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A comprehensive review of entrepreneurial issues in Indian tourism and hospitality industry

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Abstract

Entrepreneurship is the engine that drives any successful industry or economy. In the rapidly evolving hospitality, tourism sector worldwide this is particularly true. Tourism and hospitality, a key sector of the Indian economy, plays important role in the growth of Brand India and accounts for around 12.4 percent of total employment in India. Globally, tourism ranks fifth as an export category after fuels, chemicals, food and automotive products. This sector in India is highly optimistic with a large number of hotel chains having lied up their expansion plans. The renewed sense of optimism comes on the back of a volatile economic environment for most part of 2014 and the sector hopes that initiatives announced by the new government, including those related to e-visas and specific funds for developing tourist circuits, would lead to good business. The policies and changes implemented by the Government of India have been instrumental in providing the necessary boost to the Indian tourism and hospitality industry and attracting more and more foreign tourists every year. This paper develops an understanding of entrepreneurial issues in general and present status of such issues in Indian tourism and hospitality industry. Review of case studies and industry trends showed that entrepreneurship is poised for an exciting period of exploding growth in coming years provided that it deals with the issues professionally. This is expected to lead to substantial investments in supporting infrastructure and innovative and game changing business models.

Keywords: Entrepreneurship, Tourism, Hospitality Industry

1. Introduction

The travel and tourism sector holds strategic importance in the Indian economy providing several socio economic benefits. Provision of employment, income and foreign exchange, development or expansion of other industries such as agriculture, construction, handicrafts etc. are some of the important economic benefits provided by the tourism sector. In addition, investments in infrastructural facilities such as transportation, accommodation and other tourism related services lead to an overall development of infrastructure in the economy.

According to the World Economic Forum's Travel and Tourism Competitiveness Report 2013, India ranks 11th in the Asia pacific region and 65th globally out of 140 economies ranked on travel and tourism Competitiveness Index. India has been witnessing steady growth in its travel and tourism sector over the past few years. Total tourist visits have increased at a rate of 16.3 percent per annum from 577 million tourists in 2008 to 1057 million tourists in 2012.

Growth in Number of Tourists

With the international tourist arrivals in India (pegged at 7.5 million in 2013) expected to witness an annual growth rate of 6.2 percent over the next decade, visitor exports (expenditure generated by foreign tourists) are expected to amount to INR 2958 billion by 2023 growing at 9.6 percent per annum. This growth can mainly be attributed to the rising income levels and changing lifestyles, diverse tourism offerings and policy & infrastructural support by the government such as simplification of visa procedures and tax holidays for hotels.

Impact of Tourism Sector on GDP

The travel and tourism sector directly contributed INR 1920 billion to India's GDP in 2012 reflecting a growth CAGR of 14 percent since 2007. This is forecasted to grow at a CAGR of 12 per cent from the estimated INR 2222 billion in the year 2013 to INR 6818 billion by 2023.

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Impact of Tourism Sector on Employment

The travel and tourism sector supported 25 million jobs in 2012 directly related to the tourism sector. Constituting 4.9 percent of the total employment in the country in 2012, this is expected to amount to 31 million jobs by 2023. While these numbers indicate direct employment supported by the tourism sector reflecting employment by hotels, travel agents, passenger transportation services or other restaurant and leisure employment, the total contribution including indirect and induced effects is expected to cause a multiplier impact on the economy resulting in greater employment generation. Applying this multiplier impact, the travel and tourism sector supported a total employment of 40 million jobs in 2012 constituting 7.7 percent of the whole economy employment. This implies that for every job directly supported by the tourism sector, an additional 0.6 job is supported in the economy when the indirect and induced effects of tourism is considered.

Capital Investment in Tourism Sector

Capital investments in the tourism sector include spending by all sectors directly involved in the travel and tourism industry. Spending by other industries on specific tourism assets such as new visitor accommodation and passenger transport equipment, as well as restaurants and leisure facilities for specific tourism use also form part of capital investments. Such investments lead to social development of an economy as infrastructure created for tourism purposes in areas of transportation, accommodation etc. can also be utilised by the community in general. Capital investment in the travel and tourism sector in 2012 was estimated at INR 1761.4 billion amounting to

approximately 6.2 percent of total investment in the Indian economy. It is expected to increase by 14.2 per cent in 2013, and witness further annual growth rate of 10.5 percent by 2023 amounting to INR 5459 billion.

2. Comparative Assessment of Major Tourist States of India

Table 1 compares the states of India on the basis of their market share. Andhra Pradesh has consistently stayed on top of the list during 2008-2012 even with a low level of state expenditure spend towards tourism sector. Being a major pilgrimage destination, it witnessed the highest number of tourist visits in 2012. Availability of good quality infrastructure further supports the growth of tourism. Tamil Nadu is another major pilgrimage destination in the south with major tourist attractions as Chennai, Madurai and Rameshwaram. Karnataka witnessed the largest increase in rank with increased spend towards tourism sector at 0.63 percent of the overall likely state expenditure during 2011-12. The effectiveness of its marketing campaign is evident from the fact that its website popularity improved by 7 ranks from 13 in 2009 to 6 in 2011.

Delhi being a key commercial and leisure destination in the country enjoys the necessary infrastructure and high number of tourist visits. Maharashtra, a key commercial and business destination scores well on all infrastructural, economic and demographic parameters with fifth largest number of branded rooms per sq km of area, fifth largest GDP per capita in the country and 83 percent state literacy rate.

Table 1: Comparative Assessment of Major Tourist States of India

State	Rank in 2012	Number of tourist visits (mn) in 2012	CAGR (2008-2012)	Rank improvement (2008-2012)	Tourism spend (INR mn) 2011-12	% of Overall likely state expenditure 2011-12
Andhra Pradesh	1	207	12%	-	106	0.02%
Tamil Nadu	2	188	17%	1	307	0.13%
Uttar Pradesh	3	170	8%	(1)	261	0.06%
Karnataka	4	95	64%	6	2400	0.63%
Maharashtra	5	71	33%	-	4855	1.16%
Madhya Pradesh	6	53	24%	-	727	0.32%
Rajasthan	7	30	0.2%	(3)	281	0.10%
Uttarakhand	8	27	7%	(1)	1111	1.42%
Gujarat	9	25	12%	-	2691	0.71%
West Bengal	10	24	4%	(2)	430	0.19%
Bihar	11	23	17%	-	304	0.14%
Delhi	12	21	47%	4	155	0.10%
Jharkhand	13	20	36%	-	250	0.20%
Punjab	14	19	147%	3	224	0.19%
Himachal Pradesh	15	16	13%	(3)	174	0.52%
Chhattisgarh	16	15	141%	3	479	0.29%
Jammu & Kashmir	17	13	13%	1	1392	2.11%
Kerala	1	11	7%	(5)	1530	1.27%
All India	-	1057	16%	-	23991	0.49%

Source: India Tourism Statistics 2008 Ministry of Tourism
<http://tourism.gov.in/writereaddata/CMSPagePicture/file/marketresearch/New/2012%20Data.pdf>
 State wise/Sector wise Annual Plan 2011-12, Planning Commission

Gujarat with 0.71 percent of state expenditure allocated for the tourism sector witnessed a considerable increase in its budgetary allocation proportion. With the success of the Gujarat tourism campaign with the brand ambassador as Amitabh Bachchan and other marketing and promotional activities, Gujarat has improved upon its tourism appeal many fold.

Marketing and promotional campaigns such as 'Bioscope : Hindustan Ka Dil Dekho' in 2006, 'Eyes Campaign' and advertisements with hand shadowgraphy with the theme as 'MP ajab hai, sabse gajab hai' in 2010 helped Madhya Pradesh gain position amongst the top 10 tourist states of India. New ad campaigns based on the idea of presenting the state through beautiful, vivid colours in 2013 are expected to further augment the tourism potential of the state.

Rajasthan, West Bengal, Himachal Pradesh, Uttarakhand and Kerala are states that have witnessed decline in their positions as preferred tourist destinations. While an increase in funds allocated towards tourism sector in these states is required, effective implementation of the funds may require careful assessment of the impact of marketing and promotion activities in the state. Other areas requiring consideration are improvements in overall state infrastructure. While Kerala scores highest on literacy levels, low GDP per capita and low urbanisation levels have had a negative effect on the tourism appeal. However, adequate infrastructure in areas of accommodation and passenger transportation along with the government's focused marketing and promotion activities are expected to help Kerala regain its lost position.

3. Case Study on Tourism in Gujarat

The state government of Gujarat has taken multiple initiatives in order to enhance the tourism appeal of the state. Some of these are:

Land bank scheme: Areas have been earmarked in the Gujarat Industrial Development Corporation estates and SEZs for development of hotels, resorts, restaurants and other tourist amenities. Concessions are provided either on lease and its tenure or on the rate to be charged for government land and on stamp duty and registration fee on land transaction for tourism projects.

Tourism incentive package scheme: Special incentives are proposed to be provided over 2010-2015 including tax holidays on luxury tax on hotels, reduction in VAT charges on food and beverages and natural gas, reduction in entertainment tax, concessions such as interest subsidy, reduction of electricity duty and modifications in the lending criteria to cover wider tourism related projects like amusement parks, wayside facilities, service oriented projects like travel agencies, tour operators etc.

Marketing & branding: Brand campaign 'Khushboo Gujarat Ki' was launched with Amitabh Bachchan as the brand ambassador to increase awareness of the state's diverse tourism aspects. Several tourism information centres have been opened across India. The state website has been launched in seven different languages, especially to cater to both national and international tourists.

Exhibitions, events & road shows: Gujarat tourism organises several exhibitions and road shows especially in the southern India for marketing diverse tourism aspects of Gujarat. Several road shows for 2013 have been planned in states of Kolkata, Hyderabad, Guwahati, Bangalore, Chennai, Ludhiana and Aurangabad. Events such as kite flying festivals are organised in order to attract tourists from various countries. In addition events like Gujarat Tourism Summit and Gujarat Travel Mart help create tourism potential awareness across all stakeholders. Gujarat tourism has signed various MoUs with various states such as West Bengal, Tamil Nadu, Rajasthan, Kerala, Uttar Pradesh and Himachal Pradesh for collaborative tourism development.

Infrastructure development: An outlay of INR 7.3 billion has been planned for development of tourism infrastructure in 22 districts across the state. PPP is being encouraged for the development of accommodation facilities, booking infrastructure, site operations and retail and development of eight tourism hubs. Government has entered into a tie up with IL&FS to develop 50 tourism sites and more than INR 20 billion of tourism related infra investments.

Kids tourism, golf tourism and coastal tourism: Gujarat Tourism plans to introduce kids tourism during summer vacations in places that would be of interest to kids. Another new tourism concept on 'Rama trail is planned to make tourists experience the journey that Lord Rama, Sita and Laxman undertook as part of their 14-year exile covering locations such as Sita Van, Ram Sarovar, Unai and Shabari Dham. For promotion of golf tourism in the state, private golf courses have been planned for development. There are plans to develop cruise terminals for dolphin sighting trips etc. for boosting coastal tourism in the state for which INR 1.6 billion have been allocated across 16 identified beaches.

Training & skill development: Training and skill development for employees engaged in providing tourism services through 335 Kaushalya Vardhan Kendras providing vocational skills to rural youth in various sectors including tourism.

4. Case Study on Tourism in Kerala

Tourism initiatives in Kerala date back to the 1980s. A comprehensive tourism policy launched in 1995 kick started focused efforts towards development of tourism which have since then been followed by several tourism planning and development initiatives categorised as per following:

Policy initiatives: First state in India to launch Tourism Vision 2025 strategy document. First to launch Kerala Travel Mart as a permanent organisation to promote tourist attractions worldwide. Launched the India International Boat show, the first of its stature in South Asia.

Product development: Addition of new tourist destinations, launch of innovative products like houseboats, tree houses and ayurvedic rejuvenation. Identification of backwaters and ayurveda as core sectors of focus.

Marketing: Creation of specific products accompanied with product specific marketing and promotion activities including invitations to world's leading travel magazines and newspapers to discover Kerala. 360 degree brand building campaign 'God's Own Country' was launched to utilise below the line promotion activities in addition to print and TV advertisements. Steps were taken to improve the state tourism website which was made available in a number of languages including English, French, German, Italian and Spanish for targeting visitors from these countries. In the year 2008, Kerala Tourism became the first state in the country to develop tourism related web content compatible with mobile phones.

Infrastructure: Kerala Tourism focused on developing the core and linkage infrastructure both in terms of accommodation units as well as passenger transportation.

Tourism services: Focused on building a critical mass of tourism workers, increasing technical skills, strengthening community entrepreneurial skills and augmenting managerial capacity.

While such initiatives have helped Kerala strengthen its tourism appeal, The Kerala Tourism Policy 2012 has been launched to augment past efforts and aid in developing a responsible tourism movement in the state:

Tourism infrastructure development: Task force on infrastructure development to be launched for development of local leisure destinations, wayside facilities and provision of tourist information centres at major tourist destinations. Around 11 infrastructure projects with an outlay of INR 50 billion have been planned over the next four years including a tourism complex at Veli in Thiruvananthapuram and an Ayurveda manufacturing unit at Punalur.

Encouraging investment: Steps to encourage PPP participation such as fast track clearance to tourism projects with investment above INR 0.1 billion, residential tariff for home stays and other fiscal and non fiscal incentives.

Brand building: Kerala Convention Promotion Bureau (KCPB) plans to market Kerala aggressively in the MICE business segment especially in countries of Australia and China. Formulation of marketing strategies and destination specific campaigns along with usage of social networking sites such as Facebook and Twitter for promotional campaigns is being implemented. Participation in both national and international road shows/fairs such as Top Resa, Paris; JATA Travel Mart, Tokyo; WTM, London; ITB, Berlin etc. and conducting workshops in countries such as Geneva, UK, New York, Chicago, Los Angeles, Paris etc. being carried out to attract international tourists. International Campaigns such as 'Your Moment is Waiting' reflect the increased focus on attracting international tourists.

Usage of IT & communication: In the year 2012, Kerala became the first state in the country to profile all tourist destinations across the state and to list services available along with connectivity by integrating a new set of mobile-based services and IT-driven projects. Other instances of IT usage include WAP guide, applications for Android and iOS and Bluetooth kiosks.

From products to experiences: Plans to start 'Spice Route tourism' on lines of Silk Route tourism of China which is expected to start from Muziris port in Kerala up to Venice in Italy passing through 31 countries.

Success of steps outlined above is being reinforced through cooperation and collaboration between various stakeholders such as tour operators, property owners, travel agencies, government agencies etc. through various partnership meets organised by Kerala Tourism in various parts of the country.

5. Role of Govt. And Private Sector in Promoting Tourism in North India

States in North India have adopted multiple tourism strategies in order to enhance the tourism potential. Various fiscal incentives and investor friendly policies are being adopted by the state governments for development of state infrastructure.

Table 2: Incentives & policy support by state governments in northern states

State	Fiscal incentives	Policy support	Tourism/civic infrastructure development plans
Himachal Pradesh¹	<ul style="list-style-type: none"> 10 year tax holiday for entertainment units Deferred payment of luxury tax by hotels and tourism units Special incentive package for satellite towns and cyber cities with investment of over USD 21.5 million by NRIs and foreign investors 	<ul style="list-style-type: none"> Special priority to Tourism sector for grant of power connections Single window clearance Destination Himachal Funds for marketing activities 	<ul style="list-style-type: none"> Development Institution Funding of USD 95 million from ADB Increase in helipads to 70, aerial ropeways at 12 identified places, wayside amenities, spas and resorts, ski slopes, tourist centres, multiplexes, parking, amusement parks, golf course, 4/5 Star Hotels, budget accommodation etc. at priority areas
Punjab²	<ul style="list-style-type: none"> Land allotment on easy terms for developing hotels on selective basis Provision of soft loans for new tourism projects and expansion of existing ones 	<ul style="list-style-type: none"> Collaboration with UNWTO for technical assistance Sikh Circuit Tourism Plan worth INR 2.5 billion Single window clearance 	<ul style="list-style-type: none"> PPP development of roads, expressways, hotel management institutes, hotels and convention centres, tourist complexes, sports complex, parking facilities etc.
Haryana³	<ul style="list-style-type: none"> INR 1 billion and above or employing more than 500 persons projects- financial assistance at 50% of tax paid for seven years (five years for investment up to INR 30 million) as Interest Free Loan (IFL) for five years Five year exemption from electricity duty Customized incentives- INR 0.3 billion/ above projects Facilitation of land auction and institutional finance 	<ul style="list-style-type: none"> Single window clearance Task force headed by the Tourism Minister for finalization of tourism proposals Declaration of Special Controlled Areas from Tourism point of view 	<ul style="list-style-type: none"> Development of Gurgaon as convention, exhibition hub and golf city along with adventure sites, theme parks, camping sites in Sohna and Damdama, Kurukshetra as a pilgrim destination & Morri, Kalesar and Sultanpur as eco tourism sites Planned upgradation of existing resorts, setting up theme parks and multiplexes, Tourist Reception Centres
Uttarakhand⁴	<ul style="list-style-type: none"> Three year 100% entertainment tax exemption; 30% for further five years Five year 100% exemption for new amusement parks, ropeways Capital investment subsidy in new project at ceiling of INR 3 million Five year Rebate/ Deferred payment of luxury tax for new units 20% assistance for investments up to INR 1 million Land availability on reasonable terms/ price or as equity 	<ul style="list-style-type: none"> Single window clearance Government rest houses to be utilised for tourism Provision of beer bar licenses to hotel units with attached restaurant facilities Establishment of separate funds for tourism development 	<ul style="list-style-type: none"> Concessions for infrastructure projects on merit basis Five ropeway projects and connectivity improvements for identified seven tourism zones Adventure centers planned at 19 locations for promoting outdoor activities like trekking, mountaineering, river rafting, kayaking, canoeing, rowing, water and snow skiing Focus on infrastructure development through PPP
Jammu & Kashmir⁵	<ul style="list-style-type: none"> Capital subsidy for taxi operators up to INR 0.7 million Capital investment subsidy up to INR 10 million for tourism units more than INR 250 million Investment subsidy for modernisation of travel agencies to 50% of project cost DG subsidy- INR 0.4 million Timber subsidy for houseboat repairs Subsidy for adventure equipment up to INR 0.7 million 	<ul style="list-style-type: none"> Single window clearance Special area development programme in place for heritage conservation of old Srinagar city 	<ul style="list-style-type: none"> INR 1.2 billion allocation during 2012-13 for infrastructure development and upgradation through public investment Development of nine and 18 hole golf courses, chairlift facilities, Yatri Niwas, clubs and youth hostels, museums, tourist resorts, convention centres, renovation of heritage sites, industrial training institutes etc.

State	Fiscal Incentives	Policy Support	Tourism/Civic Infrastructure Development plans
Rajasthan⁶	<ul style="list-style-type: none"> Exemptions for new tourism units for seven years: 100% luxury tax, 50% stamp duty, 50% entertainment duty, 50% electrical duty, 50% conversion charges Interest subsidy to hotel, motel etc. Low land conversion charges at select areas Liberal Floor Area Ratio at two Facilitation of institutional finance 	<ul style="list-style-type: none"> Single window clearance Simplification of rules for land allotment & conversion Expeditious disposal of applications Usage of government buildings for tourism Simplified and time bound procedures for hotels for obtaining bar license 	<ul style="list-style-type: none"> 25-year vision for infrastructure development including tourism sector Promotion of PPP in development of accommodation units and hotels Establishment of modern well equipped tourist reception centres at important entry points and destinations
Uttar Pradesh⁷	<ul style="list-style-type: none"> Five year exemption/deferred payment for luxury, entertainment tax for new ropeways, trade tax for restaurants Entertainment tax exemption for paying guest scheme units 100% exemption from stamp duty Interest free loan for pioneer units Heritage hotels and capital investment subsidy schemes with a subsidy of 10% Facilitation of institutional finance and financial assistance to units in hill areas 	<ul style="list-style-type: none"> Single window clearance Simplified approval procedures Rationalised luxury tax assessment Paryatan Mitra committee solving entrepreneurial issues 	<ul style="list-style-type: none"> Outlay of INR 34.6 billion planned during 2002-2022 for creation of connectivity and tourism infrastructure Creation of special funds to finance infrastructural facilities in identified circuits Priority to develop basic infrastructure facilities viz. roads, aviation services rail, surface and water transport assured electrical supply, telecom facilities, drinking water, sewage facilities and accommodation through PPP

6. Suggestions for Boosting Tourism in India
Based on extensive research on hospitality and tourism

industry, viable business models may be developed for encouraging private sector participation in activities such as:

- Developing and managing operations of tourist facilities at important tourist places
- Laying down industry standards, ethics and fair practices in consultation with the government
- Actively participating in preservation and protection of tourist attractions
- Encouraging green practices research and implementation
- Taking steps to encourage local community involvement in planning, development and maintenance of tourism projects
- Providing adequate training and skill development opportunities for employment creation as well as provision of quality services to tourists
- Undertaking promotion and marketing activities for tourist destinations in collaboration with government.

Multiple tourism circuits across states based on varied themes of pilgrimage, adventure, natural flora and fauna, cultural heritage, national history, famous personalities, moments, rivers and other topographic diversity provide ample opportunities for increasing the tourism potential of northern states of India. This may further be enhanced through:

- Identification and development of new tourism circuits or enhancement of existing ones
- Development of integrated circuits in collaboration with neighbouring states
- Infrastructural development focusing on tourist destinations as well as civic infrastructure
- Encouragement for private sector participation in form of financial incentives such as lower taxes, subsidies, easy finance options or availability of land banks
- Establishment of required administrative set up
- Development of innovative marketing and promotion techniques
- Leverage key strength of the state in terms of natural resources, flora and fauna, rich and cultural heritage etc. to promote different forms of tourism.

Several recommendations may be suggested based on studies of successful domestic and international tourism case studies:

- India's image needs to be projected as a safe and secure tourist destination
- Regulatory and policy changes may be introduced in order to increase international tourist inflow
- Private sector investments may be encouraged through provision of fiscal and non fiscal incentives for boosting infrastructure development
- New tourist destinations may be identified and further development of the same for offering innovative tourism products or experiences
- Integrated tourism circuits may be developed across states based on attributes, tourism potential, current and future connectivity and synergy within destinations
- Seamless travel may be facilitated across integrated circuits through introduction of integrated taxation regime, linkages between various public transportation modes and improvements in highway infrastructure such as petrol pumps, clean drinking water kiosks and sanitation facilities, road signages etc.
- Joint marketing programmes may be developed, usage of publicity material like brochures, print creative, audio video presentations, short films, radio jingles, online

creatives and advertisements over media channels may be promoted and innovative marketing techniques over social media channels may be adopted along with increased involvement of local travel trade partners for promoting tourism in integrated circuits

- Participation in international events may be increased and customised tour packages with competitive pricing may be developed keeping in mind the profile of visitors, budget and travel requirements
- Training and skill development programmes may be introduced in order to not only meet the anticipated manpower shortfall but also develop an adequately skilled workforce
- Local community involvement may be encouraged through awareness programmes and workshops for sustainable development and maintenance of tourism in the country.

7. Conclusion

The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. Tourism in India is a potential game changer. It is a sun rise industry, an employment generator, a significant source of foreign exchange for the country and an economic activity that helps local and host communities. India is a tourism product which is unparalleled in its beauty, uniqueness, rich culture and history has been aggressively pursuing the promotion of tourism both internationally as well as in the domestic market. Indian tourism industry is thriving due to an increase in foreign tourist arrivals and greater number of Indians travelling to domestic destinations than before. In the past few years the real growth has come from within the domestic sector as around 30 million Indians travel within the country in a year. The Ministry of Tourism promotes the country's various tourism products through its tactile campaigns under the Incredible India brand- both for international as well as domestic markets. The budget allocated for the Domestic Promotion & Publicity and Overseas Promotion & Publicity including Marketing Development stood at INR 1.1 billion (USD 17.73 million) and INR 3.5 billion (USD 56.41 million) for the financial year 2013-14. The ministry has set up a Hospitality Development and Promotion Board, which will monitor and facilitate hotel project approvals. The allocation for Ministry of Tourism in the Union Budget 2013-14 has been increased by INR 876.6 million (USD 14.13 million) to INR 12,976.6 million (USD 209.30 million).

There is a need to take steps to improve the present scenario of tourism that includes extending facility of visa-on-arrival to tourists from more countries, simple tax rules and ensuring safety of tourists. There is a need for better marketing and brand strategies to promote the sector. The cost of obtaining an Indian visa is prohibitive and we need to take a relook at it. Creation of an enabling environment for the sector's growth would lead to rise in foreign tourists' inflows and foreign exchange earnings, thus, contributing to economic growth. This would also lead to creation of additional jobs in the sector, which would create opportunities for all sections of the society and in turn lead to attaining an all-inclusive development. Set against this backdrop, CII is organising a mega event 'CII Tourism Fest' from 5 to 7 December 2013 in Chandigarh to bring all critical stakeholders like policy makers, officials of Ministry of Tourism, State Governments, International Tourism

Boards, hoteliers, hospitals, tour operators and travel agents on one platform.

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