Promotional Skills: Case Studies - 2
“Education is a liberating force, and in our age it is also a democratising force, cutting across the barriers of caste and class, smoothing out inequalities imposed by birth and other circumstances.”

– Indira Gandhi
<table>
<thead>
<tr>
<th>UNIT 25</th>
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</thead>
<tbody>
<tr>
<td>PATA: A Study of Travel Mart</td>
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<td>Marketing Overseas: Tourism Department, Government of India</td>
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### Expert Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Institution</th>
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</thead>
<tbody>
<tr>
<td>Mr. Aito Sequera</td>
<td>Dept. of Sociology, Goa University, Goa</td>
</tr>
<tr>
<td>Dr. A.R. Khan</td>
<td>History Faculty, IGNOU</td>
</tr>
<tr>
<td>Prof. Pandav Nayak</td>
<td>Director (SOSS), IGNOU</td>
</tr>
<tr>
<td>Dr. A. Shroekumar</td>
<td>Dept. of Management, Goa University, Goa</td>
</tr>
<tr>
<td>Mrs. Jyotsana Patwardhan</td>
<td>Garware Institute, Bombay University, Bombay</td>
</tr>
<tr>
<td>Mr. Niranjan Desai</td>
<td>Director General, Indian Council of Cultural Relations, New Delhi</td>
</tr>
<tr>
<td>Prof. Kapil Kumar</td>
<td>Dr. Swaraj Basu, History Faculty, IGNOU</td>
</tr>
<tr>
<td>Dr. Swaraj Basu</td>
<td>Dr. A.R. Khan, IAS</td>
</tr>
<tr>
<td>Dr. Sanjay Bhatt</td>
<td>Indian Institute of Management, Calcutta</td>
</tr>
<tr>
<td>Mrs. Anil Madan, Ms. Vidya Anand and Ms. Renu Malhotra</td>
<td>Secretarial Assistance</td>
</tr>
</tbody>
</table>

### Course Team

- Prof. Kapil Kumar
- Dr. A.R. Khan
- Dr. Ravindra Kumar
- Mr. Ajay Mahurkar
- Dr. Swaraj Basu
- Dr. Abha Singh

### Block Preparation Team

<table>
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<tr>
<th>Unit Nos.</th>
<th>Resource Person</th>
<th>IGNOU Faculty</th>
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<tr>
<td>21</td>
<td>Mr. Niranjan Desai</td>
<td>Dr. Swaraj Baasu</td>
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<td>Prof. Kapil Kumar</td>
<td>Dr. Abha Singh</td>
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<td>23</td>
<td>Mr. S.K. Pande</td>
<td>Dr. A.R. Khan</td>
</tr>
<tr>
<td>24</td>
<td>Dr. Sanjay Bhatt</td>
<td>Dr. Swaraj Basu</td>
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### Block Coordinator

Dr. Swaraj Basu

### PRINT PRODUCTION

- Mr. B. Natarajan
- D. R. (P) MPDD

- Mr. Jitender Sethi
- A.R. (P) MPDD

- Mr. Ajit Kumar
- S.O. (P) MPDD

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This Block introduces you to three case studies in relation to promotional events and skills. Different segments of the Tourism Industry adopt diverse methods to achieve their targets.

The sellers and buyers of tourism products and services interact and transact business in a travel mart. In Unit-25 we discuss the PATA Travel Mart.

Unit-26 mentions the work done by India Tourism Offices abroad for marketing India as a tourist destination. The Unit is based on the presentations made by the Regional Directors of the Tourism Department, Govt. of India at the Overseas Marketing Conference in New Delhi in February, 1994.

Practically all the state governments in India have framed their tourism policy and promotional plans for tourism development. In Unit-27 we discuss the promotional plan of Maharashtra Tourism Department as a case study.

These Units will not only add to your knowledge in the field but will also enable you to understand the skills required for such promotions.

The School of Management of IGNOU has made a video Destination India for the Course on Marketing of Services. This will also be of use to the students of Tourism Studies.

Acknowledgement

We are thankful to Mr. D. Mehta former Managing Director, Department of Tourism Maharashtra, Ms. Nirmala Sharma, PATA, Mr. P.K. Dong Regional Director for Europe, Mr. Ratan Kotwal, Regional Director for England, Mr. Ahmad A. Azim, Regional Director for West Asia, Department of Tourism, Govt. of India and Mr. Rummy Malhotra of Air India for their cooperation and photographs.
UNIT 25  PATA: A STUDY OF TRAVEL MART

Structure

25.0 Objectives
25.1 Introduction
25.2 PATA: The Origin and Structure
25.3 PATA Travel Mart
25.4 PATA Marketing Conference
25.5 Impact on Indian Tourism
25.6 A Post Script
25.7 Let Us Sum Up
25.8 Answers to Check Your Progress Exercises

25.0 OBJECTIVES

The Pacific Area Travel Association organises an annual event called the Travel Mart. In 1993 the Mart was held for the first time in India at New Delhi. The objectives of this Unit are to give you:

- details of PATA, organisation,
- an understanding about the travel mart and its working,
- details of the marketing conference organised by PATA, and
- the impact of the mart on Indian Tourism

25.1 INTRODUCTION

In Blocks 3 & 4 of TS-1 you were introduced to different components of the Tourism Industry and related organisations. Block-6 (TS-1) dealt with tourism marketing and communications. You are thus aware that there are sellers of tourism products as well as buyers and that they transact with each other at various levels. Many among these sell a tourism product directly to intermediaries in place of individual buyers. An important place for such transactions is a Travel Mart. It is so structured that buyers (mainly tour operators) and sellers (ground operators, airlines, hotels, National Tourist Organisations etc.) can meet face to face and transact business. This Unit takes the PATA (Pacific Asia Travel Association) Travel Mart 1993 as a case study.

25.2 PATA: THE ORIGIN AND STRUCTURE

Pacific Asia Travel Association was formed in 1952. It soon emerged as an authority on Pacific Asia tourism and provided leadership in this regard. It has a diverse membership with representation from both public as well as the private sectors. National tourist organisations, hoteliers, travel agents, tour operators, air carriers and many others connected with travel and tourism constitute its membership. The membership (in 1993) included 37 Countries, 40 Associate Governments, over 60 International Carriers and over 1800 Industry Associate Members. PATA has 77 chapters in 40 countries with over 17000 chapter members.

The headquarters of PATA are in San Francisco and the day to day management is conducted by an Executive Vice President with the help of a small personal staff. PATA has four divisional offices:

- Monaco - Covering Europe
- Singapore - Covering Asia
- Sydney - Covering the Pacific and
- San Francisco - Covering the America
These offices maintain a close touch with members. The Association, policy and progress is looked after by a Board of Directors.

The activities of PATA cover a variety of issues. For example in collaboration with other international travel organisations and its own Chapters it holds many programmes world wide like:

- Tourism Research Forums
- Heritage Conferences,
- Adventure Tourism Conferences,
- Seminar on various themes like human resource development, open sky policy, etc,
- Identifying new trends emerging within Pacific Asia tourism, etc.

PATA lays stress on the growth and development of sustainable tourism. It has devised a Code of its own for environmentally responsible tourism (See Block 2, TS-1).

In 1976 PATA had launched in Manila, for the first time, a Travel Mart. The PATA President, in his opening remarks at the New Delhi Mart (April 30, 1993) mentioned:

"Continuing PATA's tactical and marketing support to its world wide membership, PATA compliments its Annual Travel Mart with an impressive variety of Marketing Programmes literally around the world, including presenting a strong PATA presence at every major travel event such as the Travel Road shows in Europe, Travel Mart at Euro Disney, ITB Berlin and the World Travel Mart, London etc."

Here we shall not deal with the diverse activities of PATA but confine ourselves to the PATA Travel Mart.

### 25.3 PATA TRAVEL MART

In a PATA Travel Mart representatives of PATA member organisations enjoy the opportunity to meet with leading retail agencies, wholesalers, corporate and incentive travel planners, special interest tour operators and other producer of travel from around the world in an atmosphere of private business appointments. In fact, during Travel Mart thousands of private individual meetings are held and millions of dollars of travel business is discussed and contracted.

Let us understand the Mart from the point of view of Sellers and Buyers.

**Seller:** It is a premier market place for sellers to meet with the buyers of their products and services from around the world. Managers, owners, operators and other decision makers of travel companies which send individuals and groups, corporate, special interest, incentive, and other travellers to the PATA region participate to learn from the seller the latest developments in travel in the region and transact business.

**Buyer:** For the buyer the Mart provides an opportunity to meet hundreds of suppliers from throughout the Asia-Pacific region at one place. The Buyers become aware of the products, packages, and programmes for the coming years in the Asia-Pacific region.

**How Does it Work?**

The Mart works in such a manner that the Buyers and Sellers of Asia/Pacific travel products and services pre-register themselves. They receive listings of participating organisations. Delegates pre-book appointments with participants from these lists and PATA coordinates a computerised schedule of appointments. An Appointment Guide and Delegate Registry is printed and circulated during the Mart. Delegates are also able to book more appointments on site to ensure that they meet late registrants and with companies with which a computer booking has not been made.

**Eligibility to Attend**

The Mart is open to PATA members. But for them also there are certain preconditions like a sellers attendee will be accepted of those only whose organisation has registered as a Space
Holder for the Mart. In fact a time table is made in advance fixing deadline for certain activities. For example, for the New Delhi Mart and Marketing Conference in 1993, the time table was meticulously planned as follows:

### Timeline for Travel Mart & Marketing Conference Participants

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>17-24 Weeks Prior</td>
<td>- Mail in registration forms and fees (Deadline December 7)</td>
</tr>
<tr>
<td></td>
<td>- Book flight arrangements</td>
</tr>
<tr>
<td></td>
<td>- Book pre-mart and/or post-mart hotel accommodations, if applicable</td>
</tr>
<tr>
<td></td>
<td>- Begin planning and design booth</td>
</tr>
<tr>
<td></td>
<td>- Arrange for hospitality suites, etc.</td>
</tr>
<tr>
<td></td>
<td>- Contact PATA regarding sponsorship opportunities</td>
</tr>
<tr>
<td>10-12 Weeks Prior</td>
<td>- Send deposit for hotel room to your assigned hotel to guarantee your room.</td>
</tr>
<tr>
<td></td>
<td>- Review <strong>Advance Appointment Guide</strong> to determine appointment requests</td>
</tr>
<tr>
<td></td>
<td>- Mail or fax <strong>Appointment Request</strong> forms to PATA (Deadline February 15)</td>
</tr>
<tr>
<td></td>
<td>- Contact hotel directly for date changes outside of PATA blocked dates</td>
</tr>
<tr>
<td>Finalize plans</td>
<td>- Contact buyers directly</td>
</tr>
<tr>
<td>6-10 Weeks Prior</td>
<td>- Finalize pre-and post-Mart Tours Receive booth layouts/assignments from OATA</td>
</tr>
<tr>
<td></td>
<td>- Contact Travel Mart shipping/customs broker for materials shipment arrangements</td>
</tr>
<tr>
<td></td>
<td>- Contact PATA for any last minute name changes or additional delegates.</td>
</tr>
<tr>
<td>Note</td>
<td>- The last date to submit changes of any kind is February 25, 1993. After this date all changes must be made on-site. 4 Weeks Prior</td>
</tr>
<tr>
<td></td>
<td>- Confirm flight arrangements</td>
</tr>
<tr>
<td>Mail for Fax</td>
<td>- Mail for Fax arrival information to PATA (Deadline March 1, 1993)</td>
</tr>
<tr>
<td>CONFIRMED</td>
<td>- Confirm materials shipment</td>
</tr>
<tr>
<td>ON-SITE</td>
<td>- Register for Badge, Portfolio and Travel Mart/Conference materials at the Registration Desk</td>
</tr>
<tr>
<td></td>
<td>- Re-Confirm Flight Home</td>
</tr>
<tr>
<td></td>
<td>- Attend Opening Session and Briefing for details on Mart procedures and Program</td>
</tr>
</tbody>
</table>

You can understand the relevance of scheduling for the Mart. It is a must for proper organisation. Once the Time Table is circulated application forms for different registrations are filled by participants. For example the Space Registration form for the Delhi Mart had columns related to type of space registration, preference for space allocation in a geographical region; space style i.e. standard, block/island; space allocation positioning i.e. which companies you wish to be located adjacent to with in your chosen geographical region. One is also to fill in the column on Marketing Questionnaire and it is included in the Advance Guide to Sellers and sent to Buyers (See Sample)
In fact the would-be participants are sent various details and forms for registering as delegates. They are also provided pre-mart and post-mart information mentioning rules, regulations and criteria etc.

Check Your Progress-1

1) What is a Travel Mart?
2) Mention the working of the PATA Travel Mart.

25.4 PATA MARKETING CONFERENCE

The First Annual Marketing Conference was held at the Taj Palace and Ashok hotels in New Delhi, India concurrently with the Annual PATA Travel Mart. Conference delegates were updated with industry marketing trend techniques and marketplace research. Industry Leaders were invited to share their insights and studies on PATA’s growing industry.

PATA’s Marketing Conference was designed to influence more travel to and within the PATA area, and to improve marketing skills at the point of sale in destination areas. Together with the association’s research and development responsibilities, PATA aims to promote the highest standards of professional tourism management.

In this regard, the 1993 PATA Marketing Conference offered an educational assembly for the exchange of ideas and dissemination of knowledge. Its attention was on the Asia/Pacific region and it provided an exchange of marketing information to better understand, promote and develop business.

Delegates participating in the 1993 PATA Marketing Conference were marketing and sales executives from the fields of advertising, transportation, public relations and publishing, along with representatives of airlines, hotels, government tourist organizations, tour operators, tour wholesalers and auto rental companies.

The 1993 PATA Marketing Conference was designed to:

- Focus attention on the fastest growing region in the world today-the Asia/Pacific
- Study existing and emerging segments of outbound travel to Asia/Pacific destinations
- Analyze aspects of tourism marketing and promotion unique to the Asia/Pacific
- Examine specific national markets within the Asia/Pacific to promote and develop business within Asia/Pacific
- Discuss the use of marketing tools such as advertising, public relations, and trade show participation in developing business to the Asia/Pacific region

25.5 IMPACT ON INDIAN TOURISM

The disturbed condition in the country resulting in a rescheduling of the dates of travel mart and marketing conference drew a flap.

Ms. Carole Booth, hotel contracts executive, Gold Medal Travel Group, which sends some 45,000 tourists to Asia commented: "I think the organisers have done their best and the mart is effective considering the problems. But I have to admit that it's a pity that some of the major sellers have not been able to make it because of the rescheduled dates. Mr. Joe Ho, regional vice-president, sales and marketing, Asia, Kempinski Hotels said: "It's been a total disappointment and that is why I have cut short my stay. I believe it was a mistake to return to New Delhi".
On the other side, however, there was applause for the quick recovery the mart had made. It was amidst these two ends that the true impact of PATA mart on Indian tourism had to be assessed. The optimism expressed by Yogesh Chandra, India’s Director General of Tourism, at the opening of the mart was enough indication of the hopes nurtured by the tourism industry. He stated:

The PATA Travel Mart in 1993 would be an opportune occasion for projecting the rapid growth of international tourism to India. It is part of the effort already identified in the National Action Plan for Tourism 1992.

As one of the largest travel trade events in the world, particularly directed to Asian destinations, the PATA mart will provide a useful linkage between the tourist generating markets of Europe and North America and this region. It will also promote closer interaction in the growth of international tourism within the Asia/Pacific region - this being one of the fastest growing areas. Considering the present socio-political environment in India, will the country be able to present its tourist attractions to best advantage? International tourists are aware that uncertainties in the socio-political environment are a fact of life not only in India but all over the world. India by virtue of its large geographical spread has had to be packaged into different travel circuits and certain specific tourist destinations are being marketed as such. The international tourists have begun to identify these circuits as a distinct tourism product.

To a pointed question as to the response of the foreign delegates, Chandra replied: For the first time the PATA mart is being held in India. It will, therefore, be a major event for the region as the tourism industry the world over and in India has undergone dramatic change and is now poised for rapid growth of tourist arrivals. It would be an opportune occasion for the international tourism industry to see the potential of India first hand.

Perhaps the impact may be summarised in the following words:

"In order to take advantage of the presence of a large number of delegates from all over the world special seminars and displays for projecting India as a tourist destination are being organised.

It is expected that many delegates who will come in touch with the Indian travel trade would make out their own programmes arising out of this interaction."

25.6 A POST-SCRIPT

A post script sometimes enjoys the advantage of hind sight. In our case we have the facility of quick reactions on PATA travel mart and marketing conference in the form of Travel Mart: Daily published in four issues during the days of conference by Travel Trade Gazette Asia. In the last of the four issues we came across the following observation:

"With the vast majority of "regular" buyers absent, sellers were left to deal with people from markets they did not know or understand, making this mart more of a getting-to-know-you exercise for many. Much will now depend on the follow-up and the zealousness with which the sellers pursue the opportunities they were presented. The other sellers complained that many buyers were actually sellers themselves."

Another interesting observation in the same issue brought forth the point that change of dates in such events affect the mart adversely. It said:

"Sellers would have found the mart more productive had the original dates not been changed."

The things, however, soon began to settle down as less passionate observers succeeded in finding benefit too in this endeavour. The Travel Review, an international trade publication for the tourism industry called PATA Travel mart "a classic instance of recovery". It wrote:

"The PATA Travel Mart and Marketing Conference in New Delhi turned out to be a classic instance of recovery by the host country and a remarkably supportive role by PATA itself. The Indian organising committee removed all stops to ensure the return of the PATA Travel Mart to New Delhi, with the result that the event became the first ever Travel Mart in the history of PATA to be postponed and held within the same month. Air-India offered to fly in buyers and the joint effort of the Indian travel trade resulted in the largest ever country representation that a PATA Travel Mart has ever had. It also resulted in breaking new
ground with over 40 new buyers from new market areas - news that was matched by more surprises in the shape of new sellers as well - from Korea and Nepal for instance."

The organizers were conscious of the fact that a postponement in such cases result in a substantive fall in attendance. Their diffidence was most evident in the welcome note:

"WELCOME to New Delhi site of this years PATA Travel Mart.

While the event is bound to be smallest PATA mart in recent years in terms of international attendance due to the unfortunate sequence of events which led the association first to cancel the mart and then to reinstate it, the Indian organising committee is going all out to ensure everything goes as smoothly as possible."

Notwithstanding the fact of low attendance, the Mart initiated a large number of new buyers from countries like Saudi Arabia, Qatar, South Africa, Israel and Bahrain. The net gains of the Mart were nicely summed up by Jervy Picolla, PATA Vice President:

"For us, the Mart is unlike any other in recent years. For one, we have new participants on our list and we could definitely benefit from this. Again, the Mart has broken new ground by establishing a new precedent in the face of old traditions where 80 per cent of the invited buyers are 'regulars', while the number of buyers is half that before the date was rescheduled, the number of countries from where they originate has more than doubled-this is no mean achievement."

---

**Check Your Progress-2**

1. Write in 50 words the aims of PATA Marketing Conference.

2. Assess the gains of PATA Travel Mart and Marketing Conference in 50 words.

---

**25.7 LET US SUM UP**

The fact that despite initial handicaps, the Travel Mart and marketing conference came out trumps in the end, speaks volumes of the organisational skill of PATA. The turbulence India faced, postponement and re-scheduling were no mean obstacles. But the clinical efficiency with which the event was organized and conducted was a worth exercise. As a tourism professional, you will undoubtedly learn a good deal of skill from the case study.
25.8 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check Your Progress-1

1. Travel Mart is a place where tourism related professionals meet and discuss business. See Sec. 25.3.

2. See Sec. 25.3 - "How does it work?"

Check Your Progress-2

1. See Sec. 25.4

2. See Sec. 25.5
UNIT-26 MARKETING OVERSEAS: TOURISM DEPARTMENT, GOVT. OF INDIA

Structure

26.0 Objectives
26.1 Introduction
26.2 Background
26.3 Operation U.K.
26.4 Operation Europe
  26.4.1 Traffic From Europe, 1993
  26.4.2 European Tourist Market
  26.4.3 Marketing Strategies
26.5 Other Operations
  26.5.1 America
  26.5.2 West Asia
26.6 Let Us Sum Up
26.7 Answers to Check Your Progress Exercises

26.0 OBJECTIVES

After reading this Unit you will be able to:

- know about the efforts made by the Department of Tourism to market the tourism products of India overseas,
- understand the procedures adopted to analyse the markets generating tourism, and
- learn how the various regional directors go for market research and plan their promotional campaigns.

26.1 INTRODUCTION

In Block-6 of TS-1 an attempt has been made to familiarise you with the different concepts and operations involved in the marketing of a service product like tourism. You are also aware that practically every country has a National Tourism Organisation and its primary function is to promote the destination. For this purpose certain policies and strategies are adopted. This Unit takes into account the efforts made by the Department of Tourism, Govt. of India to market India’s tourism products in overseas markets. It is based on the reports submitted by the Overseas Regional Directors at the annual Overseas Marketing Conference (1994) which is also attended by various other segments of Tourism Industry.

26.2 BACKGROUND

In 1992-93 India had a planned expenditure of Rs. 45.65 crores and a non-plan expenditure of Rs. 6.06 crores for tourism promotion. Despite the fact that India's share in world tourism receipts is less than 1 percent, tourism has the distinction of being the highest foreign exchange earner in net terms. For this reason alone, tourism marketing has a special significance for India.

A WTO study, Budgets of National Tourism Administrations, mentions that the largest expense of any tourism destination is advertising and promotion. Naturally, this amount is generally spent in the world's largest tourism generating markets (see Unit-1, TS-2). It must be noted here that the travel trade of today is highly competitive and each segment works hard to increase its share of tourism receipts. In India, for this, the strategies are chalked out by the Department of Tourism and its regional offices abroad shoulder a number of respon-
Promotional Skills: Case Studies-2

Promotional skills such as market research, analysis, projections, promotion campaigns etc. There is a constant interaction between the headquarters and the regional offices.

Marketing tourism products overseas is not an easy task. Economic conditions like recession, etc in any country have a bearing on tourism. Similarly the competition is increasing and the product has to be made competitively tenable. For example India was marketed as a single destination with the Taj or Golden Triangle (Delhi, Agra, Jaipur) as attractions for a long time. Today different tourism circuits are marketed with varied attractions like beaches of Goa or Kovalam, Palace on Wheels, wildlife, hills etc (See Block-5, TS-1). In the following sections we discuss the efforts made in this direction by certain overseas Regional Offices.

26.3 OPERATION UK

UK is a long haul market for India. However, the ties of the past have a considerable bearing on encouraging tourism. India’s share in the market in 1992 was 6 percent of the total (see Table-1). However, if USA is excluded, i.e. the total percentage of tourists going to countries other than USA, India’s share was 17% (See Table-2).

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>66%</td>
<td>Australia</td>
<td>21%</td>
</tr>
<tr>
<td>Singapore</td>
<td>7%</td>
<td>Hongkong</td>
<td>21%</td>
</tr>
<tr>
<td>Jamica</td>
<td>2%</td>
<td>Jamica</td>
<td>6%</td>
</tr>
<tr>
<td>Hongkong</td>
<td>7%</td>
<td>Singapore</td>
<td>20%</td>
</tr>
<tr>
<td>Australia</td>
<td>7%</td>
<td>India</td>
<td>17%</td>
</tr>
<tr>
<td>Others</td>
<td>5%</td>
<td>Others</td>
<td>15%</td>
</tr>
</tbody>
</table>

The Market Review in England showed the following difficult trading conditions:

- Conflicting economic indicators,
- low interest rates/higher taxes,
- low ‘inflation/higher cost of living,
- High unemployment, and
- low wage ‘inflation’.

In spite of these factors, the tourist arrivals from UK increased by 11% compared to 1991. The number of arrivals from UK in 1992 was 244,262 which was an increase of 52% when compared to the 1986 figure of 160,685. The three key factors for this performance were described as:

- Tour Operator Support,
- High profile promotions, and
- A steady currency.

Also witnessed during 1992 was an increase in the average duration of stay. Table 3 and 4 give further profile of the UK tourists to India.
TABLE-3 AGE PROFILE

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage of Tourists</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1990</td>
</tr>
<tr>
<td>3-14</td>
<td>9.1</td>
</tr>
<tr>
<td>15-24</td>
<td>10.0</td>
</tr>
<tr>
<td>25-34</td>
<td>23.1</td>
</tr>
<tr>
<td>35-44</td>
<td>28.4</td>
</tr>
<tr>
<td>45-54</td>
<td>16.4</td>
</tr>
<tr>
<td>55-64</td>
<td>8.4</td>
</tr>
<tr>
<td>Over 64</td>
<td>4.4</td>
</tr>
<tr>
<td>Not available</td>
<td>0.2</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

TABLE-4 PURPOSE OF VISIT

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Percentage of Tourists</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1990</td>
</tr>
<tr>
<td>Holiday &amp; Sight Seeing</td>
<td>76.6</td>
</tr>
<tr>
<td>Business</td>
<td>9.0</td>
</tr>
<tr>
<td>Visiting Friends and Relatives</td>
<td>8.8</td>
</tr>
<tr>
<td>Study</td>
<td>2.7</td>
</tr>
<tr>
<td>Conference/Countries</td>
<td>0.6</td>
</tr>
<tr>
<td>Others</td>
<td>2.3</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Armed with this kind of data for 1992, the Regional Office's activities in 1993 consisted of advertisement and promotion campaigns at various levels:

**Television:** Four films shown, National coverage on ITV Channel 4 for reaching 7.3 million adults in ABC1 category (i.e. a social class in the age group 25-54 years, spending 1000 pounds per person on holiday which they take twice in a year).

**Radio:** Classic FM Advertised Promotion.

**Colour Press:** National Coverage; Front Cover Gatefolds (Full Colour 3 pages) featuring "Eternal India and "The Sunrise Side of India". Slogan - Indian-ah-ah; Double half page spreads.

**Black And White Press:** A tactical campaign carried in January 1994 which included small space press campaign.

Most of the press coverage was carried in Sunday Magazines. Though this costs more but is considered a sure way to reach the target audience. A certain amount of publicity was also gained through sponsored write ups. A keen eye is also kept on the advertising strategies of the competitors. In the field of trade developing India's Activity holiday product; organising Indiadventure - a showcase for the trade; organising contests with prizes etc. were some other activities.

It was assumed that the prospects for 1994 were better for long haul that will grow 8 to 9% at the expense of short haul. In order to increase India's share, attempts were to be made during 1994-95 to increase the involvement of more major tour operators and take note of
Twin Peaks.
In Gujarat it's been running for over 900 years.

Situated amidst the hills of Shatrunjaya, Palitana is, without a shadow of a doubt, Gujarat's foremost temple town. Although it cannot provide the answer to how many angels can stand on a pinhead, it manages to fit an astonishing 863 Jain temples to the towering twin peaks. Described as "prayers in stone", the shrines glister in the cool light of dawn, as they have for over 900 years.

Such a heavenly sight, is in reality very close to earth being easily reached via a short flight from Bombay to Ahmedabad and then on by car. Unaccountably, Gujarat is one of India's 'forgotten corners' in tourist terms but has fine Arabian Sea beaches at Chorwad and Ahmedpur Mandvi and the rare Asiatic lion at Sasan Gir wildlife sanctuary.

Spiritual life, beach life and wildlife: you can combine them all in Gujarat.

A place so magical even the stones sing.

From the 14th to the 16th centuries, well-heeled visitors to India found themselves drawn to Hampi in Karnataka.

A city that put Rome in the shade, the "best provided city in the world" it spanned 15 square miles, and its markets overflowed with silks, diamonds, rubies and emeralds.

Now visitors take the three hour train journey from Bombay to survey the remains, the ruins of temples, palaces, baths and pavilions. Most poignant of all is the Vitalla temple, whose slender columns echo with music when struck. Though the laughter and noise of the inhabitants, their festivities, dancing and banquets have long since evaporated, the columns' plaintive notes still shed their sweetness on the desert air.
"Columbus had aimed for a quick route to the Malabar Coast.

Four centuries later I discovered it.

Whereas Columbus would have taken many weeks, a nine hour flight from Heathrow and a ninety minute `hop' from Bombay brought me speedily to India's Malabar Coast.

This had been Columbus' original destination. For Kerala was the land of spices - pepper, cardamom and ginger - worth more than their weight in gold. The sea captain who could shorten his route to these fabled shores would be rich indeed.

But whereas he thought he was in India, I thought I'd reached the Caribbean. Mile after mile of dazzling beach, coconut palms down to the water's edge, and heady, spice-laden breezes. Just up the coast lay the fascinating city of Cochin, and offshore the idyllic Lakeshawweep islands.

As far as I could see Columbus could keep the Caribbean. I reckoned I had by far the best of the bargain.

To: The Government of India Tourist Office, 7 Cork Street, London W1X 2AP. Tel: 01-437 3677/8. Prestel 344300. Fax: 01-494 1048.
Please send me more details of holidaying in India.

NAME ________________________________
ADDRESS ____________________________________________

NAME ________________________________
ADDRESS ____________________________________________

Or 26/02/89 ME

India
ONLY 9 HOURS AWAY.

"I had smoked a million camels, but never ridden one until now..."

It must have been the full moon which tempted me to such madness. The trip - three weeks in glorious November weather enjoying the magnificent desert cities of Rajasthan - was set to end in Jaipur.

Until someone mentioned the annual camel fair at Pushkar on the road from Jodhpur. Despite being described as a horse designed by a committee, I've always had a soft spot for the camel. All went well until I was invited to ride one. Then I suddenly discovered that this toffee-nosed beast of burden, when of a mind, display an extraordinary turn of speed. And that, though the ground was smooth, the ride was so bumpy that my teeth practically flew out of my head.

So ended my fantasy of being Lawrence of Arabia. I slid off (both camel and fair) and headed straight for a hot bath. Next day, we pointed our jeep in the direction of Udaipur, where to my delight, I found life at the Lake City rather less demanding. Nothing will stop me going to India again.

But as for camels, I'm trying to give them up.

To: The Government of India Tourist Office, 7 Cork Street, London W1X 2AP. Tel: 01-437 3677/8. Prestel 344300. Fax: 01-494 1048.
Please send me more details of camel trekking in India.

NAME ________________________________
ADDRESS ____________________________________________

NAME ________________________________
ADDRESS ____________________________________________

CAM
ONLY 9 HOURS AWAY.

India
increased competitor activity. Another aspect of the strategy would be to broaden the tourist base i.e. promote new destinations/activities. Hence, the focus on destination marketing should include South India, the Heart of India and East India to the target audience ABC1. In case of media strategy the emphasis way to be on:

- National TV coverage,
- Cinema advertising in key areas,
- Higher frequency colour press advertising,
- Black and White press ads to increase distribution of new travel guide,
- Joint promotions on (Radio/Press) with tour operators, and
- Publicising summer packages, etc. You must have noticed that the operation stages are:

1) Reviewing the performance of the previous year,
2) Assessing the current year trends, and
3) Devising strategies for the coming year.

Check Your Progress-1

1. Why should money be spent on promotions?

2. How are advertisements carried out in UK?

26.4 OPERATION EUROPE

Out of the top 30 countries of tourist origin in the world 15 are located in Europe. Hence, it is quite natural that Operation Europe, responsible for tourism marketing in continental Europe, has traditionally been the largest supplier of tourists to India. Operation Europe has 23 countries to look after and has seven offices located at Frankfurt, Paris, Geneva, Amsterdam, Milan, Stockholm and Madrid. It shoulders the responsibility of promotion in different European languages. Generally, the steps involved in evolving marketing strategies include:

- Understanding of the economic situation in the countries,
- Monitoring the ups and downs in tourist traffic to know the current market situation,
• Understanding the characteristics of the European tourist market,
• Finding reasons for increase or decrease in tourist traffic, updating information on current tourism industry structure, and
• monitoring the image of India.

26.4.1 Traffic From Europe, 1993

The top ten markets of Europe for India are given in Table-4.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>71,374</td>
<td>72,019</td>
<td>0.9</td>
<td>84,422</td>
<td>17.2</td>
</tr>
<tr>
<td>France</td>
<td>79,496</td>
<td>69,346</td>
<td>-12.8</td>
<td>74,304</td>
<td>7.1</td>
</tr>
<tr>
<td>Italy</td>
<td>49,194</td>
<td>41,129</td>
<td>-16.4</td>
<td>51,138</td>
<td>24.3</td>
</tr>
<tr>
<td>Netherlands</td>
<td>24,353</td>
<td>19,845</td>
<td>-18.5</td>
<td>30,145</td>
<td>51.9</td>
</tr>
<tr>
<td>Switzerland</td>
<td>32,431</td>
<td>29,247</td>
<td>-9.8</td>
<td>28,851</td>
<td>-1.4</td>
</tr>
<tr>
<td>Spain</td>
<td>18,567</td>
<td>13,644</td>
<td>-26.5</td>
<td>24,850</td>
<td>82.4</td>
</tr>
<tr>
<td>Sweden</td>
<td>13,281</td>
<td>10,591</td>
<td>-20.3</td>
<td>13,305</td>
<td>25.6</td>
</tr>
<tr>
<td>Belgium</td>
<td>12,644</td>
<td>12,549</td>
<td>-0.9</td>
<td>10,747</td>
<td>-14.4</td>
</tr>
<tr>
<td>Austria</td>
<td>10,295</td>
<td>9,945</td>
<td>-3.4</td>
<td>10,606</td>
<td>6.6</td>
</tr>
<tr>
<td>Finland</td>
<td>3,387</td>
<td>5,524</td>
<td>63.1</td>
<td>8,378</td>
<td>51.7</td>
</tr>
</tbody>
</table>

According to Mr. P.K. Dong, Regional Director Europe, DOT, Govt. of India, "the growth of traffic from each market of Europe was not uniform in 1993". Strong growth (upto October; 93) was seen in Finland (33%), Sweden (21%) and Austria (17%). Four markets showed steady growth i.e., Switzerland (7.4%), Denmark (7.2%), Greece (6.8%) and Norway (5.2%). Marginal or stagnant growth was seen in Germany and Netherlands. France (-5.6%) and Belgium (-4%) showed marginal decline whereas negative growth was seen in Italy (-21.3%) and Spain (-21.1%) along with all countries of Eastern Europe. However, there was a sudden upswing in the number of visas issued from these countries leading to the hope of a good traffic in 1994.

Mr. Dong and his team analysed the market environment in Europe to decide on the strategies. In the following Sub-sections we reproduce extracts from their presentation at the Overseas Marketing Conference in Delhi, 1994 done by Mr. P.K. Dong.

26.4.2 European Tourist Market

The main characteristics of the European tourist market are as follows:

1. Non-ethnic.

The tourists from continental Europe are non-ethnic. Hence, they require more motivational force to visit India.

2. Competitive.

Competition is increasing as never before because almost all countries of the world, particularly the developing countries, have now developed tourism infrastructure and they want to achieve optimum utilisation of the facilities by getting the maximum number of tourists, if necessary, by price war.
3. Complex.

Europe is a complex market because of different languages, different cultures and different economic systems.

4. Seasonality.

Seasonality is a big problem in case of Operation Europe. For this, we are ourselves responsible to some extent because for the last 30-40 years we have been telling the world that the best season to visit India is October to March. As a result, our facilities get overstretched in winter and understretched in summer. Hence, there is no evenly spread traffic throughout the year from Europe.

5. Image of India

The objectives and priorities of the western media are different. They do not have time or space for the third world countries, except when there is war, famine, riots, tragedies or political upheaval. Besides, we have the problem of date line. When Mr. Asish Ray reports from Delhi on CNN about cholera in Bangladesh, with the map of Indian sub-continent in the background, viewers think the epidemic is in India. Frankly, sometimes for us, no news is the best news.

6. Current Industry Structure

Mergers and take-overs keep taking place in the tourism industry of Europe.

The European industry is now dominated by the large German companies. Among the top 50 tour operators of Europe, 12 slots are occupied by the German companies, 10 slots belong to UK companies, Italy and France occupy 6 and 5 places respectively.

That German companies predominate is not surprising. They have the largest domestic market and are also multi-modal (i.e. they offer multi-type products). They have also invested more in other markets than most of the French or British (though no more than the Swiss, Swedes or some of the Italian companies). German groups are also generally strongly committed to downstream investment in hotels and incoming agencies.

For instance, the Germans now dominate the Benelux markets; since its purchase of Sunsnacks in 1991, NUR has an estimated 50% of the market, and a further 35% is occupied by Sun International with its close ties to ITS.

This invasion has given rise to the complaints by the Belgian operators that German operators use the Belgian market to dump excess capacity at give away prices.

The Netherlands is also "colonised" with its two leading travel companies, Holland International and Arke, being owned by ITS and TUI respectively of Germany. NUR of Germany, Hotelplan of Switzerland and Nouvelles Frontiers of France are also strong in the Dutch market.

These are a few examples. We need to keep ourselves abreast with these market developments, otherwise you may have to face an embarrassing situation that I did recently. There is a tour company in Stuttgart, which used to put about 40 to 50 passengers per week on the Charter flight to Goa. While discussing with the Charter operator, I found that the Stuttgart company was not doing so well this year. I had a very good rapport with the chairman of the company; so when I happened to be in Stuttgart recently, I went to this company and entered his room, I found a different face. I retreated quickly and went to the Marketing Manager who looks after India. She told me in whispers that the company has recently been sold to ITS.

The other change in the situation in the tourism industry of Europe is that the old members of the Board of Director of big companies or proprietors of big companies are retiring. Their places are being taken over by young MBAs. There is nothing personal against them but our problem is that they do not go by past associations or relationship. The older generation had invested a lot of its time and money in developing markets for India; hence they had some sort of emotional attachment with India. But the new directors look at the pie charts, ratios, return on investment and bottom line, perhaps in the same cold manner as doctors do.
operation in the surgical room. Any destination which does not give enough return on the
investment made by the company is likely to be dropped from their tour programme. The
only way to deal with them is by being more efficient than them.

Problems of Europe

The mood in Europe is down beat at the moment because it is suffering from severe headache
due to various problems. The main problems are:

i) The economic recession, the worst one in the decade, in fact since World War II. It has
forced cut down in production and has created large scale unemployment. The economic
problems have also turned into political problems for some of the European countries,
notably for Italy, Spain, Germany and France.

ii) The 22 month old continuing war in Bosnia - Herzegovina, in the middle of Europe,
killing thousands of people, and making thousands of refugees.

iii) The political and economic chaos of Russia and other Eastern European countries,
distracting the Europeans from giving single minded attention to the pressing economic
problems.

The European Community has changed its name to the European Union from 1st November,
1993, but the change in name has not made any change in real situation. The problems of
Europe are also problems for all of us who deal with Europe.

26.4.3 Marketing Strategies

Since some of the events or factors are beyond our control, what we need to do is change our
strategies and priorities in response to the environment.

The strategies that we have adopted are:

1) Tap or Develop New Markets.

The visit of a tourism delegation led by the Minister of Tourism & Civil Aviation to the CIS
countries in September and East African countries recently has generated new interest in
India in these countries. The visit of tourism delegation led by Minister of State to Israel in
June last year had created new enthusiasm in the market for selling tours to India.

The recent delegation to Greece led by the Director General of Tourism has created new
operators in the market. More than us, the local tour operators are now taking initiative to
promote India in the market.

We do not mean to neglect the traditional markets of Europe. We have no plan to reduce
our marketing activities in these traditional markets. The traditional markets of Europe like
Germany, France, Italy, Netherlands, Switzerland, etc. are sophisticated and sensitive
markets. A slight adverse report, a report even about minor cough and cold, scares away the
tourists from these countries.

Besides, because of the strong Consumer Protection Act in these traditional markets, tour
operators would not like to take risks if there is some disturbance in the destination. Hence,
our strategy would be to keep looking after the traditional markets, because some of them
still have potential to generate 50 - 100% growth in traffic in the next 3 years, but in the
meantime, to develop new untapped markets also, so that in case of any crisis, either in the
destination or in the market, the supply of tourists does not dry up completely from any
particular market. The age old advice, "Don't keep all your eggs in one basket", is a good
advice for us.

2) Promote Super Summer Saver

Our strategy is to promote tourist traffic during the lean period of summer, so that we may
have tourist season throughout the 12 months of the year. We have been promoting Super
Summer Saver for the last 3 years, and the result has been quite encouraging. Of course, last
year the scheme suffered set back, because of the non-operation of Air India flights to Europe
from March to the middle of May; but this year, the response from the tour operators has
been very encouraging. Some of them have already brought out their brochure for the coming summer. Our advertising campaign for the summer season is also almost ready.

We would also like to encourage trekking traffic which takes place at the peak of the European summer season, that is, in July and August, which suits us wonderfully.

We would also like to encourage inter-line traffic and PEP traffic during the summer season.

Last but not the least, we would also like to encourage Incentive and Conference traffic in the shoulder season, so that all the hotel beds in the winter season are kept open for high yield tourists. France and Italy are very good Incentive markets.

3) Build Up The Tour Operators’ Confidence In India

India was called a problematic destination by tour operators last year because they had to face court cases, and incur financial losses during the last Indian Airlines’ pilots strike, and the series of events that we had in the beginning of last year (1993).

Therefore, in 1994, we would like to build up tour operators’ confidence in India by intensive public relations and close contact. For this, we have a team of Regional Director or Director (Tourism) and Air India’s Manager or Sales Manager to call on important tour operators jointly. I am happy to say that the results have been very encouraging.

It will help us immensely if Indian tour operators let us know as soon as they hear that their partners are likely to drop India so that we could call on them and persuade them not to drop India.

4) Strengthen Distribution Network

Our strategy is to have Indian tourism products in as many retail outlets as possible. We would also like to see the counter sales people sell India with confidence and pride. The European tour operators are also supporting us in this strategy, because there is quite a competition for the space in the sales racks of travel agencies for keeping brochures of various companies.

The happy news is that the Association of German Tour Operators for promoting India, which has been formally registered now, has been quite active in organising seminars and workshops for the staff of the travel agencies. Only last week we had a seminar for 130 agency staff at the Lufthansa Training Institute. France has also set up an Indian Club of tour operators to promote India in the market with similar objectives.

We had a successful seminars in Europe with IATO last year. We would like to welcome them this year also; but let us know their programme soon so that we could organise our programme accordingly.

5) Encourage Charter Flights

The charter flights, especially from the markets which do not have direct flights to India or which have charter markets, have been helpful to us in bringing additional traffic from these markets. In the winter of 1993-94 we had charter flights from the following markets:

<table>
<thead>
<tr>
<th>Country</th>
<th>Destination</th>
<th>Frequency</th>
<th>Type of A/C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>Goa</td>
<td>1-week</td>
<td>B 767</td>
</tr>
<tr>
<td>Finland</td>
<td>Goa</td>
<td>1-week</td>
<td>DC 10</td>
</tr>
<tr>
<td>Switzerland</td>
<td>Goa</td>
<td>1-week</td>
<td>Airbus</td>
</tr>
</tbody>
</table>

We would like to encourage charter flights in the future also. There is a strong possibility of Charter from The Netherlands also in the coming season.
Entdecken Sie Kalkutta und den Osten
Holidays spiced with loads to do and see

India is a celebration of life that has been going on now for almost 5,000 years. And it shows. The country has numerous historical monuments which have endured the centuries in all their intricate splendour.

Experience the awesome magnificence of the Taj Mahal, one of the Seven Wonders of the Ancient world. Or marvel at the ornate maharajah palaces of Mysore. Or explore the over 500 intricate 11th century temples in Orissa.

The more adventurous may prefer trekking in the foothills of the Himalayas. Or a safari into any of the 55 national parks teeming with wildlife to catch a glimpse of the Bengal tiger. Or join an adventure camp for white water rafting.

Even the more experienced shopper will be dazzled by the bargains in silk carpets, exotic gems, intricate handicrafts and valuable heirlooms in the many bazaars and emporiums.

You could also take off to the breathtakingly beautiful ski resorts in Himachal and Uttar Pradesh. Or soak up the sun at the world famous beach resorts of Goa. There's more. Much, much more.

And all for a lot less than almost anywhere in the world.

Contact your travel agent for more details or call the Indian Tourist office on 235 3800.

Government of India Tourist Office
Singapore: 29 Kramat Lane #01-01A United House Singapore 0922
Tel: (65)335 8670 Fax: (65)335 8677
6) Boost Up Image of India

This is a continuous process. Boosting up image of the country should be the first priority of the tourist office, because, if the image of the destination is positive, the destination gets sold easily in the market.

Mercifully, the memory of people is short. They seem to have forgotten the events of January-March 93 in India. We see more positive reports about India, especially on the economic front. Hospitality scheme of DOT to travel media helped us to get many positive stories on India in the foreign media.

Here, I would like to place on record the appreciation of the Operation Europe for the splendid work done by the Hospitality Division, the MOP Division of the Department of Tourism and Air India (Tourism). They had always come to our rescue even when we were so late in submitting our proposals or when we could not submit complete proposals in time.

We have received very good publicity returns out of the hospitality cases.

However, there is always room for improvement. My only suggestion is that IATO and FHRAAI should also have hospitality cells for co-ordinating with the Hospitality Division of DOT.

6) Consistency in our Efforts

We had excellent results in 1992. We achieved a growth of 17.5% in 1992; but in 1993 we had just a marginal or nil growth. What things of excellence that we did in 1992 that our performance, rather our results, were so good in 1992? In my opinion, whatever we did in the market in 1992 were normal marketing activities but they produced good results because of the synergy received from all round atmosphere. If we could do in the past, we can certainly do in the future also. We need to be consistent in our approach and efforts.

7) Target for 1994

We are conscious of the fact that the Ministry of Tourism has set a target of 5 million tourists in another 3 years. It is an ambitious goal but a challenging goal. Some critics say, it is not a feasible goal. May be it is not. But the most important thing is that we have now a goal, a target to aim at. At least, we now know our direction. We can now plan our infrastructure, organisation and activities, with this goal in mind.

So far as the Operation Europe is concerned, the Operation Europe at present supplies 20% of the total tourist traffic to India; that means, commensurate with the target of 5 million tourists, Operation Europe will have to generate 1 million tourists to maintain the share of 20% of the total traffic. If we take 1992 as the normal year when we achieved a growth of 18%, we can say that our target should be to get 20% growth in 1994 from Operation Europe. Some of the Asian countries have achieved more than 25% growth rate from Europe; hence, the target of 20% growth for Operation Europe is feasible, all other things remaining normal.

Check Your Progress-2

1. Mention the various steps involved in evolving marketing strategies.
2. What is the current industry structure in Europe?

3. What is the strategy to tap or develop new markets?

26.5 OTHER OPERATIONS

In this Section we mention the highlights of some other operations.

26.5.1 America

Operation America, started in 1971, covers USA, Canada, Mexico and South America with offices at New York, Los Angeles and Toronto. The highlights are:

1. There has been a revival of interest about India, particularly in the travel trade, but it still remains a low priority destination.

2. Complimentary articles on India as a destination have started appearing in press.

3. In order to develop a successful marketing and promotion programme we need to "understand the attributes that influence the buying behaviour of the North American consumer".

4. A Survey conducted in December 1993 showed that there is a total lack of visibility or knowledge of India as a tourist destination. A major reason for this is that the news media in the past portrayed only negative impressions about India.

5. Efforts have to be made to attract the senior citizen market (i.e. 55 years and older age group with family income of $50000 or more). This should include direct an Informative direct mail campaign with a unique travel offer.

6. Other target groups include non-resident Indians and work in the area of Incentive Group Market.

7. Certain key areas should be identified. The approach should be of direct marketing programme, supported by personal calls in the area.
26.5.2 West Asia

The operation looks after 15 countries with a population of 229 million. They spend about 15 billion US dollars per year on travel which is 10% of World travel expenditure. The highlights are:

1. Target audience for promotion is primarily Gulf Arabs (middle class which is familiar with Asian locale, customs and language; upper class, UK/US educated, travel westward and Far East, are high spenders).

2. Western experts, expatriates and professionals are another target audience. The effort is to lure them to take a holiday in India. They have high incomes and take two holidays in a year.

3. There are over one million non-resident Indians who, because of high costs in West can be attracted to take a holiday in India.

4. Arab travel habits include: fondness for shopping (clothes, Jewellery and fragrances); value of money very important; relaxation main reason for travel; prefer expensive modes of transport like rental cars, taxis and planes.

5. They have to be assured about peaceful conditions and India's commitment to secularism.

6. All forms of media are being used for advertisement and publicity, etc.

Similarly in other regional offices market research and promotion is being carried out through varied means.

Check Your Progress-3

1. Mention briefly the highlights of operation USA.

2. Mention the travel habits of Arabs.
26.6 LET US SUM UP

This Unit was an attempt to familiarise you with the efforts made by the Regional Offices overseas for marketing Indian circuits as tourist destinations. Various trends in market research and the efforts made for promotion have been discussed. The Unit discussed in detail Operation UK and Europe. However, certain others were also mentioned in brief to give an idea. It is expected that you can use this information to your benefit.

26.7 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

Check Your Progress-1

1. For marketing the destination. See Sec. 26.2.
2. Base your answer on Sec. 26.3.

Check Your Progress-2

1. These include market research, identifying the problems, improving the destination image, analysis competition, etc.
2. Base your answer on point 6 of Sub-Sec. 26.4.2.
3. Consult Sub-Sec. 26.4.3.

Check Your Progress-3

1. Base your answer on Sub-Sec. 26.5.1.
2. Base your answer on Sub-Sec. 26.5.2.
27.0 OBJECTIVES

In this Unit we will discuss the plans formulated by Maharashtra Government to give a boost to tourism in that state. After going through this Unit, you will:

- be able to appreciate the tourism potential of the state of Maharashtra,
- know about the policy proposed by the Maharashtra Government to promote tourism, and
- know how the state is going to implement the proposed plan.

27.1 INTRODUCTION

You have already read (in Unit 29, TS-1) that Government of India has a Department of Tourism to formulate policies for promoting Tourism. The Government also has a Tourism Development Corporation which implements government policies and works for the promotion of Tourism. On similar lines almost all State Governments in India have their Tourism Ministries and Tourism Development Corporations.

In this Unit we are taking the State of Maharashtra as a Case Study to discuss and analyse the role of State Governments in promoting tourism.

The State of Maharashtra is one of the prosperous States of India. With a developed industrial network and rich agricultural production, the state has a high perceptive income. Apart from material prosperity the state has a rich cultural heritage and geographical diversity to attract tourists. In the first Section of this Unit we will familiarise you with the potential of Maharashtra as an attractive tourist destination.
This will be followed by the policies formulated by the State Government to attract foreign and domestic tourists to the State. This policy has been worked out in consultation with the representatives and organisations associated with tourism in the State and the Government of India.

In the last Section we will discuss how the State proposes to implement its policies to achieve the desired results. The Sections on policy and its implementation have been reproduced mainly from the policy document Tourism Policy For Maharashtra, 1993 formulated by Maharashtra Tourism Development Corporation, Bombay. Only minor rearrangement in the content of this policy document have been made for the convenience of study.

It would not be possible at this stage to critically evaluate the whole policy and its implementation because the new policy has been formulated only in 1993 and it is too early to comment on the achievements or failures. Let us first discuss the potential of tourism in Maharashtra.

### 27.2 MAHARASHTRA: A TOURIST DESTINATION

The State of Maharashtra came into existence in 1960 when it was formed as a separate State of the Union of India. Arabian sea lies on its west and is bounded by Gujarat, Madhya Pradesh, Andhra Pradesh and Karnataka. Bombay (see Unit 11) the State Capital is also called the commercial capital of India. Some salient features of the State are as follows:

<table>
<thead>
<tr>
<th>Population</th>
<th>7,89,37,187 (1991 Census)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area</td>
<td>3,07,762 Sq. Kms.</td>
</tr>
<tr>
<td>Capital</td>
<td>Bombay</td>
</tr>
<tr>
<td>Language</td>
<td>Marathi</td>
</tr>
<tr>
<td>Main Industries</td>
<td>Textile, Sugar, Electric Goods</td>
</tr>
<tr>
<td>Main Crops</td>
<td>Cotton, Sugarcane, Wheat, Rice, Millets etc.</td>
</tr>
<tr>
<td>Major Rivers</td>
<td>Tapi, Bhima, Godavri</td>
</tr>
</tbody>
</table>

In the following Sub-sections we mention the different features that are marketed as tourism products for attracting tourists.

#### 27.2.1 Brief History

The earliest history of Maharashtra indicates that the Konkan region was under the Maurya empire. During this period Buddhist influence spread in the region.

The first dynasty to rule Maharashtra directly was of Satavahanas (around 230 B.C. to A.D. 225) with Hala Protisithhana (called Paithan now) as the capital.

The Satavahana rule was followed by Vakatakas (A.D. 250 to 525). Under Vakataka the region of Vidarbha also came under their kingdom.

Chalukyas ruled the region in two spells (i) A.D. 550 to 760 and (ii) A.D. 973 to 1180. During early phase Badami (in Bijapur) was the capital. Later on Pulakesin II shifted the capital to Nasik.

During the end of 12th century Yadavas of Deogiri established their rule over this region. Their rule continued for about hundred years. They were defeated by Khalji Turks in A.D. 1310 and the region was controlled by Turks. Muhammed Tughlaq transferred his capital from Delhi to Deogiri and large parts of Maharashtra were controlled by him.

Around the middle of 14th century Bahmanis, an independent dynasty, established their rule over this region. Their rule continued for about hundred years. They were defeated by Khalji Turks in A.D. 1310 and the region was controlled by Turks. Muhammed Tughlaq transferred his capital from Delhi to Deogiri and large parts of Maharashtra were controlled by him.

Around the middle of 14th century Bahmanis, an independent dynasty, established their rule over large areas of Deccan and South India. By the end of 15th century the Bahmani Kingdom disintegrated into five kingdoms of Golkonda, Ahmednagar, Berar, Bidar and Bijapur. Ports of Maharashtra were under different kingdoms and by 17th century all these kingdoms passed under the Mughal rule.

Around the middle of the 17th Century Marathas started emerging as a political power in Maharashtra under Shivaji. Within a short span of time the Marathas could carve out an independent kingdom. The 18th century witnessed the expansion of Maratha power outside
Maharashtra also. Five powerful kingdoms emerged i.e. Peshwas at Pune, Bhonsle at Nagpur, Scindias at Gwalior, Gackwads at Baroda and Holkers at Indore. Most of the Maharashtra region was under the Peshwas and Bhonsle.

By the early 19th century the Marathas started loosing out to the British and most of the Maharashtra passed into British hands. Throughout the British period the anti-imperialist struggle was carried out by peasants, workers, middle class and tribals in Maharashtra. The state contributed in a big way to the national movement. The first session of the Indian National Congress was held in Bombay in 1885. Leaders like Dadabhoy Naoroji, Pherozshah Mehta, Dinshaw Wacha, Bal Gangadhar Tilak and Gopal Krishna Gokhale and many others were in the forefront of national movement.

During this period Maharashtra was one of the important centres of social reform movement. The important leaders of social reform were Gopal Hari Deshmukh, Jotirao Govind Rao Phule, Ramkrishna Gopal Bhanderkar, Justice Ranade, Gopal Ganesh Agarkar and Keshav Karve. They condemned sati, female infanticide and worked for education of women, welfare of depressed castes, etc. Dr. Baba Saheb Ambedkar fought for the upliftment of deprived and downtrodden castes. He was also one of the architects of the constitution of independent India.

After independence in 1947 a United State of Maharashtra — Gujarat was formed (1956). Finally in 1960 a separate state of Maharashtra was formed.

### 27.2.2 Cultural Heritage

Maharashtra has a rich cultural heritage. In fields of religion, art, literature, theatre and music there is a continuity of rich tradition through centuries. At present the State continues to follow the same tradition and contributes in a big way in these spheres. The new addition to this is the audio-visual medium of modern music and cinema. It would not be possible for us to go into the details of all this. We will provide a brief description of those areas which attract tourists.

There is a big diversity in the area of religions. Out of twelve famous Jyotirlingas (sacred to Hindus) five are in Maharashtra. The ashes of 10th Sikh Guru Guru Gobind Singh are buried in Nanded in Maharashtra. It attracts large number of Sikhs who come for pilgrimage. The Ganapati festival (Worship of Lord Ganesha) is the most popular festival among the people of all communities.

A large number of shrines of Sufi saints are spread throughout Maharashtra. These are visited by people of different religions and especially Muslims from all parts of India.

Modern Marathi literature and theatre are contributing in a big way to Indian literature and theatre. The Dalit Marathi literature is most prominent. Similarly Marathi theatre keeps presenting new stage forms.

For last sixty years Bombay is the biggest centre for Cinema. Annually a large number of films are made here. The Film Industry attracts a large number of people from all parts of India.

### 27.2.3 Historical Sites and Monuments

The most significant creations of Indian architecture and sculpture are rock-cut cave temples and monastic dwellings in Maharashtra. There are around one thousand such shrines and caves. All these belong to the period 2nd century B.C. to 9th Century A.D. These have their allegiance to Brahmanical, Buddhist or Jain orders. Apart from the structures they house some excellent works of Indian sculpture and in a few cases paintings. A few important ones are as follows:

**Bhaja Caves**

Bhaja Caves are the earliest such caves belonging to 2nd century B.C. the shrine has a chaitya and a vihara. These served as retreats for monks. At Bhaja caves Buddha is represented through symbols (sandals or Bodhi-tree) rather than human form. The sculpture seems to be influenced by Sunga art.
Kondana

Located in the Western Ghat region the Buddhist shrine and caves belong to A.D. 40 to A.D. 100

Bedra

The most important feature at Bedra is a large animal pillar capitals with riders. The sculptured horses appear to have the influence of the works of the Greek sculptures.

Karle

Karle is considered as the finest example of Buddhist shrine caves. The sculpture of mithuna couple on the pillar capitals is of high quality.

Kanheri

These date back from 2nd century A.D. to fifth century A.D. It also has a chaitya and vihara. The sculpture here is influenced by Gandhara and Kushana art. It has two tall Buddha figures.

Elephanta

The grand rock cut temples of Elephanta pertain to Hindu Shaivite tradition. These Shaive shrines belong to 6th century A.D. Besides other sculptures it has huge rock-cut figures of Shiva. The influence of Kanheri sculptures is quite evident here.

Ajanta

The famous shrines and caves of Ajanta belong from 2nd century B.C. to 6th century A.D. The caves have a rich sculptural heritage. The most significant thing at Ajanta is that it has a number of excellent paintings. Some of these are based on Buddhist Jataka stories and others are on varied themes. There are earliest paintings of this sort.

Structural Architecture

Apart from rock cut shrines and caves Maharashtra also has a rich legacy of stone and brick structures. The tradition of such architecture seems to have started during Gupta period.

Ramtek

Ramtek has a number of structural shrines — all made of stone and belonging to 5th century A.D. This group of temples represent a variety of plans and forms a bridge between the architectural tradition of the north and the south.

Brick Temples

The earliest remains of a brick stupa pertain to 2nd century A.D. The earliest existing brick temple belongs to 5th century A.D. and is at Ter. Other such temples from later period are the temples of Utareshvara and Kaleshvara.

Monuments

The Deccan region of Maharashtra is dotted with forts and many of them date back to medieval period. They are located in three distinct areas i.e. hills, plains and near the sea.

The forts of Sinhagad, Purander (near Pune), Satara, Panhala are examples of forts in the Sahyadri range of hills. All of them are situated on hill top providing a strategic location. These were effectively used by Marathas in their struggle against the Mughals.

The forts built in the plains have a different architectural style. Banda fort, fortress of Savantwadi in Ratnagiri, Fort of Solapur, etc. are some examples.

Many of the forts on coast are islands providing an excellent view. The forts of Banket, Gopalgeo, Jaigad, Deagad, Arnala, Janjira (at Colaba) and Sindhudurg (at Malwon) are some examples.
Jaulatabad Fort

Fort of Jaulatabad, situated 13 kms. from Aurangabad town, is a 12th century fort. It was made their abode by a number of dynasties. A 5 km. sturdy wall, artificial scrapping and a complicated series of defences made Jaulatabad impregnable. It has a 30 meter high tower called Chand Minar.

Tomb

A large number of tombs of rulers and saints are spread in the areas of Maharashtra. Bibi ka Maqbara (in Aurangabad) is an excellent piece of architecture constructed as a replica of Taj Mahal. It was built for Begum Rabia Durrani, one of Aurangzeb's wives. Aurangzeb's tomb, simply built, is in Khuldabad (near Aurangabad).

27.2.4 Natural Bounty

Maharashtra has a beautiful landscape with a long coast line and hill ranges. The beaches in and around Bombay are big attractions. Lately, the hill resorts are being developed to attract tourists.

Hill Resorts

The important hill resorts are Chikhaldore, Ambali, Jawahar, Panhala, Matheran, Lonavalla, Karla, Panchgani, Mahabaleshwar, etc.

Panhala

Panhala is situated at an altitude of 977 m. It has a number of places related to the history of the Marathas. There are innumerable places of interest, each with its share of haunting anecdotes: Sajja Kothi, where Sambhaji was imprisoned; Ambabai Temple, where Shivaji used to seek blessings before venturing on expeditions; Pavankhind, where Baji Prabhu laid down his life to cover Shivaji's escape.

Mahabaleshwar

Mahabaleshwar was the summer capital of the erstwhile Bombay Presidency. A popular town, with an air of unspoilt beauty, it meanders leisurely for 5 kms. at an altitude of 1372 m. Boating or fishing at the placid Venna Lake is popular. The walks on the thirty points offer panoramic views of the valley and the sea. It has numerous waterfalls. Pratapgad Fort is 24 kms. away, where Shivaji dramatically bested General Afzal Khan. It has a gorgeous nine-hole golf course built on the edge of a cliff.

Panchgani

Panchgani derives its name from the five hills around it. At an altitude of 1334 m. it is just 38 m. below Mahabaleshwar. These 38 m. translate themselves into a breathtaking 18 km. approach, that swoops around bends with abandon, offering heart-stopping views of the River Krishna on one side and the coastal plains on the other. Panchgani is the quintessential residential hill-station. The British period can be seen in the architecture of the old British buildings, the Parsi houses, and the boarding schools that have been around for a century or more.

Matheran

Matheran is an undulating hilltop cloaked in shady trees, that sprawls languidly at an altitude of 800 m. The journey involves an adventurous two hour ascent in a toy train. With food and drink vendors and monkeys jumping on and off, as the valley glides by sedately! Or a tough 11 km. hike through thick and shady forests. Matheran's cliffs with incredibly steep drops to the plains below create stunning viewing points. These panoramic vistas, by day and night leave you feeling light headed. The Hart Point offers a view of the lights of Bombay at night! All of Matheran is a series of such quixotically named points, that are popular isolated sites for picnics and fire side revelry at night. Charlotte Lake, the Panther's Caves and the Paymaster Park are other attractions, especially for children. The old world charm of the British and Parsi homes is an irresistible draw.
Lonavala and Khandala

Lonavala and Khandala are two charming little hill stations on the western slopes of the Sahyadris, 5 kms. apart, that straddle the Bombay-Pune highway at an altitude of 625 m. Quite popular as health resorts, there are a number of sanatoria dotting the hills in both towns.

Khandala is smaller and the calmer of the two, though browsing through Lonavala's bazaar could yield some wonderful surprises. Both towns offer scenic views of the surrounding hills and in the monsoon, with a myriad waterfalls, it can be enchanting.

27.2.5 Art and Crafts

Maharashtra with a long history has a tradition of arts and crafts. Some of these still survive in the living form.

A number of museums spread throughout the state with Prince of Wales Museum, Bombay are the repository of this rich heritage. Pieces of art of special interest are sculptures of stone, terracota and bronze; miniature paintings; musical instruments; household articles and devices; a variety of lamps, etc. (see Unit 8).

Among the living crafts a number of things can be cited:

• The tribal painting and embroidery by various tribes,
• Cane and bamboo articles,
• Metalwares and Bidri work on metal. Bidri-ware is made with a combination of zinc and copper. It usually has intricate workmanship on pure silver, either embared; overlaid or inlaid on the surface,
• Paithani silk saris. The art of Paithani saris is 2000 year old. It is weaved with silked gold zari,
• Leather objects, especially Kolhapuri chappals, and
• Traditional Marathi jewellery.

Taking these as examples you should map out the tourist attractions of your own state or area.

CHECK YOUR PROGRESS - 1

1. Write two lines on each of the following:
   i) Ajanta .................................................................
   .................................................................
   .................................................................
   ii) Bhaja Caves .................................................................
   .................................................................
   .................................................................

2. Describe briefly two important hill resorts of Maharashtra.
   .................................................................
   .................................................................
   .................................................................
3. List four living crafts of Maharashtra.

The major strength of the vast tourist potential of Maharashtra can be summarised as follows:

- City of Bombay – the Commercial Capital of India.
- Three World Heritage Monuments of Ajanta, Ellora and Elephanta.
- 80% of the cave temples of India.
- 720 kms. of coastline dotted with beautiful beaches and national parks.
- Over 300 forts and rugged hill ranges.
- Cool hill stations.
- Pilgrimage centres for almost every religion, and
- The state leads in the field of industrial development, cooperative movement, education and medical facilities.

Let us see how a state with such a high tourist potential and products to offer is fairing in the area of tourism.

27.3.1 The Present Status of Tourism in Maharashtra

The State of Maharashtra is not known for tourism development as Rajasthan, Goa or Kashmir in the past. This is, despite the fact that of the total foreign tourist arrivals in India, at least 46% visited Bombay either as an entry or exit point in the eighties. This figure, by the nineties has come down to roughly 33% of arrivals. About seven lakh foreign tourists visited Bombay in the year 1991 of which barely 10% i.e. 70,000 or so visited Ajanta-Ellora. There is no record of foreign tourists visiting any other sites in the State, though, Pune, Kihim, Ganapatipule and Ganeshpuri attract some foreign tourists. Bombay attracts the largest number of domestic tourists in the State although the exact number cannot be computed as most of the visitors stay with relatives and friends and do not arrive by air. The other areas of domestic interest are the hill stations of Matheran, Lonavala, Mahabaleshwar, Panchgani, Pilgrimage Centres, Aurangabad and now the beaches on the Konkan coast which are becoming very popular. However, except for Bombay, Pune and Aurangabad, there is no significant development in the approved hotels category or other tourism infrastructure. Some of the highways like Bombay-Pune and Bombay-Ahmedabad are attracting investment in the form of motels and restaurants. The remaining State and National Highways or roads leading to tourist destinations do not have adequate facilities. The total number of hotels in the approved categories in the State is as per the table below:

<table>
<thead>
<tr>
<th>Category</th>
<th>Bombay</th>
<th>Pune</th>
<th>Aurangabad</th>
<th>Nagpur</th>
<th>Others</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five star</td>
<td>7</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>Five Star</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>-</td>
<td>-</td>
<td>11</td>
</tr>
<tr>
<td>Four Star</td>
<td>8</td>
<td>8</td>
<td>5</td>
<td>-</td>
<td>-</td>
<td>13</td>
</tr>
<tr>
<td>Three Star</td>
<td>16</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td>Two Star</td>
<td>35</td>
<td>35</td>
<td>35</td>
<td>9</td>
<td>12</td>
<td>56</td>
</tr>
<tr>
<td>One Star</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>8</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>26</td>
<td>3</td>
<td>1</td>
<td>13</td>
<td>123</td>
</tr>
</tbody>
</table>
With the development of several domestic airports and the popularity of charter flights, the tourists do not find it necessary to visit Bombay due to the absence of any specific attractions. This in turn reduces the scope for diverting tourists to the interiors of Maharashtra. It further emphasizes the need for providing some unique attractions in Bombay as also facilities for the business traveller like convention centres, exhibition grounds, evening entertainment, open air recreation facilities and day-excursions outside the city.

The major weaknesses in developing Maharashtra as a developed tourist destination can be listed as follows:

i) The size of the State itself has become a handicap as the condition of roads is poor, there is no network of airports and boat services are non-existent.

ii) The taxes levied on the tourism industry are very high.

iii) There is lack of information about tourist attractions in Maharashtra as the State level publicity is inadequate.

iv) Unlike other states, there is no strong Department of Tourism or Directorate of Tourism.

v) The Maharashtra Tourism Development Corporation (MTDC) is the only agency involved in the promotion of tourism. The MTDC has suffered due to inadequate financial support both from the Central and State Governments in the past. However, during the last 2-3 years this assistance has been stepped up. Yet there are several bottlenecks like delay in the transfer of Government lands and permission to use water bodies, lack of sufficient funds for publicity, the absence of a comprehensive package of incentives for the tourism industry and inadequate infrastructural support like power and water supply. The Department of Tourism itself does not have sufficient support staff and even senior posts have also remained vacant since years. In addition, the MTDC does not have adequate professional staff.

27.3.2 The New Thinking

Recognising the importance of tourism for employment, earning of foreign exchange, development of interior areas, preservation of cultural and natural resources, promotion of arts and crafts and the benefits of interaction amongst several cultures and peoples, the State Government has taken several steps since 1989, to remedy the earlier situation. It has been decided that the State should provide infrastructural support and leave the business of running hotels and transport services to the private sector, as far as possible. The role of the MTDC which, earlier was only the running of holiday homes and buses, has been re-defined to enable it to act as a catalyst in bringing about tourism development. In its re-defined role, the MTDC is to carry out the following activities:

a) Prepare Master Plans for tourism development and area development using tourism as a tool e.g. Ajanta-Ellora, the Lake District and selected pilgrimage centres and hill stations.

b) Acquire land for private sector investment.

c) Provide fiscal incentives to the private sector.

d) Co-ordinate infrastructure development.

e) Disseminate information and publicity.

f) Demonstrate new concepts e.g. camping grounds, water sports, caravans, tent-camps, especially for the youth and budget tourists.

g) Upgrade its facilities which cannot be handed over to the private sector.

h) Co-ordinate with the travel trade, Central and State Government Agencies.

i) Provide redressal to the grievances of tourists.

j) Develop areas where private sector participation is not forthcoming.
27.3.3 Master Plans

Master Plans for tourism development in the State have been prepared for the next 10 years with the help of national and international experts. They include the following:

1) Development of beaches – 32 locations
2) Wayside amenities and motels – 64 locations
3) Water sports facilities – 54 locations
4) Forts – 35 locations
5) Adventure Tourism – hang gliding, rock and fort climbing.
6) Modern boats – Bombay harbour
7) Ajanta-Ellora development plan – Rs. 196 crores
8) Lake District development – 10 locations
9) Arts and crafts villages – 4 i.e. Aurangabad, Pune, Bombay, Nagpur
10) Day-visitor facilities – 12 locations
11) Pilgrimage centres – 8 locations
12) Expansion of new hill stations – 4 locations
13) Jungle safaris – 6 locations
14) Lonar crater
15) Elephanta island
16) Open air recreation – 5 locations
17) Convention centres and Exhibition grounds – 2 i.e. Bombay and Pune
18) Special Tourism Areas – Vijaydurg to Sindhudurg Fort – 84 Kms. and State Special Tourism Area in 9 districts.
19) Travel circuit in Raigad district announced by the Government of India.

Keeping in view the Master Plans and giving impetus to tourism, the state has come out with a policy for Tourism Development in 1993.

27.4 POLICY FOR TOURISM DEVELOPMENT

The State accords priority to the development of the tourism sector as it is an important economic activity. During the next 10 years it will concentrate its development efforts on a few selected areas according to the Master Plan. For the remaining areas it will provide incentives to entrepreneurs and experts to put up attractive and hygienic facilities. The objectives of the tourism policy are:

• bring about planned tourism growth with the help of experts and local participation.
• disseminate information on tourist attractions and provide visitors with an enriching experience.
• upgrade existing tourism facilities.
• provide tourism facilities of international standards in selected areas.
• provide facilities for youth and budget tourists.
• provide recreational facilities near major business, industrial and urban centres.
• earn more foreign exchange for the country.
• generate employment, especially in the interior areas of the State.
• protect its natural and cultural resources with integrated development in an ecologically sustainable manner.
• promote its arts and crafts including handicrafts and handlooms and folk arts.
The State Government will confine its efforts to infrastructural development, dissemination of information and coordination of sectoral activities to create conditions for attracting substantial private sector investment in the tourism sector. It is not the job of State agencies to run hotels and tourist buses and gradually the State will withdraw its activities from such operations and hand them over to the professionals in the tourism industry. The State will also provide fiscal incentives, assist in providing suitable sites and remove bottlenecks, especially those connected with infrastructural development. The State accords high priority to manpower development and protection of the interests of the tourists. It will set up or assist in setting up training institutions and suitable systems for ensuring quality control in tourism services. It will encourage more active participation of voluntary groups and the associations of hoteliers, the travel trade and tour operators in ensuring that the tourists are provided a fair deal. The State will ensure that its natural and cultural resources will be enhanced with the help of tourism activities and nothing that disturbs the ecological balance will be permitted.

27.4.1 Development of Tourism: An Integrated Approach

While it welcomes setting up of tourism facilities throughout the State to encourage short trips, the Government would like to concentrate on a few selected areas which have high tourism potential or are ecologically or culturally more sensitive like beach and forest tourism. The State would like to encourage putting up diverse categories of facilities suited to every budget. On the basis of the Master Plan and studies carried out, the following areas and categories have been identified for setting up various facilities as shown below:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>CLIENTELE</th>
<th>FACILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cultural Tourism</td>
<td>Foreign tourists</td>
<td>Cultural shows &amp; folk arts, exhibitions &amp; festivals, Shilpgrams, up-market and budget accommodations, museums.</td>
</tr>
<tr>
<td>Ajanta, Ellora, Karla, etc. and rock-cut caves</td>
<td>Domestic tourists</td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Selected forts</td>
<td>Domestic tourists (within the State)</td>
<td>Camping &amp; simple dormitories, day visitors' facilities, fort &amp; hill climbing, riding, trekking, etc.</td>
</tr>
<tr>
<td>2. Pilgrimage Tourism</td>
<td>Domestic tourists</td>
<td>Cheap accommodation &amp; day visitors' facilities.</td>
</tr>
<tr>
<td>3. Leisure Tourism</td>
<td>Domestic tourists &amp; foreign tourists</td>
<td>Up-market &amp; budget accommodation, open-air recreation, cruises, water sports.</td>
</tr>
<tr>
<td>Beaches</td>
<td></td>
<td>----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Hill Stations &amp; Lakes</td>
<td>Domestic tourists</td>
<td>Camping &amp; budget accommodation, water sports, trekking.</td>
</tr>
<tr>
<td>4. Adventure Tourism</td>
<td>Domestic tourists (within the State)</td>
<td>Trekking, camping, water sports, cruises, caravans, mud huts.</td>
</tr>
<tr>
<td>Forest Tourism</td>
<td>Domestic tourists</td>
<td>Tents, machaans, guided tours, museums.</td>
</tr>
<tr>
<td>5. Urban Area Tourism</td>
<td>Business travellers, residents of the city &amp; industrial or business centres</td>
<td>Exhibition grounds and convention centres, shopping, evening entertainment &amp; weekend get-aways, sports &amp; open-air activities.</td>
</tr>
<tr>
<td>6. Eco Tourism &amp; Alternate Tourism</td>
<td>Foreign tourists</td>
<td>Basic amenities near community development projects and ecologically sensitive areas.</td>
</tr>
</tbody>
</table>
Thus while catering to up-market tourists for cultural and leisure tourism, sufficient care will be taken to ensure that clean and hygienic facilities are made available to suit every pocket in such places. The Government will not encourage up-market facilities where the clientele is basically domestic as in the case of adventure and pilgrimage tourism. At places of pilgrimage and wherever major yatra events are held, Master Plans for Development on the lines of Jyotiba, Shirdi and Nanded would be prepared in consultation with the Urban Development Department. In the plan, cost effective methods like mobile toilets and temporary accommodation in the form of tents, caravans, etc. will be incorporated. The area will be earmarked as per the Master Plans and integrated development project reports will be prepared before the development of new destinations begins. This is necessary to ensure the enhancement of natural and cultural resources, training of manpower and local participation in all development projects.

Tourism - Coverage of Activities

The tourism related activities will include Hotels, Resorts, Motels, Health Farms, Apartment Hotels, Water Sports facilities, Arts and Crafts Villages, Open Air Recreation facilities, Camping, Amusement parks, Ropeways, Convention Centres and Heritage Hotels.

Protection and Preservation of Areas of Outstanding Scenic Beauty

There are many areas of outstanding cultural heritage and scenic beauty in the State. Similarly, there are areas of outstanding natural phenomena like features of geological interest (e.g. Lonar Lake, Gilbert Hill in Bombay) which need to be preserved for posterity. The Government would identify such areas and develop them for tourist interest and create special rules that prohibit tampering with such areas to the detriment of the natural environment and cultural heritage.

Tourism Development Zone

Development Plans for various urban areas normally make provision for zoning only for residential, industrial and commercial areas and 'No Development Zones'. In order to encourage tourist activity, the State Government, in consultation with the Maharashtra Tourism Development Corporation, will identify certain areas eminently suitable for tourist activity. In such areas, tourist promotion activities like beach resorts, hotels, motels, restaurants, health farms, etc., can be set up with some relaxation of the existing zoning requirements in the D.C. Rules.

It may be noted that in the interest of tourism certain activities like golf courses, swimming pools, gliding facilities, gymkhana, amusement parks, etc., are already permitted in the 'No Development Zones' in Greater Bombay. Similar activities would be permitted in the 'No Development Zone' in other urban areas also, subject to an FSI restriction of 0.1.

Surplus Land Under Urban Land Ceiling Act

As outlined in the New Industrial Policy 1993, lands declared surplus under the Urban Land (Ceiling and Regulation) Act 1976 will be permitted to be used for hotel projects by charging a transfer fee @ 25% of the sale price of lands in BMR/PMR agglomerations and 15% thereof in others.

Special Tourism Areas

You have read about Special Tourism Areas in Unit 29 of TS-1. These STAs will have identifiable boundaries notified by the State Government where lands will be allotted for hotels and tourism related activities at concessional rates as well as incentives and concessions to prospective investors. The basic infrastructure will be provided by the State Government.

Special Tourism Area Identified by the Government of India

The coastal stretch of 84 kms. in length and 1 km. in breadth between Sindhudurg Fort and Vijaydurg Fort.
### Areas Identified as Special Tourism Areas by the State Government

<table>
<thead>
<tr>
<th>District</th>
<th>Coastal talukas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratnagiri district</td>
<td>Coastal talukas of Rajapur, Guhagar, Dapoli, Mandangarh</td>
</tr>
<tr>
<td>Sindhudurg district</td>
<td>Coastal talukas of Vengurla, Malwan, Deogarh</td>
</tr>
<tr>
<td>Raigad district</td>
<td>Coastal talukas of Alibag, Murud, Shrivardhan, Uran.</td>
</tr>
<tr>
<td>Thane district</td>
<td>Coastal talukas of Dahanu, Palghar, Bassein, Thana</td>
</tr>
</tbody>
</table>
| Aurangabad district | 1. Aurangabad taluka  
|                    | 2. Khuldabad taluka  
|                    | 3. Soyegaon taluka  |
| Amravati district   | Chikhaldara taluka                                    |
| Nagpur district     | Ramtek taluka                                         |
| Kolhapur district   | Panhala taluka                                         |
| Pune district       | Tourism Development Zones identified around the lakes selected for the Lake District project in the talukas of Mawal, Mulshi, Bhor, Velhe, Khed, Haveli |

### Land Policy

According to the Master Plans, some lands in selected areas are being acquired for setting up major tourism projects. The policy for leasing out such lands has been finalised by the Government. This policy would also be made applicable for lands near irrigation reservoir areas where the private sector should be encouraged to put up tourism projects. The Empowered Committee under the Chairmanship of the Chief Secretary will consider specific cases for relaxation if major development is required for infrastructural development.

### CHECK YOUR PROGRESS - 2

1. Why the development of Maharashtra as a tourist destination has been slow?

2. List six major steps suggested in the master plan for tourism in Maharashtra.
27.4.2 Investment and Incentives

The State, henceforth, will not directly provide funds to MTDC for setting up traditional hotels and holiday homes except as State contributions to centrally-aided projects or in certain areas where private sector investment may not be desirable due to ecological or safety considerations. However, the State will continue to fund facilities in the nature of camping grounds, tent-resorts, mud huts, caravans and other unconventional and environment friendly ventures. In addition, the State may invest in remote areas where private sector initiative is not readily forthcoming, because it is necessary to put up minimum facilities at ecologically or culturally outstanding sites.

The existing resources and facilities available to the MTDC will be handed over to the professionals in the tourism industry to upgrade and run on a commercially viable basis, subject to the same considerations outlined in the above paragraph. The surplus staff as a consequence of leasing such resources will be utilised to man various camping facilities, information counters and other functions to be carried out by the State agencies.

A special package of incentives for the tourism industry, in addition to what is available to hotels will be prepared. This package will have a wider coverage than hotels and will include motels, resorts, health farms, apartment hotels, heritage hotels, water sports facilities, camping grounds, arts and crafts villages, convention centres, and such other activities as may be approved by the Empowered Committee. Since most of the State is backward in providing tourism facilities, it is proposed to make these incentives applicable throughout the State except the BMRDA and PMC areas where there is sufficient infrastructural support to attract investment and to make the tourism projects viable. All new projects and expansion of existing projects will be eligible for exemption, within a certain ceiling, from octroi and sales tax as per the package of incentives for the industrial sector. There are certain areas recognized as STAs by the Central and State Governments. They will be eligible for additional incentives in terms of electricity duty, luxury tax, sales tax, octroi and freezing of water and electricity charges at the current level for the next 5-10 years. The Empowered Committee will consider providing additional incentives in exceptional cases.

PACKAGE OF INCENTIVES FOR THE TOURISM SECTOR

The following incentives are available only to new tourism projects and for expansion of the existing projects. To be eligible for the incentives, the tourism project should have a minimum of 10 rooms and an investment of not less than Rs. 10 lakhs. For expansion, the minimum number of additional rooms should be 5 or more. In the case of other activities, minimum additional investment for new projects should not be less than Rs. 10 lakhs. The incentives will be available only once.

1. Centrally Sponsored Special Tourism Areas in Sindhudurg District (From 1.10.1993 to 30.9.2003)

   a. Exemption from taxes for the next 10 years:
      - Electricity Duty
      - Luxury Tax
      - Sales Tax
      - Octroi
2. State Sponsored Special Tourism Areas (From 1.10.93 to 30.9.1998)
   a. Exemption from taxes for the next 5 years:
      - Electricity Duty
      - Luxury Tax
      - Sales Tax
      - Octroi
   b. Freezing of rates and charges: The prevailing water charges and electricity rates will be frozen at the current rate.
   c. Concessional Electricity Duty: Payable at the industrial rate after a period of 5 years.
   d. Embargo on fresh taxes and levies: No fresh taxes and levies covered in (a) & (b) above would be imposed.

3. Rest of the State Except the Island City of Bombay (From 1.10.1993 to 30.9.1998)
   a. Exemption from Luxury Tax: Exemption for the next 5 years.
   b. Concessional Electricity Duty: Electricity Duty to be charged at the industrial rate.
   c. Incentives applicable to the industrial sector: Sales tax incentives applicable to medium and large units.
   d. Refund of octroi applicable to the industrial sector.

   This would be according to categories B, C and D applicable to industries. The BMRDA and Pune Municipal Corporation area would be treated as category ‘B’. In the BMRDA and Pune Municipal Corporation area these incentives apply only to 1 star, 2 star and 3 star hotels.

27.4.3 Preservation of Ecology and Cultural Conservation

The preservation of the fragile ecological balance is the first priority of the State Government. Only after thoroughly studying the environmental impact of tourism projects will they be permitted in ecologically sensitive areas. Additional responsibility will be fixed on investors to ensure that norms in regards to disposal of solid waste, sewerage and sullage, plantation of trees, drawing of ground water and observing architectural guidelines are adhered to. While clearing projects it will be ensured that more greenery is provided in the selected areas without hampering traditional access of the local population.

Hill Stations like Mahabaleshwar, Panchgani and Matheran have reached saturation point due to unplanned growth. Shortage of amenities like water supply and electricity is posing a major problem. Immediate measures are necessary to remedy the situation. Indiscriminate falling of trees, leading to ecological degradation, needs to be arrested urgently. A high level Task Force will be set up to evolve suitable guidelines for taking appropriate action in this regard. The coastal development plan will be completed expeditiously.

The monuments located in the State including World Heritage Monuments of Ajanta, Ellora and Elephanta attract a large number of domestic and international tourists. While providing tourism facilities of international standards near such monuments, the State Government's first priority is to conserve the monuments and take special steps for their protection, repairs and safety in consultation with the Archaeological Survey of India (ASI) and the State Archaeological Department. The Ajanta-Ellora Development project is an example of a comprehensive project which focuses on the conservation and preservation of the monuments and large scale afforestation to arrest further environmental deterioration around these unique monuments. The MTDC in collaboration with INTACH, Bombay Heritage Society and such other voluntary groups, the ASI and the State Archaeological Department will
prepare plans for other important monuments in the State, which will be taken up for implementation in phases.

Museums like the Raja Dinkar Kelkar Museum in Pune can be set up and promoted in areas like Ter in Osmanabad, Ajanta, etc., with local initiative.

One of the major bottlenecks in providing the basic amenities is the unwillingness of the ASI to permit the State to carry out some of the plans even when the ASI does not have funds and machinery to protect such monuments and to provide amenities. The State Government will request handing over of some monuments to carry out development under the guidance of the ASI.

27.4.4 Other Steps

To give a boost to tourism the policy plans to take a number of steps for smooth functioning, public participation, developing human resources, and marketing and publicity.

Coordination with the Travel Trade and Central Agencies

The MTDC will co-ordinate with the International Airport Authority, Immigration and Customs Officials, National Airport Authority, Airlines, Tour Operators, Charter flight operators, travel agents, the hotel industry, etc. to ensure the smooth functioning of tourism activities and providing necessary facilities.

Public Participation

There are several instances of public resentment against tourism projects and nearby residents feel that their traditional way of life is being adversely affected by tourism facilities being put up by outsiders. In order to avoid such confrontations it will be ensured that the plans for such areas are made public well in advance and people taken into confidence and their suggestions suitably incorporated in the projects at all the three stages of planning, implementation and monitoring.

A mass awareness programme about the benefits of tourism will be launched by the State Government. In addition, local groups like the Lions Club, Rotary Club, College Associations, etc., will be encouraged to act as information disseminating agencies in smaller towns and to help in spreading localised tourism. Similarly, Municipal Councils and Gram Panchayats will be asked to provide suitable hoardings, literature, information and guide services at the site.

Human Resource Development

Tourism is a labour intensive industry and with the goal of more than doubling the existing facilities, it is necessary that the existing Catering Colleges and Foodcraft Institutes are strengthened, new colleges and institutions are opened and large hotel chains encouraged by giving concessions in grant of Government lands to set up facilities to reduce the pressure on Government funded institutions. The State Government will come forward to fund such institutions at selected places if the Central Government assistance is not forthcoming. Besides creating new professionals, such institutions will also provide refresher courses, act as data banks, carry out research and help in raising the standard of hygiene and quality of tourism services in the State by educating budget hotel, dhaba and catering unit staff.

While such institutions will train people who could find jobs in hotels, it is also necessary to train the youth for self-employment in the tourism sector. This will be done by providing a two year course in I.T.Is or Polytechnics. It would include attachment to tour operators, travel agents and hotels for practical experience. The MTDC will also take up training of guides with the help of universities, environmental groups, the ASI, Department of Archaeology, etc., to ensure that authentic information is provided at various locations and employment is also generated in such places. A list of such guides will be available at all important places, the local Municipal Councils, Gram Panchayats and voluntary groups. The possibility of taking up such training programmes under TRYSEM, and making a stipend available to trainees during the training period, will be explored.
Redressal of the Grievances of Tourists

The consumer protection movement needs to be extended more effectively to the tourism industry. In addition to the help of voluntary groups, the MTDC and the Directorate of Tourism will take a lead in protecting the consumers from the touts and malpractices by tour operators and hoteliers. This will have to be tied up with the aspect of quality control in the tourism industry. So far, however, MTDC has not been able to make any headway in this direction for want of legal backing and adequate staff. The help of the tourism industry will be sought to do this effectively. One of the most effective measures is self-regulation by the concerned associations themselves.

The unorganised hotel sector also needs to be gradually brought under the ambit of some regulations and control by the Directorate of Tourism. This would help in upgrading the standard of Dharamshalas, lodges, Yatri Niwas, dhabas and paying guest accommodation.

It may be necessary to set up a Special Tourism Police Force in areas where there is heavy tourist flow like Elephanta, Ajanta-Ellora and Juhu Beach, for the safety and security of tourists.

Developing the city of Bombay

The city of Bombay will be provided with some specific tourist attractions so that there are sufficient recreation facilities available to business travellers, tourists as well as local citizens. In order to attract tourists in the interior of Maharashtra, Bombay is the main entry point and deserves special attention.

International Marketing and Publicity

The Central Government has been traditionally promoting only a few destinations and generally excluding the State of Maharashtra. The State Govt. would urge the Central Govt. to provide adequate international publicity in marketing destinations in the State. The State will be willing to provide and coordinate all facilities in cooperation with travel agents, tour operators and the hotel industry.

Future Plans

The policy and Master Plans for the next decade have been prepared and implementation has started. However, the Government will be responsive to the fast changing economic situation in the country and developments in the world tourism sector. It will keep constant dialogue with the representatives of hoteliers, travel agents, tour operators and other players in the tourism sector including State and Central Government agencies involved in providing services. The State will continue to prepare plans for other areas which will be taken up for implementation after the current phase is over.

27.5 IMPLEMENTATION OF THE POLICY

As outlined in the policy for tourism development, a major role is to be played by hoteliers, tour operators, travel agents and others who provide services in the tourism sector. The role of the State in providing infrastructure and coordinating the development effort will be performed through a small and compact administrative set up. The set up and priorities of implementation are as follows:

1. Administrative Machinery

The MTDC will be the main administrative agency for providing various services including the preparation of Master Plans, identification and handing over of land to the private sector, organising publicity and providing incentives to investors. The existing staff of the MTDC will be suitably trained and equipped with skills to carry out their new functions. In addition to the regular training and refresher courses, they would be exposed to the latest developments in the tourism sector through visits to study such developments. The post of Director of Tourism and Joint Director of Tourism which have been lying vacant for a long time will be filled up. The Maharashtra Tourism Advisory Council with experts from a wide cross
section has already been constituted in October 1990 and will continue to advise the Government on various coordination points with the Central Government agencies and the tourism and travel trade. The council should meet at least once in six months and submit its reports, which after the approval of the government will be taken up for implementation. A committee under the Chief Secretary with various implementing agencies has been set up in April 1990 for interdepartmental coordination. The Chief Secretary will review the progress and issue necessary directions to the implementing agencies for the effective implementation of the tourism policy. In addition, a separate committee will be set up under the Chief Secretary for the implementation of Special Tourism Areas as required by the Central Government. This committee will also consider specific land grand concessions or other incentives in the case of major projects involving large scale investment. The District Level Committees have been formed under the Collectors since April 1990. The Department of Tourism will ensure that such meetings are held at least once in three months and local level matters sorted out at the level of the Collector. In the case of Special Area Development Plans like Ajanta-Ellora and the Lake District, a Committee under the Chairmanship of the Divisional Commissioner will be set up with representatives of implementing agencies and MTDC as has been done for the Ajanta-Ellora Plan. This committee will prepare micro-level plans and monitor the progress.

Apart from the above, the Minister for Tourism and the Chief Minister will review the progress from time to time and get feedback directly from the hotel and travel trade.

In the long run, the MTDC should reduce its commercial activities and it should be converted into a Tourism Development Board as has been done successfully in Singapore and U.K. Such a Board will merge all the activities of the Directorate of Tourism and the MTDC and effectively carry out the Governments envisaged role. This can be done after a substantial part of the management of MTDC's commercial operations is handed over to the private sector.

2. Development Plans

The Urban Development Department through the Town Planning Department will ensure that all future Town and Regional Plans clearly indicate Tourism Development Zones in consultation with the MTDC. They will also provide architectural guidelines for sensitive spots selected for conservation and development and assist in the valuation of lands required for tourism purposes.

3(a) Transfer of Lands

The Revenue Department will issue clear instructions to the Collectors to transfer to the MTDC the lands required for tourism purposes without waiting for valuation. While the valuation is being worked out, the MTDC could go ahead with the procedure of preparing project reports, inviting offers, etc., and avoid unnecessary delay. In the first instance, the Revenue Department shall release the lands required for tourism purposes in Bombay city, the Lake District of Pune, Aurangabad District and the four districts of the Konkan.

3(b) Surplus Lands Under ULC

As outlined in the new industrial policy 1993, lands declared surplus under the Urban Land (Ceiling & Regulations) Act 1976, will be permitted to be used for hotel projects by charging a transfer fee @ 25% of the sale price of lands in the BMR/PMR agglomerations and 15% thereof in others.

4. Incentives

The new package of incentives for the tourism industry will be administered by the MTDC and will be effective from 1.10.1993. All earlier projects will continue to be provided incentives by SICOM under the package scheme of incentives for industry. The Department of Tourism will provide the necessary funds to the MTDC for giving incentives to the tourism sector according to the new package being separately initiated or train the MTDC staff in project appraisal and disbursement procedure.
5. Publicity and Information

The MTDC will be provided with sufficient funds by the Government to bring out informative brochures, films, slides, maps, etc. The MTDC will also open information counters at important railway stations, airports and places of tourist interest in phases. The MTDC will also continue to organise fairs, festivals, exhibitions to popularise specific destinations. The funds for these activities will be provided by the Government.

6. Infrastructure Development

The MTDC will prepare a priority list for the development of roads, jetties, airports, and put this up before the Empowered Committee under the Chief Secretary for coordinating infrastructural development through the concerned agencies. These funds will come through the budgets of the concerned departments except where they are specifically earmarked under Special Area Development Plans. It is likely that the initiative to provide facilities for localised tourism would come from local bodies. The District Planning and Development Council would contribute to the development of infrastructure in such areas. The Department of Tourism will set apart some funds as grants to augment the resources of local bodies for putting up such facilities. The Department of Tourism can also assist them in preparing the development plans and procuring equipment like water sport equipment, tents, etc.

7. Transportation and Communications

To reach the tourist destinations considerable upgradation of State and National Highways and roads leading to the places of tourist interest is needed. Already high priority has been accorded to roads in the Ajanta-Ellora Development Plan. Such priority will also be accorded to areas selected as State and Centrally Sponsored STAs, and financial provisions will be made as a part of the Special Area Development Plan. The Government will actively pursue and facilitate putting up new airports in cooperation with the National Airport Authority at Shirdi and in Sindhudurg district. It will also pursue the matter regarding activating Ratnagiri, Akola and Amravati airports to promote Special Tourism areas. It is hoped that the current policy of the Ministry of Civil Aviation and Tourism of encouraging charter flights and air taxis will continue so that such destinations can be serviced regularly.

The Government will encourage Konkan boat services for tourism purposes and also cruises without any restriction on fares or any monopoly rights. It will take up the development of selected jetties and ports for the smooth operation of boat services. However, entrepreneurs in the private sector would also be encouraged to provide such facilities.

The passenger tax will be restructured to encourage larger tourist movement. The Government will continue to provide inter-state transport permits and such other facilities as may be necessary.

8. Adoption of Tourist Spots

Since it is not possible for the State Government to provide infrastructural facilities at several spots, it is necessary to identify such agencies which would take up some selected projects. Temple Trusts are an example. Instead of using their funds for building hotels they could invest them in the providing of basic amenities like garbage clearance, street lights, provision of toilets and shower blocks, locker rooms, etc., in the town in which they are located. Similarly, smaller provisions like locker rooms, showers, etc., would be provided or maintained by the local Lions Clubs or Rotary Clubs on a ‘Pay and Use’ basis. Some projects could be taken up by business houses as they have done for the illumination of monuments in Bombay city.

9. Forest Tourism

Special care has to be taken in providing tourism facilities in forests and game sanctuaries. By and large this should be done under the overall supervision of the Forest Department. As far as possible private vehicles/buses should not be allowed in the forest areas and Forest Department vehicles with trained forest guides should operate the jungle safaris. Annual plans regarding forest tourism will be prepared by the Forest Department in consultation with the MTDC, so that efforts are not duplicated.
10. Promotion of Arts and Crafts

The MTDC in association with the Cultural Department and other State agencies will hold annual festivals and exhibitions for promoting specific destinations on the lines of Shilpgram at Udaipur or Surajkund Mela. Shilpgram or Visitors' Reception Centres will be set up at five or six places in the State to provide recreation as well as to encourage local cuisine and village arts and crafts. The funds for these purposes will be provided by the State Government.

11. Bombay City

Special tourist attraction projects including recreation facilities which would be of interest to domestic as well as international tourists will be taken up in Bombay city. The following activities would be encouraged:

Shilpgram, a Vintage Car Museum, a film studio on the lines of Universal Studios, open-air recreation facilities, health farms, tourist plazas, exhibition grounds, shopping complexes, convention centres, modernization of boat services, cultural activities in the hotels located at Juhu beach, development of Kanheri caves and water sports facilities at Nariman Point, Chowpatty and Juhu and eventually floating hotels and restaurants.

The MTDC will be bringing out a shopping and hotel guide as is done in all major cities. It is also necessary to reorient the working of various agencies at the airport for expediting arrivals and departure and user-friendly signage for taxi services, information on hotels and tourist places, etc. The tourists who spend more than 3 hours at the airport could be provided a transit permit under the existing regulations without any visa, so that they could have a tour of the city during the waiting period. This would be coordinated with the Government of India Tourist Office and the Immigration authorities. The tourism industry, the business houses and the Chamber of Commerce will all be invited to take up certain projects in the city for beautification as well as for providing additional tourist attractions. Bombay Municipal Corporation can give a helping hand by cleaning and greening a few selected areas. The protection and promotion of heritage buildings in the city can be taken up on the basis of priority. Similar facilities can be thought of in other major towns like Pune, Aurangabad, Nashik, Kolhapur, Nagpur, etc. and other business centres, so that there are adequate recreational and tourism activities available. The funds for such projects would have to be provided by local groups.

The State Government is hopeful that the tourism industry, investors, tourists and the general public will respond wholeheartedly to the approach and policy of tourism development in the State and help in bringing about integrated and healthy tourism development.

CHECK YOUR PROGRESS - 3

1. What are the main incentives suggested for tourism sector in the state policy for tourism development in Maharashtra?
2. What steps are suggested for the conservation of World Heritage Monuments (Ajanta, Ellora and Elephanta)?

3. Briefly describe the administrative machinery suggested for implementing tourism policy in Maharashtra.

27.6 LET US SUM UP

In this Unit we saw that the State of Maharashtra is trying its best to exploit its potential. Efforts are being made to cope with the weaknesses like absence of incentives, high tariffs, lack of publicity and marketing strategies and dearth of funds, etc.

The Maharashtra Government has put into operation an extensive tourism policy prepared in 1993. It covers a wide range of areas for developing tourism. The main highlights are:

- Master Plan for next years,
- developing infrastructure,
- providing tax benefits and incentives to various sectors of tourism,
- identifying special tourism areas and making efforts to develop them,
- restructuring of Maharashtra Tourism Development Corporation,
- extending more funds to tourism sector, and
- close monitoring of policy implementation.

In the light of this new policy it is hope that the tourism in Maharashtra will get a new boost. It is now possible to evaluate this policy at this stage. However, it is expected that the State will monitor the operations and reassess its implications. We hope that this model will enable you to improve your own understanding of tourism development in relation to tourism policy and planning by State Governments.
Check Your Progress - 1

1. See Sub-sec. 27.2.3. All these are listed under this Section.
2. You can describe any two of the resorts listed under Sub-sec. 27.2.4.
3. The main crafts are Bidri, Paithani silk, Marathi jewellery, leather work etc.

Check Your Progress - 2

1. The main weaknesses are lack of publicity, large size of state with little infrastructure, a well defined tourism policy, high taxes, etc. See Sub-sec. 27.3.1.
2. A long list is provided under Sub-sec. 27.3.3. You should pick important points from this list.
3. The state has selected a number of such areas. See Sub-sec. 27.4.1.

Check Your Progress - 3

1. The state plans to provide additional funds for MTDC. The major incentives are in the form of tax concessions, freezing of rates and charges concession on duties, etc. See Sub-sec. 27.4.2.
2. See Sub-sec. 27.4.3.
3. The restructuring of MTDC, establishment of tourism advisory council, implementing agencies, etc. are envisaged. See Sec. 27.5.
The Government of India Tourist Office requests the pleasure of your company at a

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As seats are limited, kindly advise the exact numbers attending.