate basic education among the underprivileged students. One of the most famous among them is the Sarva Shiksha Abhiyan, where free education is provided to the poor students. All of these initiatives have resulted in the growth of the state's literacy rate. According to the Census report of the year 2011, over a period of 10 years, the average rate of literacy of this state has increased to 67.77 % from 61.11 % in Census, 2001.

In Andhra Pradesh the education system is of 10+2 system before joining under graduation. First standard to Tenth standard classes are conducted by the School Education under the administration of the School Education Department and finally the Tenth Class (S.S.C.) Public examination at state level is conducted by the Board of Secondary Education, Hyderabad. After this two year Intermediate Education under the administration of the Board of Intermediate Education, A.P, Hyderabad.

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The total population of Andhra Pradesh as per the 2011 census is 8, 45, 80,777. Of this, 1,38,78,078 are Scheduled Castes which constitute 16.41 per cent to the total population of the state. There are 59 castes in the list of Scheduled Castes in Andhra Pradesh and Andhra Pradesh state occupies 4th position in terms of SC population in the country.

In this context the present study aims at, to study the details of accommodation, infrastructure facilities, teachers appointed by caste, implementation of welfare schemes in schools etc., in Government and Private Schools in Visakhapatnam and East Godavari Districts in Coastal Region of Andhra Pradesh.

The study is mainly based on Primary data collected from a sample of 36 government and private schools, located in Visakhapatnam and East Godavari Districts in Coastal Region of Andhra Pradesh. The primary data has been collected during the months of November and December, 2012.

School Location-Management and Structure

Out of the total samples of 24 Government and 12 Private schools, 50 per cent of Government schools and 41.7 per cent of Private schools are located in rural areas while 50 per cent of Government and 58.3 per cent of Private schools are located in urban areas. About

16.7 per cent of Government schools and 16.7 per cent of Private schools are located in slum areas. Among the total samples of Government and Private Schools, 83.3 per cent of Government schools and 75 per cent of the Private schools are Secondary schools. On the other hand 16.7 per cent of Government and 16.7 per cent of Private schools are Upper primary schools. Among the Government schools, 75 per cent of the schools are fully managed by the Government while 16.7 per cent of schools are Private aided schools. Only 8.3 per cent of the schools are managed by the Municipal/Local body. All the Government and Private sample schools are Co-education schools. Out of the total Government and Private schools, 41.7 per cent of Government schools and 75 per cent of Private schools and Permitted to teach from 6th to 10th Class while 58.3 per cent of Government and 25 per cent of Private schools are permitted to teach from class 1st to class 10th. Moreover, 8.3 per cent of Government schools and 83.3 per cent of Private schools are 'English medium schools' while in 16.7 per cent of Government and 16.7 per cent of Private schools, both media of instruction is in practice. On the other hand, 75 per cent of Government schools are Telugu medium schools. Nearly 91.7 per cent of Government schools and 91.7 per cent of Private schools are situated in 'Pucca' buildings while 8.3 per cent of Government schools are in partly pucca buildings. Only 8.3 per cent of Private schools are in Kutcha buildings.

All the details can be seen from the Table - 1.

.....Cont.

Table 1: School-Location-Management-Structure

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	No. of Block / Mandals	6		
2	Area in which School is Located			
	Rural	12 (50.0)	5 (41.7)	17 (47.2)
	Urban	12 (50.0)	7 (58.3)	19 (52.8)
3	Whether Located in Slum Area			
	Yes	4 (16.7)	2 (16.7)	6 (16.7)
	No	20 (83.3)	10 (83.3)	30 (83.3)
4	Category of School			
	Upper Primary	4 (16.7)	2 (16.7)	6 (16.7)
	Secondary	20 (83.3)	9 (75.0)	29 (80.5)
5	Management of School			
	Government	18 (75.0)	--	18 (50.0)
	Municipal/Local Body	2 (8.3)	--	2 (5.6)
	Private aided	4 (16.7)	--	4 (11.1)
	Private Un-Aided (6)	--	12 (100.0)	12 (33.3)
6	Type of School			
	Co-education	24 (100.0)	12 (100.0)	36 (100.0)
7	Permitted Class to Taught			
	Class 6 - 10	10 (41.7)	9 (75.0)	19 (52.8)
	Class 1 - 10	14 (58.3)	3 (25.0)	17 (47.2)
8	Medium of Instructions			
	English	2 (8.3)	10 (83.3)	12 (33.3)
	English & Telugu	4 (16.7)	2 (16.7)	6 (16.7)
	Telugu	18 (75.0)	--	18 (50.0)
9	Structure of School Buildings			
	Pucca	22 (91.7)	11 (91.7)	33 (91.7)
	Partly Pucca	2 (8.3)	--	2 (5.6)
	Kutchra	--	1 (8.3)	1 (2.7)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools

Details of School Accommodation

Varied Percentages of Government and Private Schools are reported across various numbers of Total rooms in Schools. Out of the total samples Government and Private schools, about 25 per cent of Government schools and 25 per cent of Private schools have reported to have 15 numbers of total rooms in their schools. All the Government and Private schools have reported to have separate room for Head Master.

Among the varied percentages of Government and Private schools which reported to have various numbers of teaching rooms, about 16.7 per cent of Government and 16.7 per cent of Private schools reported to have 12 rooms for teaching in their schools. All the details can be observed from the Table - 2.

Table: 2: Details of School Accommodation

S.No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	Total Number of Rooms in Schools			
	8	2 (8.3)	--	2 (5.6)
	10	4 (11.1)	--	4 (11.1)
	12	2 (8.3)	--	2 (5.6)
	15	6 (25.0)	3 (25.0)	9 (25.0)
	16	--	4 (33.3)	4 (11.1)
	17	2 (8.3)	--	6 (16.7)
	18	2 (8.3)	--	2 (5.6)
	20	2 (8.3)	--	2 (5.6)
	24	2 (8.3)	2 (16.7)	4 (11.1)
	25	2 (8.3)	--	2 (5.6)
	39	2 (8.3)	1 (8.3)	1 (2.8)
	51	--	2 (16.7)	2 (5.6)

2	Separate Rooms for Head Master			
	1. Yes	24 (100.0)	12 (100.0)	36 (100.0)
	2. No	--	--	--
3	Number of Rooms used for Teaching			
	6	2 (8.3)	--	2 (5.6)
	8	4 (16.7)	--	4 (11.1)
	10	2 (8.3)	3 (25.0)	5 (13.8)
	11	2 (8.3)	--	2 (5.6)
	12	4 (16.7)	2 (16.7)	6 (16.7)
	14	2 (8.3)	2 (16.7)	4 (11.1)
	15	4 (16.7)	--	4 (11.1)
	16	2 (8.3)	--	2 (5.6)
	20	2 (8.3)	--	2 (5.6)
	22	--	2 (16.7)	2 (5.6)
	36	--	1 (8.3)	1 (2.8)
	45	--	2 (16.7)	2 (5.6)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

School Facilities-water, Electricity, and Play Ground

All the Government and Private sample schools have reported to have drinking water facility. About 58.3 per cent of Government and 33.3 per cent of Private schools have reported to have Tap for getting drinking water while 25 per cent of Government and 33.3 per cent of Private schools have reported to have Hand Pump in their schools. Only 16.7 per cent of Government and 33.3 per cent of Private schools reported to have Pitcher/Bucket/Pot facility in their schools. Moreover, about 25 per cent of Government schools and 33.3 per cent of Private schools reported that the Hand Pump for water is in working condition. All the Government and Private schools reported to have urinal facility in their schools while 91.7 per cent of Government and all Private sample Schools have reported that there is separate urinals for girls. In addition, all the

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Government and Private schools have reported to have Electricity and play ground facilities in their schools and 91.6 per cent of Government and 55.6 per cent of Private schools reported that they have the play ground exclusively for their schools and all the Government and Private schools reported that the play ground is in usable condition and all the Government and 55.6 per cent of Private schools reported that the play ground is within their school Premises. All the details can be viewed from the Table - 3.

Table: 3: School Facilities – Water, Electricity and Play Ground

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	Drinking Water Facility			
	Yes	24 (100.0)	12 (100.0)	36 (100.0)
	No	--	--	--
2	Source of Drinking Water			
	Tap	14 (58.3)	4 (33.3)	18 (50.0)
	Hand pump	6 (25.0)	4 (33.3)	10 (27.8)
	Pitcher/Bucket/Pot	4 (16.7)	4 (33.3)	8 (22.2)
3	If Hand pump, is it working			
	Yes	6 (25.0)	4 (33.3)	10 (27.8)
	No	--	--	--
	Not Applicable	18 (75.0)	8 (66.7)	26 (72.2)
4	Whether Urinal Facility Available			
	1. Yes	24 (100.0)	12 (100.0)	36 (100.0)
	2. No	--	--	--
5	Separate Urinal for Girls			
	1. Yes	22 (91.7)	12 (100.0)	34 (94.4)
	2. No	2 (8.3)	--	2 (5.6)
6	Whether School has Electric Connection			
	1. Yes	24 (100.0)	12 (100.0)	36 (100.0)
	2. No	--	--	--
7	Whether Play Ground Facility Available			
	1. Yes	24 (100.0)	12 (100.0)	36 (100.0)
	2. No	--	--	--

8	If yes, Is it exclusively for the School			
	1. Yes	22 (91.6)	10 (55.6)	32 (88.9)
	2. No	2 (8.3)	2 (16.7)	4 (11.1)
9	Is it in Usable Condition			
	1. Yes	24 (100.0)	12 (100.0)	36 (100.0)
	2. No	--	--	--
10	Is it within School Premises			
	1. Yes	24 (100.0)	10 (55.6)	34 (94.4)
	2. No	--	2 (16.7)	2 (5.6)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

Caste wise and Category wise Teachers
Varied percentages of Government and Private Schools are reported across various number of Teachers appointed in their schools. About 25 per cent of Government and 16.7 per cent of Private schools reported to have 10 Full time Teachers in their schools while 16.7 per cent of Government and 8.3 per cent of Private schools reported to have full time Teachers in their schools. Nearly 41.7 per cent of Government schools and 16.7 per cent of Private schools reported to have one male SC full time Teacher in their schools. On the other hand 25 per cent of Government schools and 8.3 per cent of Private schools reported to have 3 male SC full time Teachers in their schools. About 16.7 per cent of Government and 16.7 per cent Private schools reported that they have no male ST teachers in their schools while 16.7 per cent of Government schools and 16.7 per cent of Private schools two male ST Teachers in their schools. Varied percentages of Government and Private schools are reported across various numbers of male OBC Teachers in their schools. Out of 24

Government and 12 Private schools, 91.7 per cent of Government schools and 66.7 percent of Private schools reported to have male head matters of all categories of caste.

About 75 per cent of Government schools and 50 per cent of Private schools reported to have OBC male Head Masters in their schools. Nearly 8.3 per cent of Government schools reported to have SC and ST male head masters in their schools. About 25 per cent of Government schools reported to have part time teachers of all categories of castes. Nearly 50 per cent of Government schools have reported that there are no part time-Male Teachers in their schools. Similarly among the varied percentages of Government and Private schools reported across the various numbers of Full time female teachers, 33.3 per cent of Government and 16.7 per cent of Private schools reported to have 5 full time Female Teachers in their schools. About 8.3 per cent of Government schools and 16.7 per cent of Private schools reported to have 6 full time female Teachers in

their schools. Varied percentages of Government and Private schools are reported across various number of full time Female Teachers. Moreover, 50 per cent of Government and 25 per cent of Private schools have reported to have one female SC Teachers in their schools while 33.3 per cent of Government schools and 50 per cent of Private schools reported to have 2 female SC Teachers in their schools. Nearly 25 per cent of Government schools reported to have one ST Female Teachers in their schools. Varied percentages of Government and

Private schools are reported across various numbers of female OBC Teachers. No female Head master is reported by any category of the schools. About 83.3 per cent of Government and all Private schools have reported that there are no female Para Teachers in their schools. Similarly 83.3 per cent of Government and all Private schools have reported that there are no part time female teachers in their schools. All the details can be seen from Table - 4 a, Table - 4b, Table - 4c, and Table – 4a.

Table: 4 a: Caste Wise and Category Wise-Teachers Appointed

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	Total of Full Time Teachers Male - All			
	5	--	2 (16.7)	2 (5.6)
	6	2 (8.3)	2 (16.7)	4 (11.1)
	7	4 (16.7)	1 (8.3)	5 (13.9)
	9	--	2 (16.7)	2 (5.6)
	10	6 (25.0)	2 (16.7)	8 (22.2)
	11	2 (8.3)	--	2 (5.6)
	13	4 (16.7)	--	4 (11.1)
	18	2 (8.3)	1 (8.3)	3 (8.3)
	20	--	2 (16.7)	2 (5.6)
	22	2 (8.3)	--	2 (5.6)
	24	2 (8.3)	--	2 (5.6)

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2	Male - SC			
	Nil	2 (8.3)	--	2 (5.6)
	1	10 (41.7)	2 (16.7)	12 (33.3)
	2	4 (16.7)	6 (25.0)	10 (27.8)
	3	6 (25.0)	1 (8.3)	7 (19.4)
	5	2 (8.3)	3 (25.0)	5 (13.9)
3	Male - ST			
	Nil	4 (16.7)	2 (16.7)	6 (16.7)
	1	4 (16.7)	2 (16.7)	6 (16.7)
	2	4 (16.7)	2 (16.7)	6 (16.7)
4	Male - OBC			
	2	2 (8.3)	2 (16.7)	4 (11.1)
	4	--	3 (25.0)	3 (8.3)
	5	4 (16.7)	2 (16.7)	6 (16.7)
	6	4 (16.7)	--	4 (11.1)
	7	2 (8.3)	2 (16.7)	4 (11.1)
	9	4 (16.7)	--	4 (11.1)
	10	2 (8.3)	2 (16.7)	4 (11.1)

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Table: 4 b: Caste Wise and Category Wise-Teachers Appointed

S.No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
	13	--	1 (8.3)	1 (2.8)
	15	4 (16.7)	--	4 (11.1)
	21	2 (8.3)	--	2 (5.6)
5	Head Master - Male			
	All	22 (91.7)	8 (66.7)	30 (83.3)
	SC	2 (8.3)	--	2 (5.6)
	ST	2 (8.3)	--	2 (5.6)
	OBC	18 (75.0)	6 (50.0)	24 (66.7)
	Nil	2 (8.3)	6 (50.0)	8 (22.2)
6	Para Teachers - Male			
	All	--	--	--
	SC	--	--	--
	ST	--	--	--
	OBC	--	--	--
	Nil	24 (100.0)	12 (100.0)	36 (100.0)
7	Part-Time Teachers - Male			
	All - 1	6 (25.0)	--	6 (16.7)
	2	4 (16.7)	--	4 (11.1)
	3	2 (8.3)	--	2 (5.6)
	SC - 1	4 (16.7)	--	4 (11.1)
	ST	--	--	--
	OBC - 1	4 (16.7)	--	4 (11.1)
	2	4 (16.7)	--	4 (11.1)
	Nil	12 (50.0)	12 (100.0)	24 (66.7)

8	Total of Full Time Teachers Female - All			
	1	--	2 (16.7)	2 (5.6)
	3	2 (8.3)	--	2 (5.6)
	4	4 (16.7)	--	4 (11.1)
	5	8 (33.3)	2 (16.7)	10 (27.8)
	6	2 (8.3)	2 (16.7)	4 (11.1)
	7	2 (8.3)	--	2 (5.6)
	8	4 (16.7)	1 (8.3)	5 (13.9)

Contd...

Table: 4 c: Caste Wise and Category Wise-Teachers Appointed

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
	12	--	2 (16.7)	2 (5.6)
	15	--	1 (8.3)	1 (2.8)
	22	2 (8.3)	--	2 (5.6)
	25	--	2 (16.7)	2 (5.6)
9	Female - SC			
	1	12 (50.0)	3 (25.0)	15 (41.7)
	2	8 (33.3)	6 (50.0)	14 (38.9)
	3	4 (16.7)	1 (8.3)	5 (13.9)
	7	--	2 (16.7)	2 (5.6)
10	Female - ST			
	Nil	18 (75.0)	12 (100.0)	30 (83.3)
	1	6 (25.0)	--	6 (16.7)

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11	Female - OBC			
	2	8 (33.3)	--	8 (22.2)
	3	6 (25.0)	4 (33.3)	10 (27.8)
	4	4 (16.7)	2 (16.7)	6 (16.7)
	5	2 (8.3)	--	2 (5.6)
	6	--	2 (16.7)	2 (5.6)
	7	2 (8.3)	1 (8.3)	3 (8.3)
	12	--	1 (8.3)	1 (2.7)
	15	--	2 (16.7)	2 (5.6)
	17	2 (8.3)	--	2 (5.6)
12	Head Master - Female			
	All	--	--	--
	SC	--	--	--
	ST	--	--	--
	OBC	--	--	--
	Nil	24 (100.0)	12 (100.0)	36 (100.0)
13	Para Teachers - Female			
	All - 1	2 (8.3)	--	2 (5.6)
	5	2 (8.3)	--	2 (5.6)
	SC	--	--	--
	ST	--	--	--

Contd...

Table: 4 d: Caste Wise and Category Wise-Teachers Appointed

S.No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
	OBC - 1	2 (8.3)	--	2 (5.6)
	2	2 (8.3)	--	2 (5.6)
	Nil	20 (83.3)	12 (100.0)	32 (88.9)
14	Part-Time Teachers - Female			
	All	4 (33.3)	--	4 (11.1)
	SC	--	--	--
	ST	--	--	--
	OBC	4 (33.3)	--	4 (11.1)
	Nil	20 (83.3)	12 (100.0)	32 (88.9)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

Scheduled Caste Male and Female Teachers from other home district

Out of the total sample of 24 Government and 12 Private schools, varied percentages are reported across the various numbers of SC Male and Female Teachers other than the home district. About 8.3 per cent of Government schools and 16.7 per cent of Private schools reported to have 6 SC and teachers from other than the home district while 41.7 per cent of

Government and 66.7 per cent of Private schools have reported that they have no SC male teachers from other than the home district. On the other hand among the varied percentages, 16.7 per cent of Government schools reported to have 4 female SC Teachers in their schools. More over 50 per cent of Government and 75 per cent of Private schools reported that they have no SC female teachers in their schools. All the details can be observed from the Table -5.

Table: 5: Scheduled Caste Male and Female Teachers from Other Home District

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	SC Teachers other than the Home District - Male			
	1	2 (8.3)	1 (8.3)	3 (8.3)

	2	4 (16.7)	--	4 (11.1)
	5	2 (8.3)	1 (8.3)	3 (8.3)
	6	2 (8.3)	2 (16.7)	4 (11.1)
	8	2 (8.3)	--	2 (5.6)
	11	2 (8.3)	--	2 (5.6)
	Nil	10 (41.7)	8 (66.7)	18 (50.0)
2	SC Teachers other than the Home District - Female			
	1	4 (16.7)	--	4 (11.1)
	3	--	1 (8.3)	1 (2.8)
	4	4 (16.7)	--	4 (11.1)
	5	2 (8.3)	--	2 (5.6)
	6	2 (8.3)	--	2 (5.6)
	10	--	2 (16.7)	2 (5.6)
	Nil	12 (50.0)	9 (75.0)	21 (58.3)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

Welfare/Affirmative Schemes - Free Uniform

This incentive scheme is implemented only in Government schools, out of the total sample of 24 Government schools, 83.3 per cent of Schools have reported to have availed the benefit of the scheme. About 41.7 per cent of Government schools reported to have availed the benefit up to 50 to 150 numbers of Uniforms while 33.3 per cent of Government schools reported to have availed up to 150 to 300 number of Uniforms by all caste categories of boys

while 58.3 per cent of Government schools have reported to have availed the uniforms up to 50 to 150 numbers by all caste categories of girls and 16.7 per cent of schools have reported that up to 150 to 300 numbers of Uniforms are distributed to all caste categories of girls. Moreover, about 83.3 per cent of Government schools reported to have made the Uniforms available up to 50 numbers to all SC Boys and Girls. Similarly 41.7 per cent of schools reported that up to 50 numbers of Uniforms are availed by all ST Boys and Girls. About 58.3 per cent of school reported to have distributed the

Uniforms up to 50 numbers to all EBMC Boys and 33.3 per cent of Schools have reported that up to 50 numbers of Uniforms are distributed to EBMC Girls. All the details can be viewed from the Table -6.

Table: 6: Welfare/Affirmative Schemes - Free Uniform Scheme

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	Free Uniform Available			
	Yes	20 (83.3)	--	20 (55.6)
	No	4 (16.7)	--	4 (11.1)
	Not Applicable	--	12 (100.0)	12 (33.3)
2	Number of Free uniforms Aailed All Boys			
	Up to 50	--	--	--
	50 to 150	10 (41.7)	--	10 (27.8)
	150 to 300	8 (33.3)	--	8 (22.2)
	300 to 400	2 (8.3)	--	2 (5.6)
3	Number of Free uniforms Aailed All Girls			
	Up to 50	2 (8.3)	--	2 (5.6)
	50 to 150	14 (58.3)	--	14 (38.9)
	150 to 300	4 (16.7)	--	4 (11.1)
	300 to 400	--	--	--
4	Number of Free uniforms Aailed by SC Boys			
	Up to 50	20 (83.3)	--	20 (55.6)
	50 to 150	--	--	--
5	Number of Free uniforms Aailed by SC Girls			
	Up to 50	20 (83.3)	--	20 (55.6)
6	Number of Free uniforms Aailed by ST Boys			
	Up to 50	10 (41.7)	--	10 (27.8)
7	Number of Free uniforms Aailed by ST Girls			
	Up to 50	10 (41.7)	--	10 (27.8)

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8	Number of Free uniforms Availed by EBMC Boys			
	Up to 50	14 (58.3)	--	14 (38.9)
9	Number of Free uniforms Availed by EBMC Girls			
	Up to 50	8 (33.3)	--	8 (22.2)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

Welfare/Affirmative Schemes-Free Text Books

Among the total sample of 24 Government schools, the scheme of 'Free Text Books' is implemented in their schools. Varied percentages are reported across various number of books distributed. About 58.3 per cent of Schools reported that about 50 to 150 number of text books are distributed on free of cost to all caste categories of boys. Nearly 16.7 per cent of schools have reported that about 150 to 300 number of books is distributed in their schools while 16.7 per cent of schools reported to have distributed about 300 to 400 books to all boys of different castes. Only 8.3 per cent of Government schools reported to

have distributed up to a number of 50 books to all boys. On the other hand 58.3 per cent of schools have reported that about 50 numbers of books are distributed to all the Girls of all caste categories. Moreover all sample schools reported that they have distributed about 50 numbers of books to SC boys while 58.3 per cent of Schools reported to have distributed 50 numbers of books to SC Girls. Nearly 66.7 per cent of schools distributed 50 books to ST boys while 50 per cent of schools distributed about 50 books to the ST girls. Similarly, 58.3 per cent of schools to EBMC boys and 25 per cent of schools to EBMC girls have distributed about 50 numbers of books in their schools. All the details can be seen from the Table -7.

Table: 7: Welfare/Affirmative Schemes - Free Text Books

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	Free Text Books Available			
	Yes	22 (91.7)	--	22 (61.1)
	No	2 (8.3)	--	2 (5.6)
	Not Applicable	--	12 (100.0)	12 (33.3)
2	Number of Free Text Books Availed All Boys			
	Up to 50	2 (8.3)	--	2 (5.6)
	50 to 150	14 (58.3)	--	14 (38.9)

	150 to 300	4 (16.7)	--	4 (11.1)
	300 to 400	4 (16.7)	--	4 (11.1)
3	Number of Free Text Books Availed All Girls			
	Up to 50	14 (58.3)	--	14 (38.9)
	50 to 150	4 (16.7)	--	4 (11.1)
	150 to 300	4 (16.7)	--	4 (11.1)
	300 to 400	2 (8.3)	--	2 (5.6)
4	Number of Free Text Books Availed by SC Boys			
	Up to 50	24 (100.0)	--	24 (66.7)
5	Number of Free Text Books Availed by SC Girls			
	Up to 50	14 (58.3)	--	14 (38.9)
6	Number of Free Text Books Availed by ST Boys			
	Up to 50	16 (66.7)	--	16 (44.4)
7	Number of Free Text Books Availed by ST Girls			
	Up to 50	12 (50.0)	--	12 (33.3)
8	Number of Free Text Books Availed by EBMC Boys			
	Up to 50	14 (58.3)	--	14 (38.9)
9	Number of Free Text Books Availed by EBMC Girls			
	Up to 50	6 (25.0)	--	6 (16.7)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

Welfare/Affirmative Schemes – Scholarship

Out of the total sample of Government schools 16.7 per cent of schools reported to have implemented the scheme of scholarship in their schools. About 16.7 per cent of Schools reported to have given about 50 numbers of Scholarships to all caste categories of boys and girls. Nearly

16.7 per cent of schools have distributed scholarships up to 50 numbers to SC boys while 8.3 schools have reported to have given scholarships up to 50 numbers to SC girls. Moreover, about 8.3 per cent of Schools have reported that they have distributed scholarships up to 50 numbers to both EBMC boys and girls separately. All the details can be observed from the Table -8.

Table: 8: Welfare/Affirmative Schemes - Scholarship

S. No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	Whether Scholarship Available			
	Yes	4 (16.7)	--	4 (11.1)
	No	8 (33.3)	--	8 (22.2)
	Not Applicable	--	12 (100.0)	12 (33.3)
2	Number of Scholarships Availed All Boys			
	Up to 50	4 (16.7)	--	4 (11.1)
3	Number of Scholarships Availed All Girls			
	Up to 50	4 (16.7)	--	4 (11.1)
4	Number of Scholarships Availed by SC Boys			
	Up to 50	4 (16.7)	--	4 (11.1)
5	Number of Scholarships Availed by SC Girls			
	Up to 50	2 (8.3)	--	2 (5.6)
6	Number of Scholarships Availed by ST Boys			
	No ST Students	--	--	--
7	Number of Scholarships Availed by ST Girls			
	No ST Students	--	--	--
8	Number of Scholarships Availed by EBMC Boys			
	Up to 50	2 (8.3)	--	2 (5.6)
9	Number of Scholarships Availed by EBMC Girls			
	Up to 50	2 (8.3)	--	2 (5.6)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

Welfare/Affirmative Schemes-Mid-Day-Meal

Of the total sample of 24 Government schools, 75 per cent of schools have reported that they have 5 persons to prepare Mid-Day-Meal in their schools. On the other hand 8.3 per cent of schools reported that they have more than 5 numbers to prepare Mid-Day-Meal in their schools. Only 16.7 per cent of schools have reported that this scheme is

not implemented in their schools. About 25 per cent of schools reported that they have about 5 persons of SC Males to prepare Mid-Day-Meal while 75 per cent of schools have reported that they have 5 persons of SC Females to prepare the Mid-Day-Meal in their schools. On the other hand 8.3 per cent of schools reported to have 5 persons of OBC males to prepare Mid-Day-Meal in their schools. Whereas 66.7 per cent of schools have reported to have 5 numbers of OBC

Females to prepare Mid-Day-Meal. Moreover 16.7 per cent of schools are having about 5 females of General caste category to prepare Mid-Day-Meal in their schools. Nearly 83.3 per cent of schools have reported that there is no hesitation by upper caste if the SC cook prepares the Mid-Day-Meal. About 33.3

per cent of schools reported that the students sit for the Mid-Day-Meal, according to social Group/Class wise while 66.7 per cent of schools have reported that the students can be sit as they like while taking the Mid-Day-Meal in their schools. All the details can be observed from the Table - 9

Table: 9: Welfare/Affirmative Schemes – Mid-Day-Meal

S.No	Item	TOTAL		
		Govt. School	Private School	Total
	Number of Sample Schools	24	12	36
1	How many persons prepare Mid-Day-Meal			
	Up to 5	18 (75.0)	--	18 (50.0)
	Above 5	2 (8.3)	--	2 (5.6)
	Not Applicable	4 (16.7)	12 (100.0)	16 (44.4)
2	Number of SC Male preparing Mid-Day-Meal			
	Up to 5	6 (25.0)	--	6 (16.7)
3	Number of SC Female preparing Mid-Day-Meal			
	Up to 5	18 (75.0)	--	18 (50.0)
4	Number of ST Male preparing Mid-Day-Meal			
	No Persons	--	--	--
5	Number of ST Female preparing Mid-Day-Meal			
	No Persons	--	--	--
6	Number of OBC Male preparing Mid-Day-Meal			
	Up to 5	2 (8.3)	--	2 (5.6)
7	Number of OBC Female preparing Mid-Day-Meal			
	Up to 5	16 (66.7)	--	16 (44.4)
8	Number of Minority Male preparing Mid-Day-Meal			
	No Persons	--	--	--
9	Number of Minority Female preparing Mid-Day-Meal			
	No Persons	--	--	--
10	Number of General Male preparing Mid-Day-Meal			
	No Persons	--	--	--
11	Number of General Female preparing Mid-Day-Meal			
	Up to 5	4 (16.7)	--	4 (11.1)

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12	If SC Cook/Staff is there hesitation by upper Caste			
	No	20 (83.3)	--	20 (55.6)
	Not Applicable	4 (16.7)	12 (100.0)	16 (44.4)
13	If so how do you solve the Problem			
	Not Applicable	24 (100.0)	12 (100.0)	36 (100.0)
14	How the students sit while Mid-Day-Meal			
	AS per Social Group/Class wise	8 (33.3)	--	8 (22.2)
	Can sit as they like	16 (66.7)	--	16 (44.4)
	Not Applicable	--	12 (100.0)	12 (33.3)

Source: Field Data

Note: Figures in brackets are the percentages to total number of sample Schools.

Conclusion

About 16.7 per cent of Government schools and 16.7 per cent of Private schools are located in slum areas. Among the Government schools, 75 per cent of the schools are fully managed by the Government while 16.7 per cent of schools are Private aided schools. Moreover, 8.3 per cent of Government schools and 83.3 per cent of Private schools are 'English medium schools' while in 16.7 per cent of Government and 16.7 per cent of Private schools, both media of instruction is in practice. Nearly 91.7 per cent of Government schools and 91.7 per cent of Private schools are situated in 'Pucca' buildings while 8.3 per cent of Government schools are in partly pucca buildings. Only 8.3 per cent of Private schools are in Kutcha buildings. All the Government and Private sample schools have reported to have drinking water facility. All the Government and Private schools reported to have urinal facility in their schools while 91.7 per cent of Government and all Private sample Schools have reported that there is separate urinals for girls. In addition,

all the Government and Private schools have reported to have Electricity and play ground facilities in their schools and 91.6 per cent of Government and 55.6 per cent of Private schools reported that they have the play ground exclusively for their schools and all the Government and Private schools reported that the play ground is in usable condition.

About 25 per cent of Government and 16.7 per cent of Private schools reported to have 10 Full time Teachers in their schools while 16.7 per cent of Government and 8.3 per cent of Private schools reported to have full time Teachers in their schools. Nearly 41.7 per cent of Government schools and 16.7 per cent of Private schools reported to have one male SC full time Teacher in their schools. On the other hand 25 per cent of Government schools and 8.3 per cent of Private schools reported to have 3 male SC full time Teachers in their schools. About 16.7 per cent of Government and 16.7 per cent Private schools reported that they have no male ST teachers in their schools while 16.7 per cent of Government schools and 16.7 per cent of

Private schools two male ST Teachers in their schools. Out of 24 Government and 12 Private schools, 91.7 per cent of Government schools and 66.7 per cent of Private schools reported to have male Head Masters of all categories of caste. About 75 per cent of Government schools and 50 per cent of Private schools reported to have OBC male Head Masters in their schools. Nearly 8.3 per cent of Government schools reported to have SC and ST male head masters in their schools. About 25 per cent of Government schools reported to have part time teachers of all categories of castes. Nearly 50 per cent of Government schools have reported that there are no part time-Male Teachers in their schools. Similarly among the varied percentages of Government and Private schools reported across the various numbers of Full time female teachers, 33.3 per cent of Government and 16.7 per cent of Private schools reported to have 5 full time Female Teachers in their schools. About 8.3 per cent of Government schools and 16.7 per cent of Private schools reported to have 6 full time female Teachers in their schools. Varied percentages of Government and Private schools are reported across various number of full time Female Teachers. Moreover, 50 per cent of Government and 25 per cent of Private schools have reported to have one female SC Teachers in their schools while 33.3 per cent of Government schools and 50 per cent of Private schools reported to have 2 female SC Teachers in their schools. Nearly 25 per cent of Government schools reported to have one ST Female Teachers in their schools. Varied percentages of Government and Private schools are reported across various numbers of female OBC Teachers No female Head master is reported by any category of the schools. About 83.3 per cent of Government and all Private schools have reported that there are no

female Para Teachers in their schools. Similarly 83.3 per cent of Government and all Private schools have reported that there are no part time female teachers in their schools.

Out of the total sample of 24 Government and 12 Private schools, varied percentages are reported across the various numbers of SC Male and Female Teachers other than the home district.

Out of the total sample of 24 Government schools, 83.3 per cent of Schools have reported to have availed the benefit of the scheme of Uniforms.

Among the total sample of 24 Government schools of the scheme of 'Free Text Books' is implemented. Varied percentages are reported across various number of books distributed.

Out of the total sample of Government schools 16.7 per cent of schools reported to have implemented the scheme of scholarship in their schools.

Of the total sample of 24 Government schools, 75 per cent of schools have reported that they have 5 per sons to prepare Mid-Day-Meal in their schools. On the other hand 8.3 per cent of schools reported that they have more than 5 numbers to prepare Mid-Day-Meal in their schools. Only 16.7 per cent of schools have reported that this scheme is not implemented in their schools. About 25 per cent of schools reported that they have about 5 persons of SC Males to prepare Mid-Day-Meal while 75 per cent of schools have reported that they have 5 persons of SC Females to prepare the Mid-Day-Meal in their schools. Nearly 83.3 per cent of schools have reported that there is no hesitation by upper caste if the SC cook prepares the Mid-Day-Meal. About 33.3 per cent of schools

reported that the students sit for the Mid-Day-Meal according to social Group/Class wise while 66.7 per cent of schools have reported that the students can be sit as they like while taking the Mid-Day-Meal in their schools.

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Introduction

Replacement of traditional market to the online market has brought tremendous change in delivering services. The emergence of the digital economy has many implications for both the public and private sector. Public sector agencies across the world are attempting a transition from closed, top-down, official, and paper-based transactional models towards online, integrated digital offerings that encourage a new kind of interaction between citizens and the state. It is necessary to find the data which will improve the service outcome which will satisfy the customers without compromising their rights to privacy and information security. Customers are becoming much more aware of digital technologies and are adopting new ways of engaging organizations at a much faster rate. It is necessary to adopt digital technologies at greater speed to survive in the competitive digital world. Due to Digital communications customers expectations of getting results quickly have increased. Unfortunately, in the move to becoming a digital organization, some firms have difficulty replicating the 1:1 service customers once enjoyed. Central government and departments now believe that delivering public services digitally could save billions of pounds annually and make the services better and more flexible for customers. 'Delivering services digitally' does not mean only accessing information on the websites but more than that.

Each step of the service process needs to take advantage of ways technology can replace manual processes, and information from various sources can be used to inform decision-making. Government needs to be able to get and make use of more comprehensive information, organizations need to work together, and systems have to be able to respond to changes in the needs and behaviors of both customers and staff, and ever changing technologies. As well as all the wider issues to be addressed when transforming public services, delivering services digitally means managing specific challenges and risks, from integrating legacy IT systems to protecting service continuity and avoiding cyber crime. Achieving such a scale of change takes new skills and new ways of thinking, leadership, careful governance and risk management, and an ability to share lessons across government.

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The different challenges to the digital services are:

1) Providing better services to customers.

Smart organizations can improve the performance of their company by fulfilling the demands of the customers as well as maintaining the reliability and confidentiality of the information. Customers want to have convenience, user friendliness of the operations. They want it quickly and easily. Organizations can successfully adapt to new digital technologies and data analytics. Customer's satisfaction is considered main while doing business in the digital environment. The aim of the organizations should be to give easy customer service and finding the requirements of the customer. Customer wants to access a service in a far easier way at the same time data [1].privacy will be maintained. Latest technologies and make the most of data insights to have a greater connection with the home and the household. Organizations like the Department of Human Services, Australia can be one good example of this. This department interacts with millions of Australian people every day and manages payments worth over a third of the overall federal Government's budget.

2) Disaster management in the digital age.

Here the challenge is due to the fact that the frequency of natural disaster is increasing. The rate of natural disasters is increasing along with its severity. In 2010 alone, 385 natural disasters killed over 297,000 people worldwide, impacted 217 million human lives and cost the global economy US\$123.9

billion. Also due to climate changes severe disasters like intense rainfall, extended drought and heat waves have taken place in Australia. In India, expanding population is residing in place where the probability of natural disaster and unpredictable weather events id more.

3) Emergencies require rapid collection of data

To handle any disaster it is necessary to collect the data fast and to have clear picture of the situation. For department of Human Services emergency situations require rapid collection of information from different sources like state emergency services to national bodies like Australian Bureau of Statistics.

4) Easy access to fire knowledge

Bush fire has caused long lasting socio-economic and ecological impact In Australia. To overcome this accurate prediction of bush-fire behavior is essential for the effective planning and management of fire. In 2011 Melbourne's City of Port Phillip had strange flood. The solution to this is to use 3D flood modeling software [2].

5) Making available the Infrastructure required for digital services

Digital infrastructure should be keen to fulfill the requirement of the digital services. In a country like India this is a big problem which Indian Government is trying to overcome. For this the telecom infrastructure will form the base. On the top of this layer we need the IT infrastructure in the form of apps, software etc. second set is content that needs to be relevant to the citizens and address their real-time requirements. The third layer is capacity. Unless we

have the all these three sets (i.e. telecom infrastructure, content, capacity) we won't be able to meet the supply commence rate of the demand [3]. For example, Telecom infrastructure, broadband, mobile, digital identity, etc. are some areas or building blocks of the infrastructure which are clearly identified.

6) Providing solution to proof of identity verification requirements

There is no digital identity proof of identity verification solution to authenticate a customer. This is a manual process which can be improved in such a way that customers can access government services without the need to repeatedly authenticate the services.[4]

7) Providing solution to problems of interoperability between legacy and existing information technology systems and back-office processes

Legacy and back office services as well as existing Information Technology Systems are reliable but lack efficient end to end delivery. Efficiency gained by IT systems is made useless by back office services.[4]

8) Overcoming problems of security

1) Authentication- Banks use the personal identification number (PIN) and a distinct customer identity number which enables customers to access their accounts. This number should not be disclosed to anyone otherwise it will create security problem to anyone.

2) Privacy: It is the right of the every account holder to access all financial information. Internet based banking must ensure that only the right person can access this information in order to

ensure online privacy state of the art 1024 bit RSA SSL and RCS techniques as well as triple data encryption and standard encryption are used while connecting and communication with bank.

3) Integrity: It involves the quality of being honest and appreciating positive work ethics and sincerity in electronic transactions. The whole transaction must satisfy the condition of being whole and authentic.

4) Transaction Confirmation / Monitoring: One of the security aspects in internet banking is transaction confirmation or monitoring. This technique involves a list of instructions to be sent to the bank before it goes online and provide a record of all the completed transactions.

5) Identification and password: Assigning a correct password ensures the only authorization for data access. Password is the first step of security. If disclosed by the owner will create serious problems to the owner.

6) Authorization: One can ensure that only a user can access the data to which permission has been granted to access read or alter data. Thus a matrix can be created to indicate which users have access to which file. [5]

9) Overcoming cross Border rules and regulation: The problems of this type arise due to difference in rules and regulations of different countries The OECD is the only trans-national body giving guidelines to Consumer Protection in the Context of Electronic commerce. Some countries are imposing restrictions on the data flow outside their country because of the fear of leakage of the confidential information of the country

which can be dangerous. Hence Consumer division of OECD is giving guidelines on how the data should be restricted inside the country by controlling ISP operations and by censoring the content. It handles the issues like jurisdiction, collection of personal information and complaints. In China government has restricted internet use and has blocked CNN website as well as Beijing Telecom has blocked BBC World News Service. All the countries should provide similar level of data protection for trans border data flow which is not the case. European countries expect this and if it is not obeyed it will create dispute between the two countries. If the countries are using e-commerce they should not impose such restrictions on the data flow otherwise it will be impossible to do the business using e-commerce.

Privacy regulation controls e-commerce by regulating the use of unsolicited e-mail, SMS and other electronic communication methods and the use of website cookies. Privacy regulations restrict sending unsolicited e-mail to individual subscribers without his prior permission (not the corporate subscribers) unless he himself wants to communicate. Privacy regulation also restricts educational establishments the access to the information or storing of information on the terminal equipment like website cookies.[6]

In addition the following security procedures can be used for security in order to protect the information, network and computers from viruses, outside attacks by hackers and attacks by viruses, worms and Trojan horses.

Security procedures:

Network Security using Firewall: Firewall is a security device which acts

like a filter between intranet of the company and the internet to protect the information of the company restricting the type of traffic it will pass thus providing security. Simple firewalls may be implemented for some routes called packet filtering firewalls.

Proxy Server: Proxy application Program is the program running on the firewall machine protects the data of all the members of the organization. These programs allow only certain browsers, websites and use of some protocols. It acts as a server as well as client for certain requested systems. It uses proxy agents like FTP, HTTP and TELENET etc. It is a initiator of all sessions and knows every activity thus ensuring security. Firewall replaces all the addresses of the company for which the service is requested with its own address. Because of proxy server others on the internet only see firewalls address all other addresses of the organization are hidden. [7]

Digital authentication Technology: is the means to security by providing a mechanism of trust for on line transactions. The technology includes digital certificates which are issued by certification authorities.

Data Encryption with secret keys:

A process of converting the information from readable to unreadable format is known as encryption. When the information is fully transferred from source to the destination it should be again converted to the readable format from unreadable format. *This process of converting the data from unreadable format to readable is called decryption.* Decryption is the reverse of encryption. Plain text is the data in its natural form. Transformed data is a data known as *cryptogram or cipher text.*

Digital Signatures: Digital signature certifies that the document was not altered after being digitally signed by A.

Digital Certificates: It provides security to the consumers and online stores by giving confidentiality and authenticates the participants on both ends of an online commercial transaction. It also authorizes online credit card payment.

Certificate Authorities – Trusted third parties: The reliability of any digital certificate depends upon the Certifying Authority (CA) that issues and provides services for that certificate [8]

Some Advanced Security Techniques: These techniques are used for the security on the internet.

SSL: SSL stands for “Secure Socket Layer” It is widely accepted data encryption protocol for internet data transmission developed by Netscape. It uses Cryptographic system that uses two keys private key to encrypt the data and public key to decrypt the data transmission between user side computer and the server. It is easy to implement and low cost.[9]

SET: It stands for “Secure Electronic Transaction” developed by SETCO Secure Electronic Transaction (SET) is a system for ensuring the security of financial transactions on the Internet. It was supported initially by Mastercard, Visa, Microsoft, Netscape, and others. With SET, a user is given an *electronic wallet* (digital certificate) and a transaction is conducted and verified using a combination of digital certificates and digital signatures among the purchaser, a merchant, and the purchaser's bank in a way that ensures privacy and confidentiality. SET makes use of Netscape's Secure Sockets Layer (SSL), Microsoft's Secure Transaction

Technology (STT), and Terisa System's Secure Hypertext Transfer Protocol (S-HTTP). SET uses some but not all aspects of a public key infrastructure (PKI).[10]

There are various reasons why a company fails in providing digital services. The reasons are as under.

1. being a leader in customer service.

State Farm has a legacy of being a leader in customer service. They are consistently near the top of many consumer rankings and have a strong agent network, where humans historically have had a hands-on ability to serve. Due to introduction of digital channels there is a drastic change in the dynamics of customer service.

2. Promises and commitments to the customers are not fulfilled

Customer service is labeled bad when promises are not fulfilled. Protective alerts and notifications, phone calls can be given to the customers so that customer feels informed and in control at the same time cost savings can be done.

3. Outdated Silo Structure

Organizational silos are part of virtually every legacy financial services organization. There is no need of silos for the operation of digital bank, .A truly digital bank, insurance agency and investment firm. This structure eliminates the organizational friction of silos and allows customer insight to be shared.

4. Hidden Paper-Based Systems

The digitized system cuts cost, improves accuracy and data analysis. Paper based system is required in order to support legal documentation. Paperless documentation may cause problems of

authentication in financial services organizations. For e.g. at State Farm, the confirmation of my claim came via email (acceptable) with the communication with an attached PDF file (bad).

5. Underdeveloped Social Channel Strategy

More and more digital consumers will use social media to lodge a complaint or voice a frustration. Not necessarily the first channel of choice, social media allows a consumer to catch the attention of organizational social channel service agents as well as getting voices heard in a public setting.

According to eMarketer, when it comes to customer relationship management (CRM), social channels can be beneficial at the same time harmful also. They facilitate communication between consumers and businesses, but also provide dissatisfied customers with the means to quickly and widely broadcast their discontent with a product or service.

6. Timing of Digital Re targeting

Digital re targeting can be a very powerful tool if used correctly. By understanding the prospect and customer journey, organizations can reach out to consumers who visit their web site, research a product or service from a competitor, mention the product or company on social media or do searches.

Once the inquiring consumer is identified, they can be re targeted with web advertising, email, phone calls or even direct mail that is personalized to the specific household looking for more information. Like most digital communications, however, when the targeting misses, it can miss by a lot.[11] The solutions which can be provided for the challenges to the digital services are –

Successful applicants will fall into the category of devices, software, algorithms, or business models, including:

- Technology that provides crowd sourcing of data collection (especially models where data validity or statistical representation of the population can be reasonably assured);
- Novel use of satellite data or other remote sensing technology / information;
- Franchise models where smart phone users are rewarded for collecting data
- Mobile data collection platforms
- Technologies that facilitate fast and accurate self-reporting of data
- Applications that provide incentives to consumers or financial services personnel to share data (e.g. through personal money management applications or “gamification.”)[12]

Conclusion

- 1) The challenges to digital services are rapid collection of data, disaster management in digital age, providing better services to customers, preparing the infrastructure & overcoming security problems
- 2) Businesses fail in customer service due to not following customer promise, paper system need due to legal reasons, Underdeveloped Social Channel Strategy and outdated silo structure and living up to 1:1 customer centric legacy
- 3) The security procedures such as SET, SSL, firewall, proxy server, digital authentication technology, digital certificates, digital signatures, certification authorities are needed to protect the electronic data for the successful digital services.
- 4) Delivering services digitally means managing specific challenges and risks, from integrating legacy IT

systems to protecting service continuity and avoiding cyber crime.

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SURYADATTA

An Empirical Analysis of Impact of Teaching Pedagogy

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Introduction

It has been aptly said that “Change is the only rule which survives”. This is being widely witnessed in the case of our country wherein change is happening and is happening at a rampant pace. The current Prime Minister of India, Shri. Narendra Modi, is in the process of transforming the image of the country through various initiatives such as skill India, make in India and the like. In other words, the focus is now towards entrepreneurship. This approach has resulted in a paradigm shift of young generation of the country wherein it has been witnessed that more and more people are setting up their venture and in the process are creating several jobs. In other words these young entrepreneurs are willing to be explore, innovate and lead the country towards progress. For entrepreneurship is marked by innovation, desire to explore into new territories and in the process develop their skills such as leadership, networking, and the desire to excel in highly competitive business world.

Further, this increasing trend of the young generation to become entrepreneur has resulted in the mushrooming of entrepreneurship development training programs all across the world and in our country too.

A report published by E&Y, 2013, the EY G20 Entrepreneurship Barometer 2013, 70% of the local entrepreneurs indicate that access to informal training networks with respect to entrepreneurship education has increased significantly. In the same context, the report further states “that the country performed well on entrepreneurial education, primarily due to the support offered by the Government on skills development and motivation programs”. Again the report states “According to the entrepreneurs surveyed in India, the standard of entrepreneurial programs held in schools and universities, along with access to peer-to-peer learning are improving. This is significant progress, especially as nearly 90% of entrepreneurs believe students need access to specific training to become entrepreneurs.”

Objectives of the Study

The objective of this paper is to study the impact of teaching pedagogy and age on the attitude of potential entrepreneurs with

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respect to perceived benefits before attending the entrepreneurship orientation program and the actual benefits derived at the end of the program.

Scope of the Study

The scope of study is limited to following parameters.

- Impact of perceived and actual benefits of entrepreneurship orientation programs by considering the effect of teaching pedagogy of an individual
- Impact of perceived and actual benefits of entrepreneurship orientation programs by considering the effect of age of an individual

The prime reason for covering the above parameters within the scope of the study is the fact that age of an individual is considered to be an important determinant factor for starting an entrepreneurial activity and further that the attitude is highly related with age factor of an individual. Again in the same parlance the teaching Pedagogy does play a crucial role in determining the actual benefits which the participant derives from the training program.

Literature Review and Hypothesis Formulation

The growth of entrepreneurship education programs across the world are aimed for achieving and developing necessary knowledge and a variety of cognitive and non-cognitive skills which are necessary to become an entrepreneur. Special attention is provided to non-cognitive skills such as motivation, persistence, creativity, pro-activity, risk taking and the like as they are factors which provide the necessary thrust to become entrepreneurs

(Heckman et al., 2000; Gensowski et al., 2011). In other words, the entrepreneurship orientation programs are aimed at providing the necessary attitudinal points of concern which an entrepreneur must have. Further, the culmination of these orientation programs provide an opportunity to individual to assess whether they have the willingness to become entrepreneurs or not.

There are varied differences of opinions regarding the effect of age of an individual's choice of becoming an entrepreneur or choosing other form of employment. The prime reason that age definitely has an impact on the entrepreneurial potential of an individual is based on the premise that quantity of financial and human capital that an individual is in possession of increases with age (Johansson, 2000; Arum and Müller, 2004; Parker, 2009) thus signifying that age definitely has an impact of the entrepreneurial potential of an individual. Further, according to Praag and Ophem (1995), a relationship between the willingness (i.e. the desire or an attitude) and the possibility of individual to become an entrepreneur should be made.

Several studies have been conducted regarding the end result that is the objectives of entrepreneurship education, it was pointed out that these programs are intended to changing the behavioral state of the potential entrepreneurs with the intention to make them understand the basic concept of entrepreneurship (Fayolle and Gailly 2005; Hannon 2005; Venkatachalam and Waqif 2005). In other words, the entrepreneurship programs are aimed at changing the attitude of potential entrepreneurs.

For a long time, family has been highly considered to influence the vocation that an individual chooses however there has been relatively low amount of research work on how the family impacts entrepreneurial outcomes (Aldrich & Cliff, 2003; Jennings, Breitzkreuz, & James, 2014). Further, it is considered that entrepreneurs are linked to their families and thus seek support and motivation from their families so as to pursue their entrepreneurial endeavors (Rogoff & Heck, 2003). Further, despite the role of family on influencing the entrepreneurial intentions of an individual, the importance of the role of family has been neglected in the entrepreneurship Dyer & Handler, 1994; Rogoff & Heck, 2003) and family business research fields (Jennings et al., 2014).

According to Remeikiene et. al, 2013, *Explaining Entrepreneurial Intention Of University Students: The Role Of Entrepreneurial Education*, the results of the study carried out confirmed the fact the entrepreneurial intentions are related to self-efficacy, taking risk, the desire and need for achievement, pro-activeness and the attitude towards entrepreneurship, the exercise of behavioral control and the demonstration of internal locus of control and that these can be developed during the entrepreneurial education study program.

Hypothesis Formulation

For the purpose of this paper, the following hypothesis is proposed.

H1: The Teaching pedagogy of the training program significantly impacts the perceived and actual benefits of entrepreneurship orientation program

H2 : The age of the potential entrepreneur significantly affects the perceived and

actual benefits of entrepreneurship orientation program

Research Methodology

In order to develop the paper, the following is the methodology

- Defining the terms
- Understanding and defining the criterion for inclusion of the parameters for the purpose of study
- Developing the questionnaire
- Developing the criterion for sample selection
- Developing the methodology for collection of Data
- Developing means and mechanism for treating the data
- Data verification and validation
- Interpretations and conclusions based on the collected data

Defining The Terms

For the purpose of the development of this paper, the following terms have been defined and will be used in this defined context only.

Benefits: Benefit has been defined as the non tangible entity through which a sense of something gained is generated and which can be applied when warranted

Perceived: Perceived refers to some no tangible entity an image of which exists at the conceptual level. The perceived benefit can only be comprehended.

Actual: Actual means the real benefit that the participant has gained. This is in sharp contrast to the perceived benefit wherein the expectation something conceptual is the norm

Attitude: Attitude has been defined the stand which the potential entrepreneur before, during and after the

entrepreneurship programs.

Teaching Pedagogy: Teaching pedagogy refers to the process of imparting the training to the potential entrepreneur. The process includes the means and

methods which are deployed in the conduct of the training programs. Teaching pedagogy is wide term and includes several aspects such as practical approach, team work approach, skill based approach and the like.

Designing the questionnaire

The questionnaire given to potential entrepreneurs is given below.

Name* (<i>optional</i>)		
Age		
Educational Background		
Current Occupation		
Family background <ul style="list-style-type: none"> · Occupation of Father · Occupation of Mother · Does any person in your family own a business 		
Question	Perceived Benefit	Actual Benefit
Do you think that Entrepreneurship orientation program are not for you as you are in the age group wherein age matters a lot?	Y / N	Y / N
Do you think that there should be a bar on the age factor that certain individuals above or below the age should not participate in the training program	Y / N	Y / N
Do you think that Teaching method has a crucial role to play in the success and failure of entrepreneurship the training program?	Y / N	Y / N
Do you think the training program must be designed to be more practical based?	Y / N	Y / N
Do you think that training programs should cover case based approach rather than practical based approach?	Y / N	Y / N
Do you think Entrepreneurship orientation program will help you or has helped you in any respect?		
Do you think that your personality traits are the most important quality you must possess for being an entrepreneur	Y / N	Y / N
Which of the personality traits do you think that is the most important traits which you must have for being an entrepreneur? Rate the items on a scale of 1 -5 with 5 being highest and 1 being lowest <ul style="list-style-type: none"> · Self leadership · Persistence · Confidence · Motivation · Risk taking · Innovation 		

Defining the criterion for sample selection

The following criterion was drafted initially for this program.

- Sample size to be restricted to 110 members. Though the authors have targeted for 110 members as there were two training programs which were simultaneously held. During the scrutiny of the data 8 samples were rejected due to inconsistency, incomplete and other erroneous data
- The sample data was collected from potential members from various streams such as educated, non educated and the like
- Due to the variety of the potential entrepreneurs the age group was also varied. The sample size so chosen comprised of the age group from 21 years onwards.
- The sample size included the occupation of service class as well as those of the business class that is they are operating their own business. The main reason to include business class was to determine what else they want form entrepreneurship perspective. The same goes for those who are in service and to know the reasons as to why they want to take up entrepreneurship.
- Regarding the family background we had included those who have family business and those whose family members were housewife. This was done to include the future scope of study

Designing The Method Or Collection Of Data

For collecting the data, the phase method was followed.

In the first phase, the participants were

given the questionnaire before the start of the program. This was designed to garnet the response related to perceived benefits. Each of the participant was allowed to move to the training auditorium only after completions and verification of the questionnaire. This was done deliberately so that the respondents were not influenced by the commencement of the training program.

Similarly in the end, the participants were required to give their actual response to the questionnaire.

In order to control and match the findings, each of the questionnaire was linked by a control number. This was done to ensure that data is correctly captured for the purpose of analysis.

Defining the Methodology for Treating the Data

In order to correctly, interpret the findings, the following methodology was adopted

- Verification and validation of data
- Coding and editing of data
- Finally subjecting the data to statistical tests and analysis

Verification and Validation of Data

This step was the basic step due to the fact that this step served the following purpose

- Incomplete or missing questions
- Co-relation with the response before and after the program
- The intention of the respondent based on the manner in which the questions have been answered

Coding & Editing of Data

Once the data has been verified and

validated, the data is required to be coded for the purpose of statistical treatments. It has to be edited in extreme cases

Once the data has been coded and edited, it is subjected to statistical tests and analysis. The correlation analysis was applied to test the hypothesis.

Finally Subjecting the Data to Statistical Tests and Analysis

Findings

The following depicts the results of the findings

Sample Size	110 respondents
Actual Sample Size after verification and validation	102 respondents
Age group breakup considered <ul style="list-style-type: none"> · Greater than equal to 50 yrs · Greater than or equal to 40 yrs but less than 50yrs · Greater than or equal to 20 but less than 40 	23 22 57
Number of <ul style="list-style-type: none"> · Post graduates · Graduates · Non-Graduates 	33 21 48
Number of respondents having father occupation as <ul style="list-style-type: none"> · Service · Business 	54 48
Number of respondents having current occupation as <ul style="list-style-type: none"> · No work · Service · Business 	39 25 38
Number of respondents having mother occupation as <ul style="list-style-type: none"> · Housewife · Service · Business 	38 39 25
Number of respondents having family business excluding business run by father or mother <ul style="list-style-type: none"> · Having business · Not having business 	58 44

Results of Statistical Findings

The following are the findings of the result based on applying correlation analysis

Factor	Attitude Parameter	Correlation Value
Age	Do you think Entrepreneurship orientation program will help you or has helped you in any respect? <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.58 0.91

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Age	Do you think that Program are waste of time as you are old or young and you do not have the willingness to start the business? <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.92 0.89
Age	Do you think personality traits are the most important quality which you must possess for being an entrepreneur? <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.56 0.65
Age	Self Leadership <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.81 0.71
Age	Persistence <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.72 0.27
Age	Confidence <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.65 0.63
Age	Motivation <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.62 0.67
Age	Risk taking <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.55 0.65
Age	Innovation <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.75 0.65
Age	Challenging the status Quo <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.65 0.68
Age	Capitalize on Opportunity <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.65 0.57
Age	Desire to have self identity <ul style="list-style-type: none"> · Perceived Benefit · Actual Benefit 	0.61 0.78

Interpretation of the Findings

The analysis of the table provides a glimpse in the manner as to how the age factor impacts the manner in which the attitude of the potential respondents play a crucial role. The negative value of the correlation is due to clubbing of the age group into a single unit and hence we

have obtained the findings with negative correlation. However, we can individually obtain the impact of the age factor with respect to the different age groups but this is scope for future research.

In the parameter, is observed that there has been a negative impact on the parameter self leadership meaning that the participants did not find adequate

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coverage of the orientation programs on this core issue. On all other factors there has been an increase on the actual benefits side indicating that the training programs have benefited immensely to the participants.

Thus we accept the hypothesis that age and attitude significantly impacts the actual and perceived benefits of the entrepreneurship orientation programs.

Factor	Family background Parameter	Correlation Value
Teaching Pedagogy	Do you think that Teaching method has a crucial role to play in the success and failure of entrepreneurship the training program?	0.92
Teaching Pedagogy	Do you think the training program must be designed to be more practical based?	0.96
Teaching Pedagogy	Do you think that training programs should cover case based approach rather than practical based approach?	0.92

Interpretation of the Findings

The findings of the correlation analysis indicate that teaching pedagogy does significantly impact the decision to become entrepreneur.

Similarly the age factor significantly affects the perceived and actual benefits of the potential entrepreneur

Limitations

The study was conducted with a sample size of 48. This does not provide an ample scope to include other parameters such as including professionals who want to be entrepreneurs for example, chartered accountant or business development managers who are working in corporate and Multinational companies.

Future Implications and Research

The results of the study has provided a great insight into the various aspects of the research. However it leaves ample scope for the future research and implications such as determining the factors which has prompted the respondents who have their own business yet they want to attend the training program; those who are more than 45 years of age and yet want to become entrepreneurs as they have attended the training program; the reason as to why non-graduates want to attend the training program even when they have not cleared 9th class. These are the areas yet to be explored.

Conclusion and Recommendations

On the basis of the above conclusions, we can conclude that the orientation program do significantly impact the

perceived and actual benefits and that education and family background do not impact significantly the decision to become entrepreneur.

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A Study on Customers Satisfaction on the Services Provided By Health Insurance

Rahul M. Bhandari & Dr. Kumardatt Ganjre

Introduction

Health insurance is personal insurance that provides coverage for the cost of hospital and medical expenses arising from illness or injury. Health Insurance products in India narrowly cover hospitalization benefits with a sum-assumed limit. India health insurance sector could cover a number of secondary and tertiary preventive measures such as screening for cancer or diabetes, and preventive health checkups as well as disease management programs for specific conditions, which would be beneficial for insured and insurers alike. Health insurance market in India is under development till now in rural sector there is lot of potential to growth in health insurance. Till now there are very few research study conducted on comparative analysis of health insurance providers of leading companies in Ahmed-nager district of Maharashtra .The Health of your family is very important for individual .when faced with hospitalization for one or more family members ,the medical bill can severely dent for individual saving. The cost associated with hospitalization might be very high and you need to be better prepared for such as emergency.

The cost and range of protection provided by the health insurance will depend on the insurance provider and the particular policy purchased. These days most companies give the benefit of health insurance to the employees. There is a growing public awareness for better health care and desire to have better health care from private medical emergency, cost of hospital room, doctors fees, medicines and related health services all add up to a huge sum. In such times health insurance provides the much needed financial relief. Some of the existing health insurance schemes currently available are individual, family, group insurance schemes, and senior citizens insurance schemes, long –term health care and insurance cover for specific diseases. The latest entrants are the Third Party Administration or TPAs. These are intermediaries who being all the components of health care delivery-hospitals, physicians, clinics, long-term care facilities and pharmacies into a single entity. Health insurance safeguards against the cost of illness, mobilizes funds for health services and increases the efficiency of such services. Health insurance requires sufficient information and data for development of a good product, proper pricing and health management. Many Insurers, therefore is expected to invest the premium money in such a way as to earn

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sufficient money for meeting the expenses of insurance and insurance claims.

The Insurance Regulatory and Development Authority (IRDA) has already permitted the establishment of independent health insurance companies. Reforms in the Insurance sector were initial with the passes of IRDA bill in parliament in December 1999. The IRDA since its incorporation as a statutory body in April 2000 has fastidiously such to its schedule of framing regulation and registering the private sector insurance companies.

Mediclaim scheme was launched in the year 1986. At the time of introduction of this scheme the minimum and maximum age limits were 5 and 70 years respectively. Under this scheme a person between 3 months to 80 years of age can purchase Mediclaim. Since the launch of Mediclaim in 1986, the health insurance has grown substantially due to liberalization and globalization of economy and spread of general awareness among the people of the importance of health insurance.

Market Scenario There are 28 non-life insurance companies in India which includes 4 Public sector insurers namely Oriental Insurance Company Limited, , The New India Assurance Company

Limited, United India Insurance Company Limited, and National Insurance Company Limited. Broadly health insurance plans in India can be classified into three categories: Hospitalization Hospital daily cash benefit plans Critical illness plans Insurance industry in India registered substantial growth after enactment of Insurance Regulatory Development Authority Act in 1999.

The major public and private Health insurance companies in India are the:-

- New India
- ICICI Lombard
- National
- Oriental
- Reliance health insurance
- Tata AIG
- Bajaj Allianz Insurance
- Oriental Insurance
- Aviva Life Insurance
- SBI
- Star Health and Allied Insurance Company Ltd
- National Insurance Company
- United India Insurance Company Limited

The Health Insurance quote must emanate from a reputable company that provides full quality coverage for you and your family.

Current Market Situation

Sr. No.	Company name	% growth	Market Share%
1	Apollo Munich	54.45	2.43
2	Bajaj Allianz	14.92	3.05
3	Bharti AXA	6.4	0.47
4	Future Generali	51.96	0.95

cont...

Current Market Situation (cont....)

5	Hdfc ergo	22.32	2.95
6	ICICI Lombard	47.17	12.04
7	Max Bupa	0	0
8	National	45.92	14.11
9	New India	28.43	17.89
10	Oriental	25.13	11.94
11	Star health & allied insurance	30.13	11.06
12	TATA -AIG	32.75	0.99
13	United India	33.86	15.09
14	SBI	0	0
15	Reliance	6.5	2.28

Trends in Health Insurance Premium Over The Past Five Years (Rs. Crore)

Insurer	2010-11	2011-12	2012-13	2013-14	2014-15
Private	2850	3445	4205	4482	4386
Public	6689	8015	9580	10841	12882
(% age of market share)					
Private	(26%)	(27%)	(27%)	(26%)	(22%)
Public	(61%)	(61%)	(62%)	(62%)	(64%)

Insurer	United India Insurance Co Ltd	National Insurance Co Ltd	New India Assurance Company Ltd.	Oriental Insurance Company Ltd
Name of the policy	Family Medicare	Parivar Mediclaim	Mediclaim 2012 Policy	Happy Family Floater Silver and Gold Variants

A Study on Customers Satisfaction on the Services Provided By Health Insurance

Statement of the Problem

The customer is sensitive to many factors which affect their choice of buying health insurance product from a company. An attempt has been made with the view of demographic background, innovativeness, product service offering, premium perception, and the level of customer's satisfaction in their past experience to gain knowledge of customer needs and requirements. There is a growing public awareness for better health care and desire to have better health care from private medical emergency, cost of hospital room, doctors fees, medicines and related health services all add up to a huge sum. In such times health insurance provides the much needed financial relief.

The following research problems have been taken into account for the study:

1. Which is the most preferred policy of the customers of public health Insurance companies in Ahmednager district?
2. What extent the customers are utilizing the facilities provided by the public health insurance?
3. What is the level of satisfaction with the service offered by the public health insurance?
4. What are the factors that influence the Customers in selecting a public health insurance policy?

Objectives of Study

The following specific objectives are taken up for the study.

- To assess the level of awareness of Customers about the Public health insurance.
- To identify the Customers Preference for Public health insurance.
- To examine the level of Customer satisfaction in Public health insurance
- To find out factor affecting Customer satisfaction on the services provided by Public health insurance

Statement of Hypotheses

This study will be conducted on the following hypothesis

H01: There are no significant customers about awareness of the Public health insurance policies.

H02: There is no relationship between personal factors and the level of satisfaction on the post- purchase service offered by the public health insurance

H03: There is no relationship between the personal characteristics of the respondents and the Level of satisfaction about the services offered by the public health insurance.

Research Methodology

Research Methodology will provide a structure for decision-making like implicit question are posed, explicit answer proposed, collection analysis and interpretation of information. Here in this study Descriptive and Exploratory Research method is followed, where researchers are looking for conclusions

Research Design

The research study is of descriptive research type and research design

Sr No	Research	Start date	Time Estimated	End Date	Status
1	Literature Review	June-2015	NA	NA	Started &Ongoing
2	Problem Identification	June-2016	3Months	Aug-2016	Ongoing
3	Hypothesis & Methodology Development	Sep-2016	6 Months	May 2016	Yet to start
4	Pilot Study	Dec-2016	6 Months	May-2016	Yet to start
5	Data Collection	June-2017	6 Months	Nov-2017	Yet to start
6	Data Analysis	Dec-2017	6 Months	May-2018	Yet to start
7	Thesis Writing and submission	June-2018	6 Months	Nov-2018	Yet to start

Sources of Data Collection

The data to be collected for various aspects for this research, the data will be collected through following sources

- Primary data collected from the public health insurance companies' Customers of Ahmednagar district with the help of interview schedule method.
- Secondary data were collected from annual reports, journals, magazines, website and books.

Sampling

- The Convenience sampling method is use to collect the primary data. The district has fourteen talukas, namely Akole, Jamkhed, Karjat, Kopargaon,

Nagar, Nevasa, Parner, Pathardi, Rahata, Rahuri, Sangamner, Shevgaon, Shrigonda, Shrirampur.

- Seven hundred respondents, at the rate of fifty from each Talukas have been taken for the study.

Sampling Technique

The samples will be selected through Random sampling method from Ahmednagar district of Maharashtra.

Health Insurance customers	650
Advisor	50
Total	700

Scope of the Study

This study covers the subject matters of customer's satisfaction of Public health insurance in Ahmednagar District. This study is concerned with customer's

A Study on Customers Satisfaction on the Services Provided By Health Insurance

satisfaction in terms of awareness of the policy, preferring Public health insurance policy with passes claim, their attitude etc. Only services offered under the study area were selected based on the number of policies issued by the public health insurance companies. The study does not cover the life policy, general policy insurance, marine policy, and fire policy.

Limitation

- 1) Due to business secrecy some health insurance Advisors may not disclose the real information this may affect the outcomes of the study.
- 2) As the research is limited for Ahmednagar district the result may or may not vary with other regions.
- 3) The study restricts the services of public health insurance companies like Oriental Insurance Company Ltd., New India Assurance Company Ltd, National Insurance Company Limited, United India Insurance Company Limited

Review of Literature

The review of literature helps to understand the importance, background and present situation related to the subject selected for the research work. Therefore it is necessary to review relevant and literature related to the subject manner.

- include five factors of service quality for delivery system, diagnostic care, facility ,quality of drug and health personal conduct.
- Aagja and Garg (2010) five factors of service quality here identified as admission,Medical service, overall service, discharge and social responsibility
- Fucker and Admas (2001) define "Patient satisfaction as predicated by relating to caring ,reliability,empathy as well as responsiveness.
- Dr.Yogeswar phathak and shilpi Malaya(2012) "To study of factors influencing health insurance cover" is defined range of coverage of health related problems ,lower premiums,greater government incentives,convenient and cashless hospitalization for issued person etc.and to improve our low level of health insurance penetration and increase the number of person having access to health care.
- Maumita Ghosh (June-2013)- "Awarness and willingness to pay for health insurance the result shown that Educated people are reluctant to invest more in other modes of savings which is turn give them high return.
- Manish Joshi,Dr Navindra kumar Totala (Dec-2014) "Innovation in Health Insurance Service quality as a key factor ie the attributes of service quality in health insurance sector identified the study can be beneficial to the Managers, Health entrepreneurs ,as well as public & private hospitals, insurance companies.
- Ramesh Bhat Sunil Maheswari,somen saha (Jan-2005)-"TPA,Third party Administrators and health insurance in India" the interface between the policy holder to focus on developing their competencies and take care of various claim in provision of services.
- Narang (2010) define the health care
- Suman Goal(Aug-2014) An Empirical study of consumer behavior in Rohtak district of Haryana health insurance is rapid rising as an important

mechanism to funding health care needs of the people. he examined the middle and low socio-economic groups are potential market to tapped as they are ready to spend a reasonable amount as premium payable per annum rather than big medical expenses and also better utilization of their health care facilities.

- Kulkarni (2000) undertaken a case study in Gujarat and provided that SEWA a type of health insurance scheme is strongly preferred by those who can afford and not access the services of various other scheme.
- Krishnamurthy, V (1995): 'Health and Medical Care in the Plantation Sector', paper prepared for International Workshop on Health Insurance in India.
- Tulasidhar, V B (1996): 'Government Health Expenditures in India: Public Financing for Health in India: Recent Trends', a report on work in progress with support from the International Health Policy.

Analysis of Research Data

The data obtained after Marketing research Methods will be clearly tabulated, graphically represented and analyzed. Chi-square Test and suitable statistical tool will be applied as per the requirement of the collected data.

Conclusion and Recommendations

Depending on the interpretations and findings pertinent to the Research, conclusions are drawn. Thereafter the suggestions are made.

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Book Reviews - by Dr. Shabeen Ara

I. Tourism Marketing A Collaborative Approach. Alan Fyall and Brian Garrod, 2005. CHANNEL VIEW PUBLICATIONS, ISBN 1-873150-90-3 (hbk) (Accessed Online)

Alan Fyall, Bournemouth and Brian Garrod, Aberystwyth in their Preface The book aims to offer readers an alternative 'collaborative' perspective on tourism marketing, as well as to provide an insight into the dynamics of collaborative marketing and the considerable challenges it faces. In short, this book attempts to redress the paucity of literature that investigates the difficulties posed by collaboration activity in the extant marketing and tourism marketing literature.

The book is arranged in five parts.

Part 1, which comprises Chapters 1 and 2, sets the contextual background for the book with an explanation of the rationale for increasing levels of collaboration in the tourism industry. This is supported in Chapter 1 by an analysis of the factors that drive collaboration in the tourism industry and the anticipated future impacts of such forces. Chapter 2 then presents a detailed discussion on the corpus of theory which underpins collaborative or 'symbiotic' marketing behaviour (Robson & Dunk, 1999) across the tourism and hospitality industries. The chapter introduces the origins of market orientation, discusses the migration to a relational orientation perspective, and provides an overview of the existing 'standardised' approach to the study of tourism marketing adopted by the majority of authors of tourism marketing texts. In so doing, the book will sow the seeds for an alternative 'collaborative' way forward for tourism marketing. Chapter 2 will also introduce the underlying drivers of marketing change and explain the rationale behind the emerging influence of collaboration on contemporary tourism marketing thinking and practice.

Part 2 of the book, which comprises Chapters 3 and 4, begins with a critical overview of the existing standardised approach to tourism marketing strategy. Rather than investigate the nature of each individual impact of collaboration on the existing models of tourism marketing strategy in depth, this chapter will discuss the fundamental nature of the impacts of collaboration on tourism marketing strategy and identify issues for discussion in the sector-based chapters that follow in Part 3 of the book. This discussion is intended to serve as a catalyst for change for practitioners, academics and students of tourism marketing in considering the future adoption of collaborative marketing strategies in tourism. Similar in style to the previous chapter, Chapter 4 will examine the potential impact of collaboration on the more specific elements of the marketing mix when brought together under collaborative tourism marketing programmes. As in Chapter 3, discussion is intended to serve as the catalyst for practitioners, academics and students of tourism marketing in considering the future implementation of collaborative tourism marketing programmes. This chapter will demonstrate to readers the inappropriateness of much of the current tourism marketing literature in explaining the tourism marketing domain.

Part 3 of the book, which comprises Chapters 5 to 7 and which we believe represents the innovative core of the book, includes detailed discussion on inter-organisational exchange theory. Chapter 5 will introduce readers to the theories, concepts, issues and

Book Reviews

perspectives of inter-organisational collaboration and highlight the advantages and disadvantages of collaborative activity. A number of seminal studies will be used to provide the reader with the necessary theoretical underpinning to the area of inter-organisational collaboration. Chapter 6 will introduce readers to the variety of collaborative forms in existence, with particular reference to tourism marketing forms of inter-organisational collaboration. Seminal work by Palmer and Bejou (1995), Selin (1993) and Selin and Chavez (1995), will be utilised to provide the necessary theoretical underpinning.

Chapter 7 will conclude Part 3 of the book with a detailed discussion of the organisational and governance criteria necessary for the effective management of inter-organisational forms. Work by a variety of authors, including ground-breaking studies by Bucklin and Sengupta (1993), Palmer (1998b) and Waddock and Bannister (1991), will be used to underpin discussion of the organisational forms and governance structures in this chapter.

Part 4 of the book, which comprises Chapters 8 to 10, will critically discuss the application of many of the theoretical perspectives outlined in Chapters 2 to 7 to the specific collaborative tourism marketing challenges in three of the principal sectors of the tourism industry. Various examples will be used throughout, with discussion points and issues for future research highlighted at the end of each chapter. First, Chapter 8 focuses on transportation, undertaking an examination of the dynamics of marketing collaboration in global airline alliances. Chapter 9 follows with an investigation into the application of collaborative marketing strategies in the accommodation sector, namely hotel consortia. Thereafter, Chapter 10 investigates the innovative use of inter-destination collaboration initiatives among tourist destinations. Part 5, which comprises Chapter 11, concludes the book as a whole by bringing together the key issues raised in the book and presenting the reader with a strategic marketing framework suitable for use in inter-organisational collaborative marketing situations in the tourism industry.

Part 5 will close with an examination of the appropriateness of the existing marketing paradigm in an industry where in 'so few situations does one company or organisation control all the components, or all the stages in the decision-making processes in the creation and delivery of the tourism product'.

Upon reading this book, it is our hope that the reader feels challenged and provoked to consider the wider rationale, dynamics and implications of collaborative marketing strategies in tourism. Strategies of collaboration are now widespread across all sectors of the tourism industry. Many are, however, still in their early stages of development, with a large number – airline alliances included – still as yet to prove their robustness as strategies able to accommodate the enormous pressures and environmental changes apparent in the highly dynamic and turbulent market conditions of today. It is hoped that this book will play a small part in offering a critique of the developments that have taken place, and are continuing to take place, in the domain of tourism marketing. It is also our aspiration that this book will serve as a catalyst for questioning the suitability of an alternative collaborative 'relational' orientation for the application of marketing in what is now being called the world's largest industry.

II. Social Media Marketing in Tourism and Hospitality. Roberta Minazzi, 2015. Springer, ISBN 978-3-319-05182-6 (eBook)

Foreword by Aurelio G. Mauri says Business strategies, tactics, and instruments for communicating with customers and other stakeholders have been transformed significantly with the emergence of the phenomenon known as social media, a variety of new sources of online information, mainly based on customers' content contribution, but to a certain extent also firm-driven. In this regard, social media may be consistent with the use of traditional Integrated Marketing Communications (IMC) tools. They argue that social media could be a hybrid element of the promotion mix that combines some of the characteristics of traditional IMC tools with a highly magnified form of Word-of-Mouth (WOM) communications. In other words, social media, enabling customers to talk to one another, can be considered an extension of the traditional WOM communication.

The author Roberta Minazzi discusses in his preface The progress of Information and Communication Technologies (ICTs) has been transforming the tourism sector from the points of views of both industry structure and business practices and strategies. In particular, Web 2.0 and its applications (Social media), and a widespread connectivity, have generated a deep change in travelers' habits and expectations (Leung et al. 2013; Xiang et al. 2014). Recent statistics show that the influence of social media on purchase decisions is growing across all regions around the world with nearly 70 % of customers who hear experiences of other clients before purchasing a product. The modern consumers are more demanding and willing to actively interact with brands. They are looking for personalized services and engaging experiences with other customers and with brands (learn more about products, compliment brands, complaining about a product/brand). Furthermore, social media users are more likely to pay attention to personalized ads in the social media environment, according to their profile information. Therefore, Social media give to marketers the opportunity to engage with consumers, becoming also an important channel for customer care: "Social Media Customer Care" (SMCC).

The transformation of demand habits is supported by the phenomenon of social media proliferation, along with the spread of mobile devices (smartphones, tablets), more and more used to access to social media. Considering these trends, and the consequent even more significant power to drive the conversation with the firm that social media give to customers, it is more and more important for firms to synchronize with "social" consumers' expectations. Therefore, travel companies should fully understand the influence social media can have on their strategies in order to develop appropriate approaches through an integrated marketing strategy.

The purpose of the present book is to analyze the on-going developments of social media in the tourism sector underlining the effects on the demand and the supply sides by means of the study of both main theoretical frameworks and practical business experiences. Following this objective the book is divided in three main parts.

The first part offers an overview of recent developments of social media and user-generated content. I propose a classification of social media trying to clarify definitions

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of different concepts, which often overlap (Chap. 1). Moreover, the evolution of electronic word-of-mouth (eWOM), along with main dimensions of analysis, is examined. Specific attention is paid to eWOM credibility and possible biased information (Chap. 2).

The second part provides the analysis of the impacts social media can have on tourists' behavior for each step of the travel planning process (Chap. 3): before leaving (pre-trip), during the stay (during-trip) and after the return (post-trip). In particular, reasons for sharing, dimensions of co-creation and main mediators of the travel experience are examined. This part continues with the evaluation of the impacts that social media developments, and the consequent changing in tourists' habits, can have on travel suppliers, at once, opportunities and a threats for tourism organizations. This ambivalence generates a perception of unsureness that slows the process of adoption of social media . By understanding rules and needs of a different environment, in which “social” travelers act, firms are able to develop appropriate policies, to be integrated with other more traditional marketing strategies (Chap. 4).

The third part of the book explores future possible trends offered by mobile technologies (Chap. 5), and possible methods for social media monitoring by means of main key performance indicators (Chap. 6). Information Technology progress and Social media spread, as well as Mobile Social Media development, contribute to the increasing availability of a large amount of multimedia structured and unstructured content about customers and prospects (“Big data”). The ability to synchronize with various target markets allows travel organizations to create a competitive advantage and increase financial and operational performance. Furthermore, engaging customers and prospects by means of social media might increase customer loyalty, foster electronic word-of-mouth communication, and consequently have important effects on corporate sales and revenues. The discussion of the last part of the book encompasses methods to gather, analyze and interpret Big data in order to measure company's performance on each of the social media and to understand the optimal mix that can support and improve business strategies.

The author says my interest in social media marketing stemmed from the research on tourism marketing started at IULM University (Milan) during my Ph.D. in Marketing and communication directed by Prof. Emanuele Invernizzi, who generously offered me illuminating suggestions. My studies continued at University of Insubria (Como) where a cross fertilization of fields enriched my knowledge. I am particularly grateful to Prof. Giuseppe Colangelo, Vice-Chancellor and Director of the Degree course of Tourism Management, Prof. Maria Paola Viviani Schlein, Dean of the Faculty of Law, as well as to Prof. Laura Castelvetti, Director of the Department of Law, Economics and Cultures, for their support and encouragement.

The book is intended as a helpful reference work for researchers, academics, post-graduate students and practitioners in the tourism and hospitality businesses. It will hopefully provide a better understanding of recent developments of social media and opportunities for travel organizations.

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