

ACKNOWLEDGEMENT

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ORG STUDY TEAM

Executive Summary

The Hospitality Scheme of Ministry of Tourism, Government of India showcases India's tourist destinations to travel industry related professionals of target countries, with the expectation that they will publicize India in their country, which will establish connect with prospective tourists of those countries to visit India. It was also expected that the 'travel and tour operators' delegates' would add more destinations of India in their itinerary as they would have been impressed by India's unexplored tourism potential.

The study reveals that some publicity as well as inflow of inbound tourism has been done by the delegates. However there is scope for improvement in attracting more tourists and effectively fulfilling the objectives of the scheme. This is because; the traffic from the sample group is around 486 tourists in the three financial years in the study, mostly to places that are already famous in the international tourist circuit and the publicity that has happened is primarily in the print media with comparatively lesser presence in social media channels.

The following actionable agendas may help in augmenting the effectiveness of the hospitality scheme

Actionable Agenda:

The consultant proposes the following actionable agenda with its implications in order to make the hospitality programme more effective:

Involve more Partners/Stakeholders in the Scheme: In the present practice, there is no scope to involve other countries as partner in the programme and sharing of costs and benefits with them would require a completely new endeavour and change in Government policy. Limited exchange takes place with selected airline agencies. The programme should also aim to involve tourist associations/clubs both India and abroad and other divisions of the Ministry, like the Publicity Division in providing suggestions/inputs/recommendations to shortlist delegates having better profile in showcasing locations as prospective destinations for visit, especially prospective delegates having good presence in their area of activity, reputation and contacts in their professional field so that their outputs on destinations and facilities in India are able to impress prospective travelers to include India.

Develop Mechanism to Follow-up Delegates and Maintain Relations: There should be a mechanism for follow-up till the output stage of the delegates and also maintain continuing relation with them so that they remember and continue to promote India. A separate study in the form of an Apps or official machinery can be instituted to find out and recommend measures as follow-up on the output of delegates. In addition to new delegates, some of the earlier delegates (initially 10%) who are found to have actively promoted India after their visit should be continued with and included in visits to lesser explored places rather than already famous and popular tourist destinations.

Devise Schemes to Improve Publicity and International Presence: The scheme needs additional reinforcement of devising publicity, promotion and package development schemes and workshops for both the Ministry and the delegates. Presently, the core objective of promotion and publicity completely rests on the delegates who have visited India as to whether they want to proactively promote India or not. The output generated, as analyzed in this study shows that it is below fifty percent and also not in the modes and avenues that are relevant for the trade like social media, theme based apps, e-travel companies among others. Delegates having better profile like celebrity bloggers, travel journalists etc. are much in demand and their itinerary are generally booked about a year in advance. The Ministry should plan well in advance to approach and involve them in the programme to make it effective.

However, in view of the present budget provisions for the scheme, initial effort should be to involve such delegates not requiring long haul transport.

Focus More on Selling New Unexplored Areas, Niche Tourism and Contemporary Products:

Analysis of data revealed that the scheme is ending up promoting places that are already famous and popular tourist destinations. There should be an effort to include unexplored places with better amenities, niche products and theme based tourism like rural tourism, monsoon tourism, food trail, IT centres and centres of academic excellence in India. In this way, the ministry can utilize the services of the scheme in publicizing and testing new initiatives and projects for tourism promotion. Similarly, the state tourism departments can suggest places of tourist interest that they want to promote, and the benchmark of selection should be the level of destination development achieved there.

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1. INTRODUCTION

1.1 Promotion of Tourism in India

Publicity and promotion of tourism products and services were part and parcel of the tourism ministry since many decades. Also, organizations that were connected with tourism did their bit in promoting India as an attractive tourist destination. In fact, during the last four decades of the last century, the 'Maharajah' logo of the national air carrier 'Air India' conveyed quite a lively impression about India as an attractive destination than all the publicity activities put together. Publicity and promotion of tourism is managed and coordinated as part of official work, which gives it the required platform to coordinate between official policy level requirements and the implementation aspects.

However, tourism is more about projecting the human face, its colours, its attractions, fragrances and legacies all offered to prospective tourists by a well coordinated team generating enthusiasm for service, coordination, satisfaction, best facilities and treatment conducted with panache and grace.

In the new millennium, the Ministry of Tourism in order to incorporate such vigour, variety and colour towards promotion of India developed a brand pertaining to tourism as the sole attraction, started the 'Incredible India' campaign and branding strategy. The campaign highlights the variety and diversity of tourism attractiveness of India both in terms of visibility and the processes needed to promote tourism. It is a successful venture that is borne by the fact that the World Economic Forum has raised the rank of India in terms of Travel and Tourism Competitiveness Index (TTCI) from 65th in 2013 to 52nd in 2015¹. Some of the efforts may have been due to the several schemes that are being implemented in the past few years for promotion of tourism under the Incredible India campaign. The Hospitality Scheme is one of the schemes aimed at promoting inbound tourism.

1.2 The Hospitality Scheme

The Hospitality Scheme is an important scheme of the Ministry of Tourism for promotion of tourism to India from potential markets overseas. Under the scheme, the Ministry of Tourism invites Travel Writers, Journalists, Photographers, Opinion Makers, Film/TV Terms, Travel Agents and Tour Operators, Agencies promoting Incentive / Convention Travel, Opinion Makers / Dignitaries / Celebrities / Speakers and Door Prize / Contest Winners etc. These guests are also invited to cover important events such as International Buddhist Conclave, International Tourism Mart (ITM) in Shillong, Himalayan Run & Trek Event in Darjeeling and other such events organized or supported by MOT. Hospitality proposals are mooted by the 14 India Tourism Offices overseas and sent for approval to the Ministry. On approval of the proposal, the International and domestic air passages are provided by the concerned India Tourism Office overseas, while all other ground arrangements like accommodation with meals, transportation, guide etc. are made by the domestic India Tourism Offices.

¹ India Rises by 13 Places in Tourism & Travel Competitiveness Index; cited in <http://incredibleindia.org/index.php/trade-nav/latest-news/1742-india-rises-by-13-places-in-travel-a-tourism-competitive-index-2015>

2. OBJECTIVES OF THE HOSPITALITY SCHEME

2.1 Background

The main objective of the scheme is to project India as an attractive multi-dimensional tourist destination option offering a vast range of attractions and provide the guests with first-hand information / knowledge of the India tourism product and facilities during their familiarization tours on the Ministry's hospitality. The emphasis of the scheme is to:

- I. Familiarize travel agents / tour operators / opinion makers about new tourism products and developments in the field of tourism and motivate travel agents / tour operators who have not included India in their tour packages, to do so.
- II. Motivate and facilitate media representatives, print & electronic media, for positive reporting on India by educating them on ground realities and dispel negative perceptions / misinformation about India so as to project the correct image of India to consumers / viewers through their articles, photos, films etc.
- III. Acquaint specialized tour operators / Travel agents with niche products like mountaineering, trekking, wellness etc. to enable effective selling of such specialized packages.

The scheme has continued for some years and now the ministry has embarked on a proposal to evaluate the scheme with the following objective

2.2 Objective of the Study:

The objective of the study is to study on the impact, efficiency and effectiveness of Hospitality Scheme in promoting tourism and developing the tourism market overseas

Terms of Reference

The Terms of Reference of the study are mentioned below:

- i) Feedback of the India Tourism Offices in respect of the visits of hospitality guests in the promotion of India as a tourist destination
- ii) Feedback from Hospitality offering recognized service providers (Hoteliers and Transporters) on the relevance of the scheme in the promotion of India as a tourism destination
- iii) Ascertaining through secondary information whether other tourism boards (Boards of top 20 countries in International Tourist Arrivals) follow a similar practice of inviting hospitality guests for the promotion of their destinations.
- iv) Ascertaining whether the scheme is widespread enough in providing exposure to different parts of the country
- v) Ascertaining whether the objective of the scheme was met by way of publicity returns accrued from the visit of hospitality guests during the 3 years, 2011-12, 2012-13 and 2013-14. Publicity returns of the following nature are to be ascertained: -
 - Articles published about India
 - Documentaries/Features aired about India
 - Inclusion of new destination in the customized tour package of tour operators, etc.
- vi) Recommending actionable agenda for making the scheme more effective
- vii) To draw a conclusion on the fulfillment of the objective of the scheme and if required suggesting options with likely financial implications

2.2 Scope of the Study

The study took opinion and suggestions from the stakeholders of the scheme i.e. the delegates and the service providers in evaluating and assessing whether the scheme has been able to achieve its objectives of promoting India as an attractive tourist destination for inbound tourists and whether more destinations have been added to the international tourist itinerary apart from the obvious choices like the Golden Triangle comprising Delhi, Jaipur (and Rajasthan) and Agra with its Taj Mahal or Kerala and Goa.

The study also researched on the prevalence of such schemes in the top twenty countries in the world in terms of attracting inbound tourists to benchmark the key factors attracting the tourists and the role of such hospitality scheme in highlighting such key factors, and also the benchmarking of such schemes in those countries so as to explore scope for any improvement or reorientation of the hospitality scheme of the tourism ministry for improved results.

The study involved both primary and secondary research i.e. survey of stakeholders and researching of best practices. In addition, it also involved some desk based research on the performance of the scheme in the study years. The study covered the following category of delegates and the events that they participate and report about.

Guests:

Travel Writers, Journalists, Photographers, Opinion Makers, Film/TV Terms, Travel Agents & Tour Operators, and Agencies promoting Incentive, Convention Travel, Opinion Makers / Dignitaries / Celebrities / Speakers and Door Prize / Contest Winners etc.

Events:

International Buddhist Conclave, International Tourism Mart (ITM) in Shillong, Himalayan Run & Trek Event in Darjeeling and other such events organized or supported by MoT.

3. STUDY IMPLEMENTATION STRATEGY AND METHODOLOGY

3.1 Strategy and Methodology:

The study implementation strategy and detailed methodology adopted is mentioned in the following sections.



The details of the study implementation strategy adopted are mentioned below:

(i) Documentary/Desk Based Research, Visit to Tourism Boards/Organizations of other countries. Client Office and Web Sites

The strategies adopted for the tasks are mentioned below:

- Reviewed documents, data and information on the promotion and implementation of hospitality scheme in 2011-12, 2012-13 & 2013-14
- Desk top research and visits to tourist offices of Tourism Boards/Organizations of other countries and interacted on the terms of reference of study especially about presence of similar schemes in their countries with performance reports and figures, best practices among others (*Discussion Guidelines in Appendix*)
- Conducted Desk-based study and reference to news articles, research studies, performance reports, ministry reports and data and open sources information and data sourced from the internet, public libraries, ministry sources, sites and offices of the top twenty countries in terms of tourist arrivals besides looking at the other sources suggested by the client.

(ii) Interview with Domestic Tourist offices, Overseas Tourist Offices, Tour Operators, Hoteliers, Delegates to get feedback on the Scheme and other information

The samples taken for the survey and the study strategy are mentioned below:

(a) Interview with Domestic Tourist offices, Overseas Tourist Offices

Sl. No.	Interviews: Tourist Offices	Number of Offices	Interview Strategy
1	Domestic Tourist Offices	20	<ul style="list-style-type: none"> Established contact over telephone and mail with the respective tourist offices Explained need for interview as per study and request for date and time for interview Sent questionnaire (<i>See Appendix</i>) in advance via mail/WhatsApp to gain familiarity and understanding about the information required as per questionnaire Requested for WhatsApp ID and other details to conduct web based interview Conducted the interview on the appointed date and time and recorded the feedback both in writing and audiovisual mode. Also adopted other options like videoconferencing /Web-Cam based interview as per mutual convenience and agreement
2	Overseas Tourist Offices	14	<ul style="list-style-type: none"> Established contact over telephone and mail with the respective tourist offices Explained need for interview as per study and requested for date and time for interview Sent questionnaire (<i>See Appendix</i>) in advance via mail/WhatsApp to gain familiarity and understanding about the information required as per questionnaire Requested for WhatsApp ID and other details to conduct web based interview Conducted the interview on the appointed date and time on WhatsApp and recorded the feedback. Also adopted other options for interview like videoconferencing/ Web-Cam based interview based on mutual convenience
Total		34	

(b) Interview with Tour Operators, Hoteliers and IRCTC/MICE Offering Service Providers

Sl. No.	Type of Sample	Sample Size	Sample Coverage Strategy
1	Hoteliers	5	<ul style="list-style-type: none"> Arranged hoteliers providing delegation service in terms of star category and took at least one hotelier from each star category using systematic circular random sampling with replacement In the event of hotels offering delegation services being all five-star category hotels and resorts, accordingly, arranged them in terms of region and took at least one hotel or resort from each region using systematic circular random sampling with replacement
2	Tour Operators/ Travel Agents	15	<ul style="list-style-type: none"> Arranged tour operators and travel agents providing different types of packages, like adventure tourism, eco-tourism, heritage tourism, Buddhist circuit tourism and top three destinations circuit Took three members from each category using systematic circular random sampling with replacement to complete the quota of fifteen samples
3	IRCTC/MICE Offering Service Providers	5	<ul style="list-style-type: none"> Took two operators providing IRCTC services and three operators providing MICE packages from the list using systematic circular random sampling with replacement
Total		25	

(c) Interview with Delegates

Sl. No.	Year	Sample Size			Sample Coverage and Interview Strategy
		Total	Individuals	Groups	
1	2011-12	32	15	17	<p>Sample Selection and Coverage Strategy</p> <ul style="list-style-type: none"> • Segregated the delegates/groups into Travel Writers, Journalists, Photographers, Opinion Makers, Film/TV Terms, Travel Agents and Tour Operators, Agencies promoting Incentive / Convention Travel, Opinion Makers / Dignitaries / Celebrities / Speakers and Door Prize / Contest Winners • Selected at least one individual of each category of delegates/groups i.e. Travel Writers, Journalists, Photographers, Opinion Makers, Film/TV Terms, Travel Agents and Tour Operators, Agencies promoting Incentive / Convention Travel, Opinion Makers / Dignitaries / Celebrities / Speakers and Door Prize / Contest Winners from the list provided by the client and completed the sample using multi-stage using systematic circular random sampling with replacement • Included at least one individual and one group from each of the 14 India Tourist offices abroad <p>Interview Strategy</p> <ul style="list-style-type: none"> • Established contact over telephone and mail with the respective tourist offices • Explained need for interview as per study and requested for date and time for interview • Sent questionnaire (See Appendix) in advance via mail/WhatsApp to gain familiarity and understanding about the information required as per questionnaire • Requested for WhatsApp ID and other details to conduct web based interview • Conducted the interview on the appointed date and time on WhatsApp and recorded the feedback both in writing and audiovisual mode. • Also looked at other options for interview like videoconferencing/Web-Cam based interview based on mutual convenience and agreement
2	2012-13	38	18	20	
3	2013-14	22	8	14	
Total		92	41	51	

(iii) Data Entry, Analysis and Findings of (i), (ii) & (iii) and Identifying, Collating and Indexing of Key Words, Search Topics and Issues for Web Based Survey**(i) Documentary/Desk Based Research, Visit to Tourism Boards/Organizations of other countries. Client Office and Sites**

The data entry, analysis and findings along with their requirements for the study with regards to information collected by way of desk based study and visit to client offices and offices of tourism boards/organizations of other countries are mentioned in the table below:

Sl. No.	Source of Information	Documents / Information Collected	Analysis	Relevance to terms of reference of study
1	Client Office	Detailed Information on the Delegate programmes of 2011-12, 2012-13 & 2013-14	• Documentary Review	• Gathered information on delegates, the programme, performance and results

Sl. No.	Source of Information	Documents / Information Collected	Analysis	Relevance to terms of reference of study
2	Tourism Boards/ Organizations of other countries	Information about promotional schemes that resembles the hospitality scheme of MoT, Gov't of India	<ul style="list-style-type: none"> • Documentary Review • Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> • Got Feedback on scheme details and key success factors to incorporate in 'Hospitality' scheme of MoT after assessment to improve its efficiency

(ii) Interview with Domestic Tourist offices, Overseas Tourist Offices

Sl. No.	Source of Information	Mode of collecting Information adopted	Analysis	Relevance to terms of reference of study
1.	Domestic Tourist Offices	Web-Based Survey with interview technique and questionnaire method	<ul style="list-style-type: none"> • Qualitative Analysis Interview of Responses 	<ul style="list-style-type: none"> • Assessed effectiveness of programme in promoting domestic tourist products and implementation quality of scheme • Identified Key words and phrases to be used for web based survey
2.	Tourism Boards/ Organizations of other countries	Web-Based Survey with interview technique and questionnaire method	<ul style="list-style-type: none"> • Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> • Assessed effectiveness of programme in propagating the hospitality scheme, covering key tourist markets representatives and related implementation requirements • Identified Key words and phrases to be used for web based survey

(a) Interview with Tour Operators, Hoteliers and IRCTC/MICE Offering Service Providers

Sl. No.	Source of Information	Mode of collecting Information adopted	Analysis	Relevance to terms of reference of study
1.	Hoteliers	Face to face interview with questionnaire method	<ul style="list-style-type: none"> • Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> • Assessed effectiveness of programme in promoting domestic tourist products • Got feedback on delegates about delegate programme and tourist potential • Got inputs to make the delegate programme more effective both in implementation and impact • Identified Key words and phrases to be used for web based survey
2.	Tour Operators/ Travel Agents	Face to face interview with questionnaire method	<ul style="list-style-type: none"> • Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> • Assessed effectiveness of programme in promoting domestic tourist products including tour packages, destination promotion among others • Got feedback on delegates about delegate programme and tourist potential • Got inputs to make the delegate programme more effective both in implementation and impact • Got information on actual business

Sl. No.	Source of Information	Mode of collecting Information adopted	Analysis	Relevance to terms of reference of study
				<ul style="list-style-type: none"> generated by way fo delegation programme Identified Key words and phrases to be used for web based survey
3.	IRCTC/MICE Offering Service Providers	Face to face interview done with questionnaire method	<ul style="list-style-type: none"> Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> Assessed effectiveness of programme in promoting domestic tourist products, packages, conferences, exhibitions, events and others etc Got feedback on delegates about delegate programme and tourist potential Got inputs to make the delegate programme more effective both in implementation and impact Got information on actual business generated by way fo delegation programme Identified Key words and phrases to be used for web based survey

(iii) Interview with Delegates

Sl. No.	Source of Information	Mode of collecting Information	Analysis	Relevance to terms of reference of study
1.	Travel Writers, Journalists, Photographers, Film/TV channel representatives	Web Based Interview	<ul style="list-style-type: none"> Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> Got information on publicity and promotion done in various modes post visit to India Took suggestions on the scheme for its improvement Identified Key words and phrases to be used for web based survey
2.	Travel Agents & Tour Operators	Web Based Interview	<ul style="list-style-type: none"> Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> Got information on publicity and promotion done in various modes post visit to India and bringing tour packages and travellers groups to India Suggested on the scheme for its improvement Identified Key words and phrases to be used for web based survey
3.	Opinion Makers / Dignitaries / Celebrities / Speakers and Door Prize / Contest Winners etc.	Web Based Interview	<ul style="list-style-type: none"> Qualitative Analysis of Interview Responses 	<ul style="list-style-type: none"> Got information on publicity and promotion done in various modes post visit to India Suggested on the scheme for its improvement Identified Key words and phrases to be used for web based survey

3.2 Study Sample Plan & Sampling Strategy

The study adopted a mixture of qualitative and quantitative strategy. The overall sample universe of delegates taken for the study is mentioned below:

Sample Universe of Delegates:

Year	Individual	Group	Total
2011-12	74	87	161
2012-13	88	102	190
2013-14	38	69	107

Sample Size of Delegates

The study took 20 percent of individuals and 20 percent of groups offered hospitality for each overseas office during each of the year 2011-12, 2012-13 & 2013-14 as per the plan mentioned in the terms of reference. Accordingly, 20 percent of each category of delegates were taken as sample for the study. The 20 percent delegates comprised Travel Writers, Journalists, Photographers, Opinion Makers, Film/TV Terms, Travel Agents and Tour Operators, Agencies promoting Incentive / Convention Travel, Opinion Makers / Dignitaries / Celebrities / Speakers and Door Prize / Contest Winners etc, as per instructions of the client., They were equitably selected from the 14 overseas tourist offices who send these delegates to India. The sample distributions of delegates for the study are mentioned below:

Year	Individual	Group	Total
2011-12	15	17	32
2012-13	18	20	38
2013-14	8	14	22
Total	41	51	92

3.3 Questionnaires and Discussion Guidelines:

The study tools included the following schedules. These were used as part of the survey to collect information on the objectives and terms of reference of the study.

Sl. No	Type of Questionnaire / Schedule	Number of Questionnaires/ Schedules
i	Questionnaire for Government of India Overseas Tourist Offices	14
ii	Questionnaire for Government of India Domestic Tourist Offices	20
iii	Questionnaire for Hoteliers and Tour Operators And MICE/IRCTC Offering Service Providers	25
iv	Questionnaire for Delegates who are travel writers, travel photographers, journalists, dignitaries, Door Prize winners among others	92
v	Questionnaire for Delegates who are Travel Agents and Tour Operators	
vi	Discussion Guidelines for Tourism Boards/Organizations of other countries	20
Total		171

The total scope of sample for the study and the actual number of samples achieved along with reasons for delay is mentioned in the table below:

Type of Field Work	Scope of Coverage (No. of Samples)	Number of Samples Achieved	Reasons for Non-Response
Questionnaire for India Tourism Offices Overseas	14	11	Offices at China and France are yet to respond despite several emails and persuasions
Questionnaire for Domestic India Tourism Offices	20	15	Response pending from Andaman & Nicobar, Kolkata, Guwahati. Non-Response is due to absence of senior officers.

Type of Field Work	Scope of Coverage (No. of Samples)	Number of Samples Achieved	Reasons for Non-Response
Questionnaire for Hoteliers and Tour Operators and MICE/IRCTC Service Providers	25	28	NA
Questionnaire for Delegates	92	94	The list of delegates could be obtained only in November-December 2016. There was no response from the delegates during mid Dec to Mid Jan due to Christmas and year-end holidays. Response from delegates of 2011-12, 2012-13 is very slow as substantial time gap has happened.
Questionnaire for Other Country Tourist Offices	20	15	Responses are very slow. Some are waiting for their country office for the go ahead to give the information.

The discussion guidelines and questionnaires are mentioned in the appendix.

4. TEAM MEMBERS AND TASKS

4.1 Task Assigned

The team members and tasks assigned for conducting the study are mentioned below:

Sl. No	Project Position	Tasks
1	Project Manager	<ul style="list-style-type: none"> • Client servicing • Liaison and coordination for field visits and • Coordinating and giving inputs for interviews, surveys and net based research • Working on making and finalizing of deliverables including the reports and periodical update on work to client • Finalizing the deliverables in coordination with other team members and the organization
2	Survey Statistician	<ul style="list-style-type: none"> • Finalizing study strategy, methodology, questionnaires, analysis strategy and deliverables • Providing directions in conducting information gathering exercise including discussions, interviews and net based research • Analysis of data and information and making the reports in coordination with other team members and the organization • Providing solutions to client and team members queries on study related issues
3	Information Specialist Technology	<ul style="list-style-type: none"> • Understanding study requirements and providing inputs to development of study tools • Making information gathering tools like videoconferencing, skype and web cam based tools • Conducting web based interviews and net based surveys in coordination with project managers and survey statistician • Assisting survey statistician and project manager in analysis of data to draw conclusions including suggesting and operating web based analysis tools
4	Support Staff	<ul style="list-style-type: none"> • Assisting project manager and survey statistician in survey and interviews by managing logistics and coordinating • Assisting project manager in coordination and implementation activities • Assisting in compilation of data and making of reports • Any other task assigned by the project manager

5. APPROACH TO STUDY

5.1 Approach and Methodology

- The consultant adopted a consultative, systematic, participative, analytical, and rational approach towards conducting this study.
- It actively sought participation to understand perceptions of all Key Stakeholders, emphasized on holistic and strategic options to conduct the study to derive required information from stakeholders.
- It held regular consultations with the officials of the client and ratified the steps towards final Objective
- The consultant adopted participatory consultation method with the stakeholders to collect data/information about the effect and outcome of the Programme
- Appropriate qualitative methods for data/ information analysis were adopted to conduct the study.

Along with the above-mentioned approach the consultant ensured that the study is:

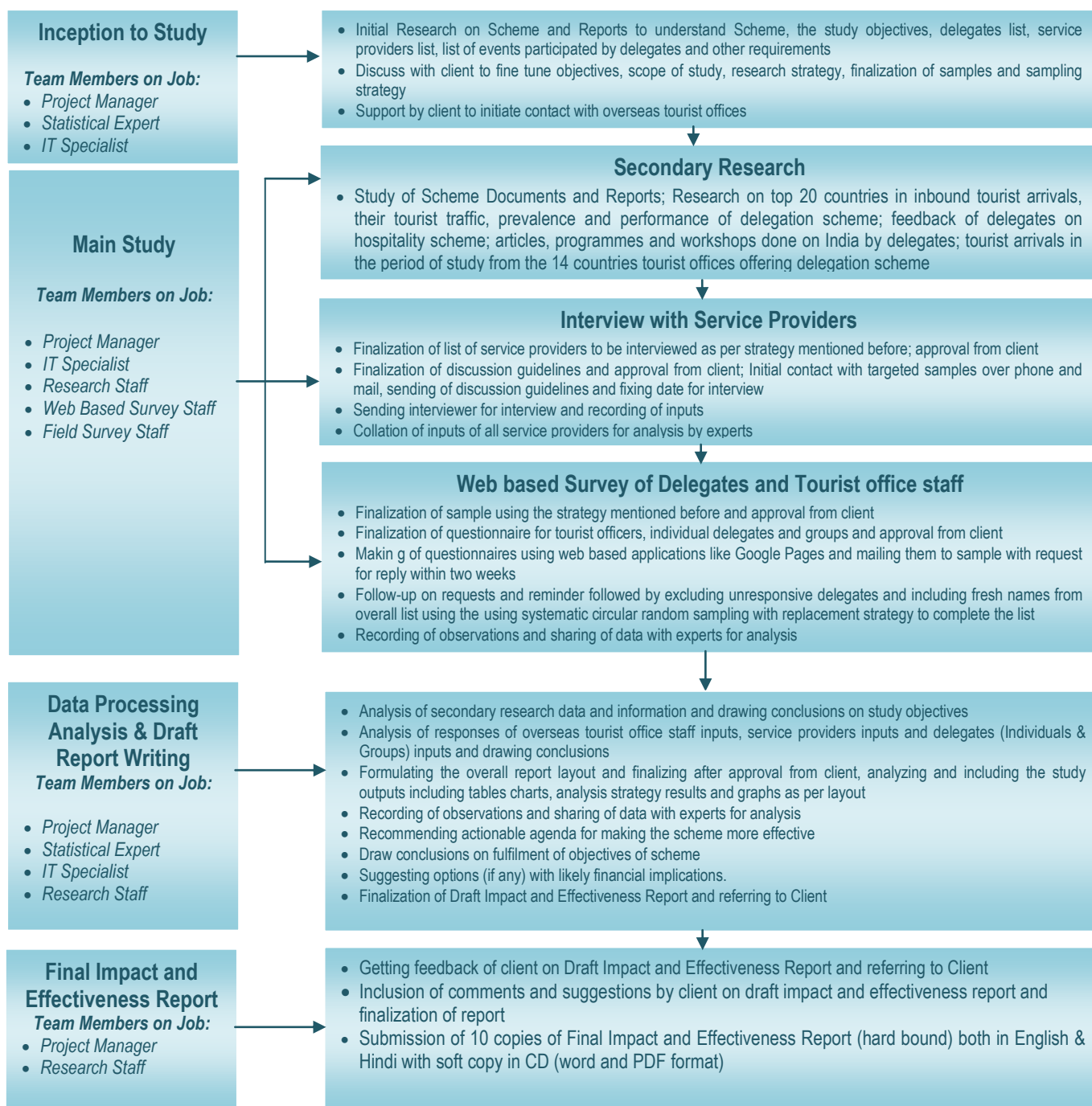
Process Driven: The participatory approach adopted by us was designed as a continuous process so that stakeholder consultations could be held at each stage of the study assignment.

Holistic Participation: We conducted participatory consultations with all stakeholders

Flexibility: As a matter of precaution, we endeavoured to make the consultative process flexible and resilient so that the process is adjusted and adapted with ease in keeping with different socio-cultural parameters and working environment of the different states

Key personnel with the best skillsets and experience mix available for the tasks at hand were deployed for undertaking the assignment who collectively worked for overall and strategic management of the Team.

DIAGRAMMATIC REPRESENTATION OF APPROACH AND METHODOLOGY ADOPTED FOR STUDY



6. DATA ANALYSIS & QUALITY CONTROL MEASURES

6.1 Data Analysis and Quality Control

The data analysis and control system were done according to the parameters mentioned below:

Data Analysis:

The study applied standard quantitative and qualitative techniques as described in the report before. Standard statistical, strategic and financial tools were applied to analyze the data and information collected by way of secondary research field survey and web based survey.

Quality Control

Quality in data collection was ensured through stringent quality control mechanism as under:

Recruitment and training of field personnel

The survey personnel had previous experience in carrying out secondary research from different sources, field studies and web based survey involving both quantitative and qualitative data. The field staffs were trained in a class room set up at Delhi head office by key personnel and before canvassing the questionnaires. The surveyors were trained by filling up of the questionnaires as dummy respondents for clarity.

Back-checks and scrutiny

During the survey, veracity of the data collected was ascertained through scrutiny spot checks and back-checks by supervisors and field coordinators. The supervisors and field coordinators accompanied the enumerators during the conduct of the field surveys.

Data Entry checks

Data entry checks were carried out in-house by **ORG's** data auditors and data managers to weed out inconsistency. Double entry of data was done to check the errors during data entry.

Data Entry and Analysis

As mentioned earlier, data checks/scrutiny was carried out to weed out inconsistencies and improve the data quality. Data analysis was carried out by the consultants to generate analysed tables according to the tabulation plan. Suitable statistical and analytical tools and techniques were used to analyzed the data gathered and arrive at the findings in order to draw conclusions and make recommendations for the study

7. ACTIVITY AND WORK SCHEDULE

7.1 Work Schedule

The planned work schedule for completion of the study was affected due to the delayed responses received from overseas respondents; prime reasons being the following

- a. The list of delegates could be obtained only in November-December 2016. There was no response from the delegates during mid Dec to Mid Jan due to Christmas and year-end holidays.
- b. Response from delegates of 2011-12, 2012-13 was very slow as substantial time gap had happened.
- c. Responses from Other Country Tourist Offices were very slow. Some were waiting for their country office for the go ahead to give the information that took an inordinately long time.

8. ANALYSIS OF FINDINGS – TERMS OF REFERENCE

8.1 Feedback from India Tourism Offices Abroad:

The consultant conducted interviews with following officers from the respective tourism offices of Government of India in the following countries as mentioned in the table below:

Country	Name & Address	Contact Person	Designation
South Africa	India Tourism, Cnr of Jan Smuts & William Nicol, Hyde Park Lane, Manor, Grosvenor Gate, Hyde Park 2196	Mr. I.R.V. RAO	Asst. Director (Addl Charge)
UAE	India Tourism, Dubai	Mr. I.R.V. Rao	Assistant Director
Singapore	India Tourism Singapore, #01-01 United House, 20 Kramat Lane, Singapore 228773.	MR. R K Suman	Assistant Director
Australia	India Tourism, Sydney, No.35, Level 1, Stockland Piccadilly, 133, Castlereagh Street, Sydney, NSW 2000	Mrs. Kanchan K Kukreja	Assistant Director
Germany	India Tourism, Frankfurt, Baseler Strasse 48, 60329, Frankfurt am Main, Germany	Ajit Pal Singh	Assistant Director & Head of Office
Japan	India Tourism, Tokyo, Isei Bldg, 7/8 Fl., 1-8-17, Ginza, Chuoku, Tokyo 104-0061	Mrs. Bidisha Sengupta	Assistant Director
USA (New York)	India Tourism, New York, 1270 Avenue of the Americas, Suite No. 303, New York, NY 10020	Sunil Kumar Lal Gond	Assistant Director
The Netherlands	India Tourism, Amsterdam, Pandz UID, Ijsbaanpad 9-11, 1076 CV Amsterdam	Dr. U.S. Mishra	Assistant Director /IC & Head of Office
Canada	India Tourism Toronto 60 Bloor Street West, Suite 1520, Toronto, ON, M4W 3B8	Anil Oraon	Director
Italy	Milan – Via Albricci 9 – 20122 Milano, director@indiatourismmilan.com info@indiatourismmilan.com	Shri C. Gangadhar	Manager
USA (Los Angeles)	India Tourism, 3550 Wilshire Blvd, STE 204, Los Angeles, California - 90010, Email: la.indiatourism@gmail.com	Sandhya Haridas	Assistant Director

Information and feedback from the representatives of the tourist offices on the visits of hospitality guests and their role in promotion of India as a tourist destination, the steps and arrangements made by the tourist offices to conduct the programme to make it a success and the suggestions made are analyzed in the succeeding paragraphs

i. Strategies, Tools and Techniques applied to Publicize the ‘Hospitality Scheme’

Information gathered on the aspect and its analysis reveals that the strategies, tools and techniques adopted for publicizing the hospitality scheme are standard strategies and tools adopted for a publicity exercise. The details of the strategies, tools and techniques adopted by tourist offices abroad to publicize the hospitality scheme clearly show that the initiatives followed the commonly treaded path for such works.

- Display of information was done on Ministry of Tourism website, which is a standard approach adopted for any government scheme
- E-Mail to tour operators, delegates; media houses on upcoming tourism events in India were made. However, there was no information on follow-up of such communication to get leads for the programme
- Seminars, road-shows, exhibitions, fair with 'India Evenings', 'Know India' themes were conducted. But this method works well for large scale publicity aimed at the larger crowd. The hospitality scheme requires focusing on a very specific target group and therefore an intensive and focused approach was required to reach at the target group.
- One-to-one meetings with delegates were conducted to explain them about the scheme and seek their cooperation in making it a success. Again, this is a standard procedure with moderate success rate as it becomes cumbersome to keep track of lots of meetings and the minutes
- Holding joint meetings with prominent tour operators not focusing on India and convincing them to visit India
- Coordinating with Indian Missions to send information on Hospitality Scheme received from headquarters to enable the Mission to recommend guests and opinion makers for the scheme
- Conveying information on scheme during press meets and interview with journalists during tourism trade events and other B2B events, as a well known old scheme to promote tourism in India
- Pursuing enquiries received from tour operators, travel writers, Journalists, bloggers, opinion maker, Photographer and making them aware about the scheme as per hospitality guidelines of Ministry of Tourism.

Strategies –

Discussions with the sample group revealed that concerted efforts were made with a discerning view to identify suitable candidates from amongst the diverse genre of TV Teams, Journalists, Travel Writers, Opinion Makers, Bloggers, Tour Operators / Travel Agents in order to send them to India under the Hospitality Scheme of MoT. Promotional events viz. Travel Shows/Exhibitions, Incredible India workshops/Seminars, Roadshows, Joint Promotional events were utilized as fertile grounds to identify and cultivate prospective guests to be sent under the Hospitality scheme. However, there has been no initiative in adopting new techniques like the social media in interacting with the target group or assessing their presence and influence in influencing opinion on tourism topics and aspects

Tools and Techniques –

The techniques used for selecting delegates included inviting questionnaires on tourism of India from the visitors to India Tourism Booth in Travel Shows/Exhibitions and selected candidates by draw of lots. The offices also carried out Quiz Contests, Seminars, Workshops on tourism of India in order to create and raise awareness with a view to select suitable candidates for the scheme. The organized Roadshows, Joint Promotional Events with

Travel Trade Partners and through draw of lots, selected the suitable candidates. This process is perfect in the event of adapting to a routine and tested procedure.

However, it would add more meaning and relevancy to the objective of the scheme if the profile of the delegates were examined with regards to their standing and influence in the tourism market before making the final selection.

ii. Criteria for Selecting Guests of different categories of Delegates

The criteria for selecting delegates are made according to the parameters and strategies mentioned in the table below:

Criteria	Details
Indian Mission Recommendation:	<ul style="list-style-type: none"> Recommendation of the Indian Mission in the region and profile of delegates including viewership and circulation etc
Television Viewership:	<ul style="list-style-type: none"> Viewership and Popularity of the TV channel whose representative are selected for the delegate programme Proposed T V Coverage
Digital Presence	<ul style="list-style-type: none"> Number of followers of digital media overall, and the prominence of space in the digital world as reflected in the delegates digital footprints
Profile of Guest	<ul style="list-style-type: none"> Stories covered and telecast by the Hospitality Guests on travel field; The proposed story/ Show concept Synopsis of proposed programme Brand alignment plans made by delegates TRP of the particular show hosted or made by the delegates Overall popularity of the guest Subscriptions, Hits or the followers of Hospitality guests on social accounts
Television Channel Representative	<ul style="list-style-type: none"> Popularity of Host/Guest/ Viewership of Channel,
Prior Awareness	<ul style="list-style-type: none"> In many cases the Journalists/tour operators are already aware of the guidelines and they send their proposal accordingly

Along with the above mentioned determining parameters for selecting delegates, the ministry also assesses the scale and size of publicity returns from media that they consider for selection. Some of the criteria used, include determining the kind of blogs / articles they have written in the past, no. of followers on Instagram / Facebook, no. of subscribers, page visits, the popularity of the media they write or popularity of their own blogs or websites etc. Some of the guests contact the ministry officials during fairs, events, seminar, etc. conducted by it in order to be considered as delegates.

Some of the other proposed delegates include Celebrity Chefs making series and documentaries for airing on prominent TV Channels, travel oriented TV Teams with objective to explore and cover tourist destinations of India, Digital Media with a high visitors' rate and suitable demographic profiles, Radio Show Hosts with high ranking popularity charts, Travel Bloggers with a sizeable following and Social Media with high rate of popularity among travelers.

The freelance journalists, bloggers are selected according to the work/articles/blogs contributed earlier. They are requested to share their work with the ministry for consideration. Those working for magazines/journals are

usually recommended by the editor of the media concerned. The editors also undertake to publish the articles on the return of the journalists after participating in the delegation scheme.

Overall, the criteria used include, determining the kind of blogs / articles they have written in the past, number of followers on Instagram / Facebook, number of subscribers, page visits, the popularity of the media they write or popularity of their own blogs or websites among others.

iii. Process adopted for inviting applications for prospective Delegates for the Scheme

India Tourism sends prescribed formats to the guests recommended by Indian Mission, tour operators associations, media agencies, airline agencies and other organizations. The filled-up formats with the assorted documents including copy of their Passport and identification documents are submitted at the local India tourist office. The proposals are sent to the Ministry of Tourism headquarters for approval two months prior to actual visit of the delegates. The approvals for visits are provided as per guidelines of Ministry of Tourism with regards to delegation scheme. The determining criteria influencing selection of delegates as per existing guidelines include:

- Tour operators who are actively promoting India, are encouraged to visit and promote lesser known parts of India but would like to first hand information about the destination to promote among their clients, are recommended for any suitable FAM trip hosted either by MoT or State Govt. FAM's or events like SATTE, GET-India, PTM etc
- Travel agents who have never visited India, are recommended for any suitable general FAM trip hosted
- Journalists are invited based on their interest in writing about the destination and their past writings
- Guests recommended by Ministry of Tourism
- Hospitality proposals are mooted by tour operators, hotel groups etc. who are interested to send travel agents to India wherein the land tour is hosted by the tour operators / hotels and air ticket is hosted by India Tourism
- Profiles and proposals from prospective delegates are duly screened with a view to get maximum Publicity Returns. The value of returns is quantified vis-à-vis the expenditure to be incurred by the Ministry
- Delegates for Marts /Conclaves/Yoga Festival etc. are selected according to the importance of the tour operator/journal
- India Tourist office requests Indian Missions to suggest names of important university professors, tour operators and journalists

iv. Prior Information and Material to Delegates about the Destinations and Events

The delegates are provided prior information about the destination and events. A complete itinerary and information on the destinations are conveyed to the delegates. Generally, the meeting is organized in India tourism office to hand over itineraries, flight tickets, destinations brochures and other materials. If the guest is not able to come down to office then it is sent through e-mails. Due endeavors are made to provide appropriate

information and material about the destinations and events before the delegates embark upon their visit. A brief about the destination to be visited is sent to the delegates followed by question and answers. Delegates are given information about the destinations they would be visiting and if requested, are also guided on what they could do additionally in these destinations.

v. Countries and Zones included in the Procedure and Publicity for Selection of Delegates.

The India Tourism office generally considers proposals from all countries coming under its purview. However, it actively pursues delegates from prominent countries under its jurisdiction. For example, source countries of high FTA's under the region, such as USA are actively considered. Growing markets such Mexico, Costa Rica etc., are also included in the procedure for selection. The tables below provide details of the number of applications received from prospective delegates, final numbers of delegates selected during the study period along with the reason (s) for their selection.

Country	Tour Operators (2011-12)		
	Applied	Selected	Reason for Selection
South Africa	2	2	Profile of the agents
UAE	20	15	4 members for PATA and 11 members for FAM Tour
Australia	25	25	Joint Promotion with Tour Operators/ To give Firsthand knowledge of Indian Tourism Product/ PATA Travel Mart/ Buddhist Conclave/ To cover stories on Indian Destinations. / Door Prize winner
Germany	102	102	Not Available
Japan	9	9	Potential of their performances to promotion of India and expected returns
USA (New York)	9	6	To attend PATA travel Mart in 2011, New Delhi
The Netherlands	18	18	Not Available
Canada	17	17	5 of them invited as delegates by PATA / To study the India destination as first-time visitors
Italy	10	4	Based on the importance of the company
USA (Los Angeles)	7	6	To attend PATA travel Mart

Country	Travel Writers (2011-12)		
	Applied	Selected	Reason for Selection
UAE	4	5	FAM Tour
Australia	8	7 (out of 8 travels writer-7 travel writer were approved by MOT)	To show case Indian Tourism products/ To cover stories on Indian Destinations.
Japan	5	5	Potential of their performances to promotion of India and expected returns
USA (New York)	6	5	Articles for various travel magazines in USA, Online article in US travel, Blogs on different destinations in India
Canada	2	2	Prominent Travel Writers

Country	Travel Writers (2011-12)		
	Applied	Selected	Reason for Selection
Italy	15	9	The guest is an expert on India
USA (Los Angeles)	9	9	Articles for various travel magazines in Mexico / Online article in US travel, lifestyle and news magazines / Blogs on different destinations in India

Country	Journalists (2011-12)		
	Applied	Selected	Reason for Selection
Australia	1	1	Travel related stories to be covered through his visit
Germany	21	21	Not Available
Japan	5	5	Potential of their performances to promotion of India and expected returns
USA (New York)	2	2 (01 Radio Journalist)	1. To cover Himalayan Run & trek event / 2. To cover handicraft exhibition organized by EPCH.
The Netherlands	4	4	Not Provided
Canada	2	2	Wrote for Prominent Newspaper Epoch Times
Italy	Included in travel writers & journalists	Included in travel writers & journalists	The publicity returns promised were good
USA (Los Angeles)	3	2	1. Golf magazine writer for golf tourism promotion / 2. To cover Himalayan Run & trek event

Country	TV Teams (2011-12)		
	Applied	Selected	Reason for Selection
Germany	4	4	Not Provided
Japan	2	2	Potential of their performances to promotion of India and expected returns
Canada	4 Members	4	Innovative subject undertaken by Canadian Sports Fishing TV Team to promote fishing destinations in India
USA (Los Angeles)	5	2	For a TV Travel show on Indian, covering Varanasi, Sarnath Orissa & Kolkata

Country	Digital Media (2011-12)		
	Applied	Selected	Reason for Selection
Australia	1	1	social media as a platform to promote India
Italy	Included in travel writers & journalists	Included in travel writers & journalists	Not Available

Country	Bloggers (2011-12)		
	Applied	Selected	Reason for Selection
Italy	Included in travel writers & journalists	Included in travel writers & journalists	Not Available

Country	Social Media (2011-12)		
	Applied	Selected	Reason for Selection
Italy	Included in travel writers	Included in travel writers &	Not Available

Country	Social Media (2011-12)		
	Applied	Selected	Reason for Selection
	& journalists	journalists	

Country	Others (2011-12)		
	Applied	Selected	Reason for Selection
UAE	0	1 Speaker	To attend International Conference on Tourism and Technology – IT, Delhi
Japan	3	3	Potential of their performances to promotion of India and expected returns
USA (New York)	Opinion Maker/ Technology Integrator -1	Opinion Maker/ Technology Integrator -1	To deliver guest lecture at the Intl. Conf. on Tourism & Technology organized under the aegis of IIT, Delhi from July 7-9, 2011
Canada	1	1	Well known Opinion Maker
Italy	speakers/ University professors/ Opinion Makers/ Stakeholders	9	Recommended by MOT / To promote incentive & MICE tourism
USA (Los Angeles)	Opinion maker – 1/ Decision maker - 1	2	To attend International Conference on Tourism & technology in Delhi / Sports travel & management company rep, to attend PTM

2012-13

Country	T-Operators (2012-13)		
	Applied	Selected	Reason for Selection
South Africa	5	5	Profile of the agents
Singapore	0	42	Recommended by Indian Mission/MOT
Australia	20	20	Joint promotion with tour operator/firsthand knowledge in India tourism product/International travel mart
Germany	41	41	0
Japan	58	58	Potential of their performances to promotion of India and expected returns
USA (New York)	Tour operators - 15/ Travel agents – 2	Tour operators - 12/ Travel agents – 2	To familiarize with India Tourism products to promote India in US and South American Market.
The Netherlands	11	11	Not Available
Canada	10	5	Potential to promote India
Italy	15	6	Not Available
USA (Los Angeles)	Travel agents – 6/ Tour operators - 6	Travel agents – 3/ Tour operators - 5	Proposal by tour operator Luxury India Holidays / To attend Buddhist Conclave / FAM trip on Deccan Odyssey hosted by MTDC

Country	Travel Writer (2012-13)
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	Applied	Selected	Reason for Selection
UAE	1	1	FAM Tour
Singapore	0	7	Recommended by Indian Mission/MOT
Australia	4	4	International travel mart/ to cover more story on India.
Japan	14	14	Potential of their performances to promotion of India and expected returns
Canada	4	1	Good record as a travel writer
Italy	0	15	Not Available
USA (Los Angeles)	4	4	1- For articles for Fortune Magazine in Mexico / 2- To attend Buddhist Conclave – articles for Travel Age West / 1- FAM trip on Deccan Odyssey hosted by MTDC

Country	Journalists (2012-13)		
	Applied	Selected	Reason for Selection
South Africa	2	2	Not Available
UAE	6	6	FAM Tour and I for Deccan Odyssey

Country	Journalists (2012-13)		
	Applied	Selected	Reason for Selection
Germany	25	25	Not Available
Japan	15	15	Potential of their performances to promotion of India and expected returns
USA (New York)	6	4	To cover Himalayan Run & Trek Intl Annual Event. Sponsored by MoT
Italy	Included in travel writers & journalists	6	Not Available
USA (Los Angeles)	1	1	To attend ITN, Guwahati

Country	TV team (2012-13)		
	Applied	Selected	Reason for Selection
Singapore	0	2	Recommended by Indian Mission/MOT
USA (New York)	9	9	To cover India for TV Travel Show “Resto del Mundo” / To explore TV film making company producing shows for ABC Channel. / To cover Indian handicrafts & gifts fair in 2013.
Canada	4	4	Celebrity Chef TV Team to make film on cuisine of India

Country	Digital Media (2012-13)		
	Applied	Selected	Reason for Selection
Italy	Included in travel writers & journalists		

Country	Bloggers (2012-13)		
	Applied	Selected	Reason for Selection

Country	Bloggers (2012-13)		
	Applied	Selected	Reason for Selection
Italy	Included in travel writers & journalists		Not Available

Country	Social Media (2012-13)		
	Applied	Selected	Reason for Selection
Italy	Included in travel writers & journalists	0	Not Available

Country	Others (2012-13)		
	Applied	Selected	Reason for Selection
Singapore	0	8	Recommended by MOT
Japan	11	11	Potential of their performances to promotion of India and expected returns
USA (New York)	Decision maker -2 / Photographer - 1	Decision maker - 2 / Photographer - 1	2- To bring USTOA Board Members to India to show-case India's tourism Infrastructure. / 1- To cover Himalayan Run & Trek Intl Annual Event. Sponsored by MoT
Canada	1 Publisher	1	Well known Magazine
USA (Los Angeles)	Opinion maker -3	Opinion maker - 3	2 - To attend Buddhist Conclave / 1- South India FAM trip by Indo Asia Tours

The representation of delegates was comparatively low or non-existent from countries like Singapore, South Africa, Germany, The Netherlands, UAE, Australia, USA (New York, Los Angeles), Italy and Canada. Along with this, there was also very low representation in new media channels especially digital and social media channels. One of the reasons for low representation in new age media channels may be the level of penetration of such media in these countries was low during the period of study.

vi: Sharing of Experience of Visiting India by Delegates:

Most of the guests communicated their experience over telephone and through publicity returns report that was shared through email communication. Media persons published write-ups / photographs about the visited destination in their magazine / newspaper. TV teams gave coverage of the destination in their TV channels. Most of the delegates gave qualitative feedback about their experience during their visit in India through e-mails. The guest after completion of their visit, promote India via their respective publications, articles/media coverage on their tour programme. Travel agents, tourism destination/places are evaluated by them. Some Hospitality Guests shared their experiences of their India trip by sending videos, photos; link etc. especially the media fraternity. Some guests, especially the journalists after completion of their visit promote India via their respective publications and submit copies of their articles as said by them.

The mode of communication was predominantly by e-mails. Travel Writers and Journalists sent their articles as publicity returns in print and electronic media. Tour Operators and Travel Agents started marketing and selling packages to India thereby indicating about their activity towards promotion of the places they visited as

delegates. Their participation in Travel shows and 'Know India Seminars' with India Tourism Toronto endorsed this fact that they were in pursuance of their marketing plans from India. TV Teams submitted their films while these were being aired on the promised TV Channels at the same time.

India Tourism office has a feedback form in which it gets feedback from all the delegates. Some delegates send preliminary reports. Journalists have shared links to their articles and some have shared news article by post. Tour operators inform in due course of the tours they develop for India.

vii: Information from Third Party / Public Sources about Publicity done by Delegates after their India visit

The overseas tourist offices receive information directly and also through the Indian Missions and some travel agents about the activities of the delegates in promoting India as a tourist destination based on their experience during the visit. There has been good response from the public for the articles published by delegates after the visit. Sometimes travel agents/members from other organizations shared the stories on e-mails/WhatsApp. The guests are given due hospitality by the concerned regional & field India tourism offices. In travel shows and other events India Tourism officers come across people while discussions who share their experiences gathered through reading or otherwise about media writer/photographers that have visited India. 'Walk-in' tourists in office and visitors at the 'India Tourism stands' in travel shows mention about the publicity and marketing activities. India tourist offices receive many reports, slide shows, photos from third parties about exhibitions, articles, presentations/speeches done about India which were contributed by the delegates. Sometimes, consumers have informed through walk-ins or phone calls or at travel shows that they have read about the articles written by journalists / travel writers.

Other than these, there have been instances of people sharing their experiences about India either through visits or by way of getting exposure through programmes, articles, talks about India.

However, there are no direct allusions, reference or connectivity to some specific delegate's programme, talk or article. In that way, it can be averred that either the number of delegates is low in which case probability of match is likewise low, or the delegates' work is not getting widespread exposure.

viii: Maintaining Contact with the past Delegates:

India tourism offices maintain contact with the past delegates and invite them during major events organized in their respective countries. The guests also remain in contact through active correspondence and through social media. They are also invited in India Evening / Know India Seminar organized periodically by India Tourism offices abroad. The delegates are active on social media. They add posts about India as a Tourist destination on their accounts including some guests who use the social platform from time to time. Sometimes, media persons are invited for official functions.

However, it is to be accepted that for India tourism offices, email is the main medium of communication till today though they do try to promote India through 'Social Media' from time to time. India tourism offices also try to keep contact with the guests on and off to find out if they are still continuing promoting India. Broadly, e-mails and 'Know India' seminars are the main avenues of India Tourism offices to keep in touch with past delegates. Some

articles, news, write ups, blogs, photos about India etc. have been published on Facebook. From the delegates side, those tour operators or writers who are interested to maintain contact through Facebook, LinkedIn among others, regular contact and actively promote India through such social media channels.

The tourist offices keep record of the publicity returns accrued, and the information on continuing activities and contacts are also recorded for reference.

viii: Hospitality Offering Service Providers:

The hospitality offering service providers are an integral part of success of the hospitality scheme due to which they are selected from verified sources and references. Discussions and inputs from the sample group reveal that the hospitality offering service providers are selected on the basis of their profile and potential/interest and as per the guidelines mentioned by the Ministry from the client side and the guidelines along with membership of recognized industry associations like IATO, IATA, PATA, ATOAI and others. Considering the importance of the programme and the constraints involved in terms of organizing and coordinating the works related to the scheme in different geographical and administrative areas, it is quite natural that the service providers are selected from verified sources and not from any open forum or source.

ix: Problems Encountered in Servicing the Hospitality Scheme in Overseas Tourist Offices:

The India Tourism offices in South Africa, UAE, Singapore, Australia, New Zealand, Fiji, The Netherlands and Italy did not face any problem in reaching out and selling India to prospective delegates, developing content and facilities provided by the scheme, coordination with other agencies, funds for managing the scheme among others. There was adequate number of manpower to manage the scheme. There were no publicity and promotion constraints or any other constraints for that matter.

However, the India Tourism offices in Germany, Japan, USA (Los Angeles and New York) and Canada did face some constraints as mentioned below:

Japan:

There was problem encountered in servicing of visa applications in Japan. So, visa application centres (Japan/Korea) in Japan needs to be improved especially for tourists, or better coordination should be done from the India Tourist Office to facilitate the process.

USA:

Business Class Tickets: In USA, sometime the guests request for Business Class air tickets. However as per the scheme only Economy Class tickets are allowed.

Delay in Filing Reports by Delegates and Follow-up Work: There is a problem in getting the reports of the delegates about their experience of the visit and the office has to constantly follow-up in getting the reports. Additional manpower will certainly help to follow up constantly with the guests for publicity reports, returns among others, which the guests usually do not submit without follow-up in some cases.

One of the reasons is that the office is under-staffed to follow-up constantly with the guests for reports, returns etc., which the guests usually do not submit without follow-up. Also, it is seen that over the years, few tour

operators submit a large number of hospitality proposals in a year to host travel agents, due to which other smaller tour operators do not get the benefit of the scheme.

Visa Problems: Some issues with processing of visa have come up in the period under study. Problems have mostly arisen for journalists as they have to apply for the J-Visa. However, wherever guests have faced visa problems, this office has taken up the matter with the Consulates to facilitate processing of visa documents.

Delay in Receipt of Information: Sometimes, hospitality events are informed towards the end of the Financial Year, with guest lists mooted by associations or organizations to MoT for hospitality. The office would not have budgeted such events into consideration while preparing the Annual Action Plan and hence Budget for the hospitality scheme may not be available and would have to be adjusted from other Plan Sub-Heads.

Germany:

The office needs a designated officer to implement the hospitality scheme.

Canada:

Sometimes due to long haul destination & some negative news by Western Media based upon the news feed by Indian media, there arises a problem in attracting the delegates for the hospitality scheme. Also, there have been instances of facing difficulties in obtaining permission from various agencies in India and overseas such as Indian missions, ASI and State Govt. India Tourism offices overseas as limited staff as a constraint in processing the requests. In many cases posts are lying vacant since numerous years. This has led to a gap in constant follow up action and facilitation. The option of only economy class of travel tickets poses a constraint in inviting celebrities, celebrity level opinion makers, travel writers, chefs and others. The duration of hospitality in India should also be increased, since it is a long haul and people would like to travel for a longer period.

The issues and constraints shared and highlighted are operational issues at the most with some suggestions on changing policies, like the need for business class tickets for inviting influential celebrities as well as the duration of the scheme.

However, the scheme is running as of now and it is imperative to know the reasons for its sustenance and the best practices needed to improve its performance in the coming years.

x: Key Steps Required for Better Management of Hospitality Scheme:

Discussions and feedback from the sample group provided the following performance and operational requirements that need to be implemented and followed to further improve the scheme. The key operational, strategic and procedural steps mentioned by representatives of overseas India tourist offices in the sample countries in ranking order, which they think will further improve the scheme; are mentioned below:

Key Steps Required for Better Management and Performance of Hospitality Scheme

India Tourism Office	Rank-1	Rank-2	Rank - 3
South Africa	Maintain Rapport with the Media in the countries within the region	Liaison with travel trade	Reach out the masses through TV channels
UAE	Maintain Rapport with the Media in the countries within the region	Liaison with travel trade	Reach out the masses through TV channels
Singapore	Increase the number of New	Create Awareness about	Reach to the selected people /

India Tourism Office	Rank-1	Rank-2	Rank - 3
	packages developed / sold by Tour Operators	new destinations	audience to promote the Scheme
Australia	Extensively promote the scheme in Australia as it is one of the top ten tourist generating market for India as far as inbound tourism is concerned	Visa facilities, and increase in E-tourist visa figure	Generate interest in tour operators/travel agents for India's destinations
Germany	Select Specialists to provide leadership to the Scheme	Prior briefing of the different products & destinations to the promoters required	Professional Handling of the Scheme
Japan	Encouraging media people to give positive information/publicity to general consumer	Motivating travel trade people to promote lesser known destinations in India	Giving experience of actual India to Media/Opinion makers/Scholars to report real India
USA (New York)	To cover both Luxury and regular segments of Tourism including Yoga Convention, Tourist Trains, North East, Commercial (MICE) Events	To include India centric or India dedicated tours in their Itineraries and brochures	After Introduction of e-tourist visa from now many travel agents/operators are well convinced to sell India more & more
The Netherlands	Identifying potential guests in advance for anticipative planning	Convincing guests to promote destination which are not known in the country	Professional ground arrangements for proper handling of scheme
Canada	Increasing awareness of India Tourism products and services	Nurturing Growth in loyal visitors/opinion makers	Dispelling the myth of India tradition and culture to promote the scheme
Italy	Feature India as a 365-day destination	Promoting India as a destination which can offer everything to everybody through the scheme	Promoting India as a safe destination recalling the slogan "Atithi Devo Bhava"
USA (Los Angeles)	Development of unique tours to lesser known regions of India or unique festivals of India	Development of niche tourism products, such as wellness, etc.	Travel agents / tour operators who have never sold India, start include India as a destination for their clients

The steps voiced by the sample group shows that information dissemination on travel packages, maintaining rapport with media and publicity agencies especially of the target countries for inbound tourism, developing new unexplored places to include them in the tourism itinerary especially development of niche tourism products and improving overall efficiency of processing of the scheme are the key points to be considered to make the scheme more efficient. As of now, there are certain aspects of the programme that are proving as bulwark for sustenance of the hospitality scheme.

xi: Three Best Aspects of 'Hospitality Scheme' Promoting India as an attractive tourist destination

Discussion with and feedback from the sample group on the positive and constructive aspects of the scheme provided information on aspects that are helping in successfully implementing the core objectives of the hospitality scheme. It will be cumbersome to enumerate the response of the total sample group more so with the fact that the response also matches in some cases. So, the commonly referred aspects are mentioned at the outset followed by the one-off aspects of the scheme.

The scheme allows the ministry officials to select the guests by assessing their interest in India and their availability and they can also enumerate and assess the publicity returns accruing to the office by way of the hospitality scheme. The scheme provides the opportunity to the ministry officials to highlight new destinations along with the provisions and amenities available there, gather remarks and recommendation of local persons who has visited the destination in order to garner positive points for the tourist destinations. Another positive fallout of the scheme is that it prevents negative publicity of destinations and tourism environment as a whole because the delegates get firsthand experience of the destinations and their veracity is assured. They also write articles and do programmes on India besides promoting India by word of mouth publicity.

The scheme in fact covers the maximum number of important persons coming from different segments to visit India, who in turn can promote India on regular basis in long run. It allows travel agents and travel writers etc., who have never visited India, to be able to visit India and learn the destination through their first-hand experience. The hospitality scheme helps change the perception and apprehensions about India, in all respects provides an update about new tourism products, exploring of new areas and off-the-beaten track, vastness, diversity between the different regions, destination for all seasons and all age groups. It encourages the travel trade to explore lesser known regions of India and promote the same. Apart from these direct benefits the hospitality scheme also helps change the perception and apprehensions of guests about India, in terms of safety, poverty, hygiene among others.

These are very important and positive aspects of the programme and are certainly helpful in providing the impetus and rationale needed to continue with it. However, there is scope for adding or enhancing certain aspects, which is both desirable and important for the continuing success of the scheme for which it was thought imperative to get information about it from the sample group.

xii: Measures and Steps for Making the ‘Hospitality Scheme’ more effective

Many points were discussed and suggested by the sample group to make the scheme more effective and it can be assured that most of them have been recorded and considered for evaluation and sharing for consideration of implementation.

Extend the Stay: One of the prominent suggestions voiced by the sample group is that the hospitality should be offered for 8-10 days as 6 days hospitality is very less to make the delegates appreciate the feel of India as India as a tourist destination offers a bouquet of products and Indian experience gradually seeps into the traveler. India is more of experience and it grows on the subject with succeeding days. So, the longer is the exposure to India, better will be the experience of the tourist about India.

Platform for Interaction and Sharing of Experience: The other suggestion that is thought to be important is that there must be a provision for meeting or interaction between the delegates and the senior most officer of the Ministry /Regional office who should interact with the visiting journalist/travel writers. In case of travel agents, Regional Director and IATO official should interact. This will give the programme the much-needed importance in the eyes of the delegates and make them feel important and their visit purposeful. In return, it will improve the response of the delegates in promoting India through their professional channels and practices.

In this context, it is highly advisable to arrange for a workshop at the Central Tourism Ministry with senior officials; after the end of the tour and sharing of experiences and also arriving on a common plane on the publicity and promotion that the delegates will do after their return to their respective countries.

Early Submission of Publicity Returns: It was also suggested that there should be a system whereby the Journalists, travel writers; TV team should be made to submit the promised publicity return within three months of their visit to India. This is more important in some specific type of cases for example, in some cases where the delegates especially journalist and travel writers resign from the concerned publication and it then become very difficult to receive the publicity returns as promised. The Tour Report or Feedback from Tour Operators/Travel Agents/incentive agents, which so far is not mandatory should be made mandatory for them to some extent, it was suggested. Also, unlike other Tourism Boards some target must be fixed for the Tour Operators/ Travel Agents/incentive agents that on return from India trip how many Tourist they would sent to India in a particular given time frame. It is also known from some sources that few Tourism Boards share only fifty percent of air fare and rest is borne by Hospitality Guests. This point should also be looked into

Ground Arrangement by Local Tourist Office: Another important suggestion made was that only the ground arrangements and handling of the tour should be done by local India Tourism offices under the guidance of regional level approved 'Guides' only and not by the Travel Companies employees. Alternately, different airlines should be allowed to take the tour operators and Media on FAM tours. In this case only ground arrangement is to be provided under the scheme. Ground Arrangements in terms of Tour Guides/Interpreters by India based Tour Operator must be properly taken care off especially in case of non-English-speaking guests who are mostly unable to speak English and face lot of problem understanding the language.

Avoid Repetition of Guests: On the guest list finalization, it was voiced that the there is possibility of repetition of the guests before three years in which case it was suggested that care should be taken to include different destinations in the yearly schemes. So, the timeline of 3 years, before the same guest can be hosted on hospitality, should be looked into. This is because for example, the Tour operators, who actively promote India, would benefit by visiting lesser known regions of India or specialty events like Buddhist Conclave, ITM etc., more frequently or annually, which will help them develop new itineraries to such regions. But many a times such active tour operators are not able to be hosted on India Tourism hospitality, due to the restriction of 3 years, if they have availed hospitality in the past.

Joint FAM Tours: It was suggested that procedures should be laid down for organizing joint FAM tour with organizations, i.e. Indian Railways, Airlines, State Government among others and the visits must be product oriented followed with meeting with the officials from the Ministry/State Tourism department officials. Facility to sponsor TV teams, FAM tours by involving Indian DMCs and State Governments should be organized it was opined.

Advance Intimation: There should be sufficient advance intimation for inviting guests and timely approval should be arranged for it. Permission should also be arranged for other airlines due to non-availability of Air India direct flights, especially in the international travel sector.

Encourage Indian Origin Tour Operators: The scheme it was revealed discourages Indian origin tour operators from attending FAM trips or hospitality events hosted by the Government, whereas such Indian origin tour operators are well-versed in India and are the biggest promoters and sellers of India as a destination, in terms of volume and unique and diverse tour packages. Foreign tour operators only promote two to three main tour packages, such as the Golden triangle or South India etc. and India is never the main focus destination. Convincing Indian tour operators to include more destinations and also increase the frequency of including Indian destinations in their regional itinerary for tour groups; will be easier as they may certainly have familiarity with other destinations due to their Indian roots.

Organize Scheme Specific Events: There are specialized MoT events such as ITM, Buddhist Conclave, IDY Yoga FAM among others. However, MoT may consider hosting some general hospitality FAM trips every year that includes the highlights of India, Region wise FAMs such as South India, West India etc. These hospitality FAM trips can be arranged as part of a specialist training program for travel agents, interested to learn about the destination and promote it. Hence those who already have expertise in North India, can maybe learn about other parts, whereas those who have never been to India, can visit the highlights like, Golden Triangle.

Limit Travel Agent Proposals: Tour operators, who regularly avail the scheme to host travel agents on MoT hospitality, maybe set a limit on the travel agent proposals they can submit in a year, so that all tour operators benefit from the scheme. It is also suggested that MoT may ensure that such tour operators do not charge the guests a fee for the ground tour package offered by them, when MoT is extending partial hospitality, in terms of air ticket.

All the suggestions and experience voiced during the study are important for strengthening the offerings of the programme and can be considered for inclusion in succeeding periods. There were also other methods and strategies suggested part from these, and they also seem to complement the suggestions made here and strengthen the overall scheme.

xiii: Other Methods for Promoting India as an attractive inbound tourist destination:

Offer Partial Hospitality: Many methods were suggested by the panel to promote India as an attractive tourist destination. The panel said that the India Tourism overseas offices should try to offer partial hospitality to the guests in the form of accommodation, meals, transport and domestic tickets whereas potential guests getting international sector tickets from Airlines flying to India should be given preference. Each overseas office should send limited guests (10 guests) to curtail the expenses and the guests should be handled by domestic India Tourism Offices and not IATO members.

Tourist Information App: One important suggestion made was that 'India Tourism App' in local languages overseas should be developed and distributed in the target country to spread awareness about the tourism potential and attractive tourist destinations.

Projecting Coherent Image of India: The issue of projecting a coherent image of India as a tourist destination was mooted and it was suggested that State tourism should coordinate with Centre before conducting any road shows overseas and more emphasis should be given to annual conventions of Companies/ Travel writers

associations to coordinate with regards to the image and information shared about India. Along with this, it was suggested that there should be extensive electronic campaigns through Social Media, organization of more and more tourism related events in India by MoT or other tourism consortiums such as FICCI, SATTE, CII etc. where prospective Tour Operators /Media professionals can be invited to focus more on India as favorite destination.

It is to be noted that the Ministry is already undertaking various methods like waiver of tourist visa, increase of direct flights to major cities in India, increasing the safety aspects of tourists including peaceful and hassle-free travel and no overcharging to tourists with in India that are encapsulated in the 'Atithi Devo Bhava' campaign.

The Ministry is also coordinating amongst services providers of India and local travel trade to offer comparative packages for India at a competitive cost, curbing illegal and unscrupulous agencies, which has multiple negative image of India. Supplementary Campaign by the service provider in overseas market and emphasis on thematic awareness campaign is also being done by the Ministry.

Other than these measures, overall infrastructure is also major concern among people traveling to India. This area should be looked into. Also, it is great difficulty for Foreign Visitors who wish to travel on Indian Railways but unable to book their travel tickets on IRCTC website. Many times, the Payment Credit/Debit card does not get accepted and the online system only sends OTP number on India cell phone. This brings lot of embarrassment to prospective travelers to India. This should be addressed suitably through creating a single window system so that tourist visiting India on their own should also be able to book Air tickets as well as Indian Railway tickets before travel to India and can be able to plan their India trip accordingly.

xiv: Improving Effectiveness of Scheme: Suggested Measures

It was posed to the sample group that if the suggested measures to promote India as an attractive tourist destination were to be implemented then in what way will the hospitality scheme contribute towards it and what would the changes and suggestions be included in it. In response, the sample group provided many suggestions

Standard Training Programs: One of the measures suggested was that the MoT may consider developing a standardized specialist training program for travel agents / tour operators, with a base module and other specialist programs, for those looking to promote unique itineraries. Such specialist training programs should be uploaded on the Incredible India website and can also be used by India Tourism offices for webinars or as sponsored content on Travel Association / consortium websites. The modules should include short videos of popular itineraries, so that the agents get a feel of what they can experience in India.

Research on Target Markets: For large countries, such as the US, where India Tourism has two offices, it will be beneficial to have a research conducted on the regions within the US, from which travelers travel to India or the US Travel outbound statistics to Asia may be analyzed centrally by MoT. As US is the biggest source market for India, this will help to accurately determine the cities /States within the US, from which people travel to India for tourism and upcoming fast growth cities etc. This will help better plan promotional activities region wise and in a focused manner. Budgets can also be allocated to the offices, accordingly.

Localize Information in Incredible India Site: There is a feedback that visitors to the Incredible India website, find it confusing, and don't know where to start their travel plans from. A solution to this can be that of localizing

the search by asking the browser for their location and providing the services available at the nearest and matching exactly with the requirements. Resultantly, if the Incredible India website opens up to a main page, it asks the website visitor about the location from which he is accessing. For example, if a person is accessing from the US, he can select his region from the world map, and from the area in US where he is accessing from and the page then can lead to information of the local tourist offices of India Tourism in the US along with a list of tour operators / travel agents who are in that region and their contact information, which is now not present. Additionally, the link to the list of approved Indian tour operators / hotels etc. can be included. Social media promotions may be intensified. Given the popularity of digital and social Media, categories such Influencers, Instagrammers, etc., with large followers, may be considered for inclusion, under the hospitality scheme. A database of such people may be pooled centrally.

The inputs of the overseas tourist offices of the ministry provided valuable insight into the functioning of the scheme and the output it is providing towards development of India as an attractive tourist destination. They also suggested the measures that need to be taken to make the scheme more attractive and useful for the delegates and serve the purpose of promoting India as an attractive tourist destination. An important part played in servicing the scheme is by the domestic tour operators and hoteliers who service the scheme at the destination in coordination with the domestic tourist offices. Their inputs are also important to understand the efficacy of the scheme and the measures needed to make it more effective towards fulfilling its objectives.

8.2: Feedback of Domestic Tour Operators/ Travel Agents, Hoteliers and Service Providers on the Hospitality Scheme

The list of hoteliers, travel agents and tour operators included in the study are mentioned in the table below. The consultant contacted them initially by way of e-mails and telephone calls and followed it up with personal interviews to collect their responses to the questionnaire as per their schedule.

Sl. No.	Category	Name
1	Hotelier	Hotel Polo Towers
2	Tour operator	Jungle Travel India
3	Tour operator	impression tourism services (India) private limited
4	IRCTC	IRCTC
5	Tour operator	Landscape Safari tour & travels
6	Tour operator	Clubside tour & travels Pvt. Ltd
7	Hotelier	Hotel Brahmputra Ashok
8	Tour operator	NAMMS Tour & Travels
9	Hotelier	Vishwaratna Hotel
10	MICE	Tybro's (India) Tours Pvt. Ltd.
11	Tour operator	Amigoo Travel service
12	Hotelier	The Oberoi Group
13	Hotelier	Kenilworth Hotel
14	Tour operator	Heat travels & tours India Pvt. Ltd
15	Hotelier	The Park, New Delhi
16	Tour operator	Tamarind Global
17	Tour operator	Welcome Tours and Travels Chennai Pvt Ltd

Sl. No.	Category	Name
18	Hotelier	Sun-n-Sand Hotel
19	Hotelier	Apeejay Surendra Park Hotels Limited
20	Tour operator	Garha Tours & Travels
21	MICE	ALPCORD NETWORK Event & Conferences Management Co.
22	Tour operator	Columbus Travels
23	Hotelier	The Metropolitan
24	Tour operator	Cosmos Travels & Tours
25	Hotelier	Shangri-La-Eros Hotel
26	Tour operator	Adventure world
27	Tour operator	Noble House Tours Pvt. Ltd
28	Hotelier	The Lalit

The analysis of their responses to the questionnaire is mentioned below:

Analysis of Responses:

The analysis inferred that the role of the tour operators, travel agent and hoteliers is similar in the sense that all of them service the scheme in terms of providing the logistics required for travelling and staying purposes. In that way, they have complementary roles in the scheme in which case their responses have also been presented taking their collective views on the issues incorporated in their questionnaire schedule. It follows the overall perspective with regards to their role in servicing the scheme

Association by Virtue of Being Members: The primary reason for travel and tour operators, hoteliers participating in the delegation scheme is that it is a scheme that is promoted by the trade bodies of which they are members. Most of the travel and tour operators are members of tourism industry bodies like IATO. So, they get the information with regards to the modalities to participate in this scheme and some members participate based on their assessment of benefits that may accrue to them from the scheme.

Provide Logistics and Ground Level Support: The travel and tour operators' response shows that they are primarily responsible for providing logistics and local support to the delegates in servicing the scheme. Accordingly, they arrange for their stay at hotels and resorts, provide offload service, arrange events and programmes to showcase Indian culture, festivals and culinary tradition.

Scheme Will Give Global Exposure and More Business: Their understanding of the scheme is that it is a scheme that will provide them global exposure and more business and in the process, they will be able to sell their products and services. Some of the tour operators were aware about the significance of the scheme and its role in promoting India as an attractive tourist destination by influencing the delegates and providing them a good experience for them to share with their fellow countrymen and clients and induce them to visit India. However, they are pretty clear about their role in the scheme, which is to provide ground level support in logistics including local transport and facilitation.

Procedure for Ground Level Support: The procedure adopted for providing ground level support and logistics commences from the time the tour operators and hoteliers get details of the delegates from the ministry so that they can be informed about their legal details their itinerary along with their requirements. Accordingly, they

coordinate with the tourism ministry offices in their state or as directed and also with other agencies to service the delegate scheme. Information from the sample group conveyed that they have taking part in the scheme in the period under study and have a fair experience and idea about the scheme's implementation. However, by virtue of being associated with it on a continuous basis they have been able to observe and experience certain aspects of implementation of the scheme, which needs to be put into perspective in order to find solutions to them.

Time Constraints: One of the primary aspects that the hoteliers and tour operators experienced during this study period is that they are informed about the implementation of the scheme which leaves them with very little time to prepare for the operations and logistics required. It would be better if they are kept in the loop at an earlier stage so that they get to know about the requirements and prepare accordingly.

Processing Issues: The travel agents, tour operators and hoteliers said that they are made to do with lots of paper work to sign for the scheme as well as get the payments, which also is not paid on time. Many of the tour operators implement work in an informal way and the government insists on proper records and documentary evidence of transactions, which the tour operators many a times fail to provide. This is not the case with hoteliers as almost all of them now have software systems to manage operations. However, they also face difficulty while simultaneously processing last minute requests and also keeping documentary evidence of transactions. In this case, there is a need therefore to develop a format for the transactions and payments and keep it uniform and specific to the scheme so that the clearance of bills becomes easier and a faster they opined.

Peripheral Participants: The domestic travel and tour operators/ agents opined that they are considered as an adjunct to the scheme whereas they feel they should be an integral part of it so that they can effectively contribute towards it to make it a success. In fact, the travel and tour operators and hoteliers had some suggestions to make the scheme more fruitful and beneficial to the core objective.

Quality of Delegates Need Improvement: One of their primary observations is that the quality of delegates needs to be improved and they feel the delegates are either not influential, dynamic or serious enough to contribute fruitfully towards the scheme. Part of the problem may be that the programme does not articulate itself with the delegates and they therefore do not get the process in which they can contribute. Research and analysis of the other aspects of the scheme also ratify this observation of hoteliers and tour operators. This is because many of the delegates have not contributed substantially and fruitfully in producing output towards promoting India in major channels of communication or in new technologies. However, they are not completely to be blamed for it. There are other reasons that were voiced by the travel and tour operators primarily about the content and conducting of the scheme that may also be responsible for the delegates lacklustre reaction.

Scheme Needs Content and Variety: One of the primary reasons for delegates' lacklustre contribution may lie in the observation provided by the hoteliers and tour operators who say that there is not much programme or events to keep the delegates interested about India. There are no scheme specific special events, road-shows, meetings entertainment and relaxation programmes among others. Overall, they feel that the programme starts on an enthusiastic note but degenerates into a drab and of official affair, the very things that the scheme envisaged to rectify. So, essentially, the tourism, relaxation, entertainment and touristic insights and feel do not

seep into the scheme and t hereby leave the delegates listless. So, the travel and tour operators and hoteliers suggest that the programme should be spiced up, publicized and given the importance it requires along with choosing dynamic and influential delegates who can effectively contribute in promoting India.

The responses of the hoteliers, tour operators and travel agents showed that they are an integral part of implementation of the scheme, but are not involved in its entire spectrum especially in strategizing for scheme. As the scheme is an important aspect of inbound tourism promotion, it is logical to assume that similar such schemes might be there in other countries. Secondary research on the tourism activities of other countries revealed that indeed there are such schemes in other countries that are similar to the hospitality scheme. Accordingly, the study also included a section on getting information on the way the scheme is implemented in other countries, the modalities and the processes involved and the best lessons that can be learnt from. This was done by way of visits to the offices of the foreign tourist boards located in India and gather information accordingly. They are discussed and analysed in the succeeding section.

8.3: Activities of Other Country Tourism Boards in Similar Schemes.

Although the ToR mentioned 'ascertaining through secondary information whether other tourism boards (Boards of top 20 countries in International tourist Arrivals) follow a similar practice of inviting hospitality guests for the promotion of their destinations' very limited information is available on the practices followed by tourism boards of such countries. The consultants in order to get information and data on similar type of schemes pursued by other countries of inbound tourist traffic did secondary desk based research on the topic and also visited the offices of foreign tourist offices located in India and interacted with them as part of the study. At the end of the exercise, the list of countries on which some related information on either prevalence of likeable scheme or strategies and policies to improve tourist traffic could be accessed are mentioned in the table below, and the information collected are discussed and analysed accordingly.

Sl. No.	Country	Name of the Country Tourist Office / Board	Prevalence of Similar Scheme
1	Abu Dhabi	Abu Dhabi Tourism & Culture Office	Somewhat Similar Scheme present
2	Japan	Japan National Tourism Mileage Communication (India) Pvt. Ltd	Somewhat Similar Scheme present
3	Philippines	Philippines Tourism Marketing Office	Somewhat Similar Scheme present
4	Taiwan	Taiwanese Representative Office	Somewhat Similar Scheme present
5	Zambia	Zambia Tourism Board (Blue Square Consultants)	Somewhat Similar Scheme present
6	Seychelles	Seychelles Tourism India (Blue Square Consultants)	Somewhat Similar Scheme present

Sl. No.	Country	Name of the Country Tourist Office / Board	Prevalence of Similar Scheme
7	Indonesia	Visit Indonesia tourism office (OM Tourism)	Somewhat Similar Scheme present
8	South Korea	Korea Tourism Organization India	Somewhat Similar Scheme present
9	New Zealand	Tourism New Zealand	Somewhat Similar Scheme present
10	South Africa	South African Tourism	Somewhat Similar Scheme present
11	Malaysia	Tourism Malaysia	Somewhat Similar Scheme present
12	Switzerland	Swiss Tours	Somewhat Similar Scheme present
13	Australia	Tourism Australia	Somewhat Similar Scheme present
14	China	China National Tourist Office	Somewhat Similar Scheme present
15	Spain	Tourism Office of Spain	Somewhat Similar Scheme present

As shown in the table above. The consultant researched from secondary resources and in most cases, visited the offices of tourism boards, tourism authorities, authorized representatives of the countries and interacted with them on aspects pertaining to similar schemes of inviting delegates from target countries by providing them hospitality services and local host facilities to showcase the tourist interests and thereby promote inbound tourism to their country. The responses and feedback revealed that most of the countries have some schemes to promote inbound tourist traffic in their country and some of these countries practice of inviting hospitality guests for the promotion of their destinations. The details of information collected from each individual country are mentioned in the succeeding pages.

United Arab Republic (UAR) – Abu Dhabi

Abu Dhabi Tourism Department organises FAM Trips, Road-shows & Advertisement in Print & Electronic Media to promote tourism inbound their country.

Description: These FAM trips allow participants to experience Abu Dhabi's rich culture and hospitality while discovering all the diversity of the destinations. Participants return home enthused about the destination and convinced of its potential. Most of the FAM trips are limited to participants from Abu Dhabi's key markets. In India, FAM trip in association with Etihad Airways in 2014 for travel agents from Hyderabad & Bangalore was

organized. Road-shows were held in Delhi, Mumbai, Bangalore, Chennai and Ahmedabad with the target to continue with current growth and with sustained rise in the number of hotel guests from India.

The Authority, working with key stakeholders, hosts a number of destination familiarization trips for selected trade, media & MICE partners. Abu Dhabi Tourism's strategy is to promote inbound tourism through collaborative outreach with those who actively contribute to the growth of the tourism industry, promotion of Abu Dhabi as a global destination of distinction, and preservation of its authentic culture and heritage. With this in mind, the tourism department operates a number of initiatives to work together with parties' keen on fostering progressive steps to promote tourism. The Industry Development Committees (IDCs) are a key component of the government's ever-expanding 'Partners in Progress' stakeholder programme. Three IDCs currently meet quarterly or twice yearly to identify sector challenges and opportunities, and to jointly forge solutions to stimulate progress.

- 1- *IDC Main Committee includes hotel Vice Presidents and General Managers from the major hotel chains in Abu Dhabi, members of which meet on a quarterly basis*
- 2- *IDC Sales Engagement Committee which includes hotels sales directors from the major hotel chains in Abu Dhabi, members of which also meet on a quarterly basis. IDC Human Resources includes human resources directors related for the major hotel chains in Abu Dhabi, members of which meet twice a year.*
- 3- *Other committees also meet representing the attraction and retail sectors, and there are regular gatherings for tour operators, hotel concierge and cruise tourism activities.*

The UK, Ireland, USA, France, Germany, Italy, Russia and the CIS, the GCC countries, India, China, Australia, South Africa, Japan and Korea are the focus countries for Abu Dhabi Tourism to attract inbound tourist traffic.

Travel Agents, tour operators, Photographer, Hoteliers, Print & electronic media journalist etc are shortlisted for the delegate team. The method adopted to select delegates takes into account the quality and length of experience and popularity of the candidates in their respective areas of expertise.

Facilities provided under the programme: Full Hospitality (Like air fare, transportation, accommodation, sight-seeing, events, festivals, cultural programmes etc.

The different type of events included in hospitality programme include Water-world aqua park, Ferrari world Abu Dhabi, Qasr Al Hasn festivals, Abu Dhabi classic, Abu Dhabi Arts, Abu Dhabi Book fair, Handicraft festival, food festival & tourism meets. Other activities done as part of the programmes include promoting Abu Dhabi's sightseeing attractions, hotels, theme parks, adventure activity and others.

Results / Outcome of the programme:

Inbound tourism is the source market for hotel industry and for that the tourism sector players have in place a series of delivery mechanisms which aim to increase guest arrivals and occupancy rates, visitor footfall at their diverse portfolio of cultural, heritage and leisure attractions, while also educating key travel trade stakeholders on the value proposition, which raises Abu Dhabi's tourism profile internationally.

Japan

Japan tourism organizes familiarization trips, road-show & advertisement in electronic media among others, in which the travelers visit the country looking to experience a wide variety of Japanese food, traditional scenery,

shopping, enjoying a Japanese lifestyle and viewing Japan's incredible futuristic cities. One such scheme of Japan Tourism is the Golden Route programme. This is the most popular route for the travelers visiting Tokyo, Hakone and Kyoto. Japan Tourism does training and focuses on the Golden Route and beyond in which a vast range of useful information such as the best time to visit, the bullet train journey, the ultimate JR Pass and how to enjoy a Japanese style inn, are provided. India and UK are the primary target markets for Japan. This is a successful programme of Japan Tourism. Japan Tourism also has a delegate hospitality programme that somewhat resembles the hospitality scheme of India Tourism.

Delegate Hospitality Programme: The delegate programme was started in 2005 and is continuing since then. The main focus of the tourism delegate hospitality programme is to promote more leisure destinations of the country in the Indian market through various B2B and B2C activities. In it, Japan Tourism organizes travel trade Familiarization (FAM) trips to Japan to educate them about the destination and thus help them design interesting packages. The stakeholder of the programme includes the Japan National Tourism Organization (JNTO) which is involved in a broad range of activities in promoting Japan overseas as well as tourism-promoting activities in Japan.

The target countries for Japan apart from India are Australia, China, France, Germany, Italy, Russia, Saudi Arabia, South Africa, UK, and USA. The method is to benefit from experience and chart the strategy accordingly. The components of the delegate programme are that the delegates are provided full & part hospitality that includes air, transportation, accommodation, sightseeing programme etc

The activities conducted under the programme comprise of taking the delegates to visit the primary places of interest in Japan like Tokyo, Mount Fuji, Osaka, Kyoto, Hokkaido, Okinawa among others.

The results of the programme are that about one lakh Indian visitors travel every year to Japan. Now the growth rate of tourist arrivals due to the delegate programme and familiarization tours is 18 percent at present.

So, Japan has a programme that resembles the hospitality programme of India Tourism. But the key difference is that the target countries are finalized and the implementation is focused accordingly, unlike the hospitality programme of India in which the scheme invites proposals from all countries of the world.

Philippines

Philippines Tourism conducts FAM trips, road-shows, puts up advertisement in print & electronic media to increase inbound tourism flow. The trip provides the trade partners with an opportunity to experience varied tourist attractions in the cities of Manila, Boracay and Cebu in Philippines.

The first FAM Trip was conducted in association with the Malaysian Airlines. It had 15 travel agents from Bangalore and Hyderabad in 2013. The second FAM Trip was organized in partnership with Cathay Pacific Airways for seven travel agents from Chennai.

The FAM tour packages provide a comprehensive planning framework for the development of tourism so that it can play a key role in the development of the regional economy, elaborate the vision of future direction and content of tourism development, which can help to focus and guide the actions of the various stakeholders

towards a shared goal. It also helps in identifying areas for tourism development, related tourism facilities and supporting infrastructure. It also specifies the major programs, roles and responsibilities of key players, institutional arrangements and resource requirements for achieving the vision.

The major stakeholders in the programmes are Hotel Sales and Marketing Association International (HSMAI), Philippines Airlines (PAL) representing the transportation sector, Philippine Travel Agencies Association (PTAA) of the outbound sector, Philippines Association of Convention/Exhibition Organizers and Suppliers, Inc. (PACEOS) from the MICE sector, Management Association of the Philippines (MAP) representing the multi-business sector, and the Department of Tourism (DOT) in implementing the FAM trips.

The target countries for attracting delegates for the programme are Australia, Malaysia, Japan, Thailand, China, Vietnam, Taiwan, Canada, Singapore, USA, UK, Korea, India, Germany and UAE etc. The target groups for delegates from these countries are the travel trade partners, tour operators, travel professionals and consultants / opinion makers of tourism and travel trade from these countries. Past experience and network among the travel trade fraternity are the major parameters adopted to reach to the delegates and invite them for the programme.

Major programmers and events that are included in the delegates itinerary are festivals like the Ati-atihan, Dinagyang and Sinulog festivals in Akian, Iloilo and Cebu, beach resorts in Macatan and Boracay. Other activities included in the delegates' itinerary are visits to National Parks, Nature and Ecotourism Sites, Scuba Diving, Festivals and Events, Beach Resorts, Golf Courses, Yachting & Marinas, Cruise, Hiking, Trekking & Urban Attractions. The next focus area is to include promotional activities to help boost Indian arrivals to the Philippines.

The information collected indicate that Philippines conducts FAM tours to attract visitors from specific markets and it is not a wholesale program with no specific country focus agenda like the hospitality scheme of India Tourism.

Taiwan

Taiwan adopts Hospitality schemes like FAM trips, Road-show among others, to boost inbound tourism in Taiwan. The prominent tourism spots that are explored by the delegates during the FAM trips organized for them include the destinations of Taipei, Kaohsiung, Depang Bay, Sun Moon Lake Area, Taichung besides organizing B2B meetings with Edison Travel, Golden Foundation, Happygo Travel, Kuching Travel, Atami Hotel, Howard Plaza Hotel and Leo Food Village.

The delegates programme was started in 2006, after which the FAM trips & road-shows received good response from guest. The main objective of starting such programmes was to strengthen services to foreigners visiting Taiwan as well as domestic residents traveling abroad. India is a growing market for Taiwan and there has been a positive spurt in the growth from tourism traffic from India.

The stakeholders of the FAM trip & road-show scheme include the accredited tourism service providers along with the government and private tourism authorities. The target countries are Japan, South Korea, Singapore, Malaysia, USA and Germany.

Taiwan Tourism is also targeting Indian families, Bollywood movie industry and businesses with its lush green mountains, sea, high speed trains, cable cars, amusement parks and more. An international relations expert said traffic between the two countries is also set to increase given India's 'Act East Policy' and increasing Taiwanese industrial investments in India.

The delegates' profiles include Tour operators, supplier, professionals, journalist, photographer, writer etc. Past experience and network among the travel trade fraternity are the major strategies and parameters adopted to reach to the delegates and invite them for the programme.

The delegates are provided full hospitality like airfare, transportation, accommodation, sightseeing etc. Prominent destinations and events of Taiwan included in the delegates programme are Taiwan Hot Spring & Fine-Cuisine Carnival, Purple Butterfly Valley, Christmas land in New Taipei City, New Year's Eve Celebration, World Design Capital Taipei. Taipei International Book Exhibition, Taiwan Lantern Festival— Yanshuei (Yanshui) Beehive Fireworks Festival among others. Other activities in the itinerary include providing unique experiences in water & adventure sports in Kenting, Dapeng Bay National Park, Sun Moon Lake etc.

Experience of Taiwan Tourism in conducting the delegates programme and feedback provided by the delegates after their visit shows that FAM trips are a great way for the guests to familiarize themselves with the country and then further promote it among their client base.

The information collected indicate that Taiwan has FAM tours for travel sector enablers and influencers to attract visitors from specific markets and it is not a wholesale program with no specific country focus agenda like the hospitality scheme of India Tourism.

Zambia

Zambia tourism board organizes tourism programmes for delegates like FAM tours & road-shows to promote inbound tourism to Zambia.

The prominent reasons for Zambia to promote the delegation scheme are that the Government of Zambia is looking at reviving the national airline. The country has tourist attractions like wildlife, parks, lakes, waterfall & rich heritage and culture including world heritage sites, which are the positive side for boost marketing tourism products.

Three years ago, Zambia Tourism Board (ZTB) ventured into the Indian market and since then there has been a steady growth in tourist arrivals. Zambia Tourism Board (ZTB) hopes to capitalize on the growing outbound market from India & increase tourist arrivals to Zambia. India is an emerging source market for them and Zambia envisages a positive growth from this market.

Zambia Tourism Board (ZTB) with Ethiopian Airlines, Taj Pamodzi, Intercontinental, sanctuary retreats, Chinzombo camp, Chongwe safari, Sausage tree camp, Avani Victoria falls resort, Protea hotel & Pro-Flight Zambia organized FAM tours with the tagline, Zambia- The New Face of Africa" and also as a safe and secure destination.

Australia, UK, France, Singapore, China, Germany, India, Italy, Russia, Saudi Arabia, South Africa and USA are the target countries for Zambia. Tour operators, travel agents, writers, journalists among others, are the types of delegates that ZTB incorporates in its programme.

Past experience, image of ZTB and network among the travel trade fraternity are the major strategies and parameters adopted to reach to the delegates and invite them for the programme. Full Hospitality, like Airfare, transportation, accommodation, sightseeing etc, are provided to the delegates.

Wildlife sanctuaries and spots like Kafue, Kasanka, Lochinvar, Luambe, Nsumbu, Sioma among others, are the primary tourist spots that are shown to the delegates to promote tourism in Zambia.

Adventure activities like water rafting, bungee jumping, walk with lions, traditional cuisine, wildlife, culture, canoeing, micro-light flying are highlights of the itinerary of the delegates programme. There has been a day to day increase in the number of tourist arrivals after the commencement of the delegates programme by the Zambia Tourism Board (ZTB) it is informed.

Information provided by Zambia Tourism indicates that it has a programme that is similar to the hospitality scheme of India Tourism. But unlike the hospitality scheme of India Tourism, Zambia's programme has specific business targets like revival of Zambian Airlines and targeting at focus markets.

Seychelles

Seychelles Tourism organizes FAM tours and road shows to attract inbound tourism. The FAM tours are organized for delegates to familiarize them with the tourist attractions of Seychelles.

The FAM trip & road-show create an understanding about the destination and establish relations with the private sector in Seychelles. The delegate scheme was started in 2010 and has got a positive response from the delegates. Seychelles Tourism ongoing efforts in inspiring & supporting the trade to promote the destination through various activities like trainings, joint tactical campaign, mailers, special incentives & road-show is happening and will continue in future also. Thai Airways and Asia Indonesia are the partner organizations or stakeholders in this scheme. The focus countries for attracting tourism to Seychelles are Australia, UK, France, Singapore, China, Germany, India, Italy, Russia, Saudi Arabia, South Africa and USA. The delegates comprise of tour operators, travel agents, travel writers, journalist among others. Past experience of Seychelles Tourism and network among the travel trade fraternity are the major strategies adopted to reach to the delegates and invite them for the programme.

The prominent tourist attractions included in the package are Mahe, Praslin, La Digue & Curieuse among others. Wildlife tourism, adventure tourism, honeymoon tourism, eco-tourism are prominent themes showcased to the delegates. Seychelles has much more than gorgeous beaches and is also a perfect family and small group holiday gateway and the focus and intent of the programme is to promote Seychelles as a complete tourist destination.

The information provided by Seychelles Tourism indicates that their FAM tour programme is somewhat similar to the hospitality scheme of India Tourism. However, Seychelles also has specific business targets like targeting at specific markets tourist traffic unlike the hospitality scheme of India Tourism.

Indonesia

Indonesia Tourism organizes FAM tours to and road shows to attract inbound tourism. The FAM tours are organized for delegates to familiarize them with the tourist attractions of Indonesia.

The composition of Indians to Indonesia mainly includes leisure and MICE travelers. The challenge for them has been that the destination is perceived as expensive due to no direct air connectivity. The achievement has been that destinations beyond Bali are also popular now such as Bintan, Batam, Bandung, Lombok & Yogyakarta because of the FAM tours organized and implemented by Indonesian Tourism.

Started in 2010, the response to the FAM tours delegate scheme has been good in terms of inbound tourism accruals and India is one of their target countries for sourcing tourism traffic. The composition of Indians to Indonesia mainly includes leisure and MICE travelers. PACTO & Marriott Hotels, Gran Melia, Manhattan, Sheraton Bandung, Ibis Trans Studio hotel, Aston Braga Hotel, Grand Sahid Jaya, Jakarta along with Ritz Carlton and JW Marriott are the partner hotels of the FAM tour scheme.

Singapore, Malaysia, Australia, China, Japan, Korea, USA, UK, Chinese Taipei, India, France, Germany, The Netherlands, Philippines, Russia, Middle east etc are the focus countries for inbound tourism.

Tour operator, travel agents, writer, journalist among others, are the stakeholders in this programme and their selection is based on prominence of their activities and their influence in their area of work.

Past experience of Indonesia Tourism and network among the travel trade fraternity are the major strategies and parameters adopted to reach to the delegates and invite them for the programme. Both full & partly hospitality service is offered and that includes travelling, accommodation, transportation & sightseeing among others.

Garuda Vishnu Kencana Park, Uluwatu Temple, Safari Marine Park, shopping at Ubud, cruise safari, Tanah lot, Denpasar city tour among others are the prominent destinations showcased to the delegates. The packages that are made for the delegates include Sunset Dinner Cruise, Bali Marine Safari, Tanah Lot Sunset Tour, Ubud, Goa Gajah Temple. Overall there has been positive response to the delegate programme.

Indonesia has similar schemes as that of hospitality scheme of India. But their scheme is focused on the destinations they are promoting, the type of tourists and countries they are targeting and the programmes they are arranging to showcase the delegates.

South Korea

Korea Tourism organizes MICE and FAM tours as well as road shows to attract inbound tourism. The FAM tours are organized for delegates to familiarize them with the tourist attractions of South Korea.

Korea Tourism Organization is active in promoting MICE Tourism to attract delegates for promoting inbound tourism in South Korea. Started in 2008 it has received good results in terms of attracting inbound tourism to South Korea.

Korea tourism organization offers FAM trip to media partners (Print/TV) and wants to educate travelers through journalists and writers / producers of stories and series in leading newspapers, magazines and TV channels. Korea Tourism also organizes FAM trip for most potential partners for them to share with their clients and do sales pitch and road-shows to provide best platform for growth of tourism in South Korea.

USA, Canada, Australia, UK, Singapore, Dubai, Thailand, Germany and Malaysia are the prominent countries or focus areas for inbound tourism for South Korea.

Writers, Journalists, Tour operators, Bloggers, TV teams, Hoteliers are generally invited as delegates for the programme. All participants are carefully chosen and the tourism board wants to give them a really unique and luxurious experience in return of their continuous support to promote inbound tourism in South Korea

Both full & partial hospitality services are offered to the delegates including travelling, accommodation, transportation & sightseeing among others.

Seoul tower, Gyeongbuk Palace, Seogsan, Sunrise peak (World heritage site), experienced deep-sea submarine, Nanta show & Royal Korean cuisine are the destinations showcased to the delegates. Snow sports, sightseeing's are the other highlights of the delegates programme.

The delegates programme continues to receive excellent feedback from all the participants. Korea Tourism will be coming out with new packages for the Indian market soon.

Information collected indicates that Korea Tourism has a very focused delegate hospitality programme as part of its FAM tours scheme and is meeting with success in attracting tourists to the country.

New Zealand

Tourism New Zealand markets New Zealand to the world as a visitor destination. New Zealand, an otherwise attractive tourist destination; provides FAM tours to delegates to showcase its tourist attractions. One of the prominent aspects of its program is that it partners with Singapore i.e. another country; to service the scheme wherein Singapore Airlines provides the transportation to the delegates and takes the opportunity to showcase its world class flying experience. New Zealand's FAM tours invite delegates from other countries to showcase the tourist attractions and facilities of New Zealand.

New Zealand's sweeping mountain vistas, pristine beaches, unique wildlife and fascinating Maori culture make it a dream destination for many travelers. For more tourists to get attracted to visit New Zealand, it needs promotions like FAM tour & road show etc.

So, New Zealand started the delegate programme in 2013 and included FAM tours in it. The outcome has been satisfactory in terms of attracting tourists to visit New Zealand.

New Zealand is internationally recognized as being a fantastic place to visit, for its scenery, culture and history. New Zealanders are proud of their country, and enjoy its special places and adventure opportunities. The forests, mountains, rivers, beaches, historic places, birds and marine mammals, and the local communities that share these treasures, all contribute to a diverse country, and public conservation areas protect and showcase many of its unique features.

Singapore Airlines supports the trip with flights for the travel agents, giving them a taste of the airline's world-renowned service. Indonesia, Australia, China, India, Japan, Korea, Singapore, UK, USA, Canada, Brazil, Argentina among others, are the focus countries. The delegates are shortlisted from travel directories of luxury niche segment tour operators by Tourism New Zealand. Travel industry leaders with experience and contact is

the determining factors for finalizing the delegates list. Both full Hospitality and partial hospitality are provided to the delegates.

Auckland, Tauranga and Whakatane Wellington, Christchurch, Queenstown, Milford Sound are prominent tourist attractions showcased to the delegates visiting New Zealand. Hot air ballooning in Canterbury, the Dart River Jet Safari and skydiving in Queenstown, helicopter ride over the Franz Josef Glacier and the Glacier Hot Pools are the prominent tourist spots included in the programme and adventure activities, air activities, art & culture and other events form part of the package.

In the year ending February 2016, over 3.17 million international visitors came to New Zealand. International tourism is one of New Zealand's largest earners of foreign exchange, adding around NZD 11.8 billion annually to the nation's economy. And part of the contribution is also due to the FAM tours performance results of New Zealand tourism.

South Africa

South Africa tourism organizes FAM tours to provide opportunity to other countries tour & travel operator to understand destination South Africa better. South Africa's scenic beauty, magnificent outdoors, sunny climate, cultural diversity and reputation for delivering value for money have made it one of the world's fastest growing leisure and business travel destinations. The country is highly diverse in terms of its climate, culture, tourist activities and infrastructure, catering for every tourism niche, from business, eco- and cultural tourism through to adventure, sport and paleo-tourism. The delegate scheme to promote inbound tourism in South Africa was started in 2012 and it has been a success since then.

SA Tourism has implemented its strategy by engaging its partners and stakeholders, in order to deliver a quality visitor experience that re-affirms the brand promise. SA Tourism with the help of FAM tours will continue to contribute towards enhancing visitor experience and consumer confidence in the tourism products of South Africa, it was informed.

Australia, China, Germany, Japan, India, Hong Kong, Malaysia, France, USA, UK, New Zealand, Singapore, Switzerland, Canada are the focus countries and delegates comprising of travel agents, tour operators, hoteliers, journalists and other tourism experts are selected for the delegate programme. The criteria for selection of delegates are experience and contact of the tourism authority.

Soweto Township, close encounters with the wild during safari, visit to the Table Mountain, scenic beauty onto Hout Bay, Chapman's Peak, Simons Town and the penguins at Boulders beach are the prominent places of tourism interest showcased to the delegates. Activities like adventure activities like zip lining, horse riding, guided safari walks, marine & coastal drives with seasonal land-based whale watching and bird watching experiences are included in the overall experience of delegates in their visit to South Africa.

South Africa's delegation scheme in the form of FAM tours is similar to the hospitality scheme in many aspects but here also South Africa scheme is comparatively more focused in its target market and showcasing strategies than the hospitality scheme of India Tourism.

Malaysia

Malaysia tourism organizes FAM tours and road-shows to provide opportunity to other countries tour & travel operators to promote inbound tourism in Malaysia. Malaysia pitches its tourism product by projecting it as the only place having diverse colors, flavors, sounds and sights of in one area, which is Malaysia. No other country has Asia's three major races, Malay, Chinese, Indian, plus various other ethnic groups in large numbers. Nowhere is there such exciting diversity of cultures, festivals, traditions and customs, offering myriad experiences. No other country is "Truly Asia" as Malaysia. This is the promotional pitch for tourism adopted by Malaysia Tourism.

The delegate scheme to promote inbound tourism in Malaysia was started in 2013 and it has been a success since then. Knowledge-sharing, business events strategy, recognizable, credible and globally benchmarked system of quality assurance, facilitate strategic alignment of provinces and industry – in support of the marketing of tourism, continuously align efforts to support tourism growth and ensure the efficient utilization of resources in order to deliver against the tourism strategy among others, are the major initiatives adopted by Malaysia Tourism to promote inbound traffic.

Malindo, Air Malaysia, Association of Tour and Travel Agents, Malaysia Association of Hotels are the stakeholders of the delegate programme. UK, USA, Canada, France, Germany, Australia, Brunei, China, Singapore, India, Greece, Cambodia, Cuba, Japan, Hong Kong, Malaysia, Macau, Portugal, South Africa, Thailand & Mauritius are the focus countries for Malaysia to attract inbound tourist traffic. Both full and partial hospitality are provided to the tourism delegates selected from these countries.

Travel Agents, tour operators, Photographer, Hoteliers, Print & electronic media journalist among others form part of the delegate group invited to visit Malaysia. The criteria for selection of delegates are experience and contact of the tourism authority.

Malaysia offers tourists a wide range of ecotourism activities such as jungle trekking, whitewater rafting, diving, caving, hiking, and bird watching. There are also ecotourism-based events such as Mt. Kinabalu International Climbathon, Borneo Bird Race, and Raptor Watch, which are included in the delegate programme. Angkawi, Kuantan, Kuala Lumpur, Genting, Penang, Legoland, Melaka, Kuching and Kota Kinabalu are the major tourist areas showcased to the delegates.

There has been very good response to the delegate programme. The sales pitch that has been adopted for the delegate programme is to highlight the delegate programme as an avenue to increase one's business and attract more tourists with the help of its promotional programmes for niche products and events aimed at growing tourism numbers in the respective field of business. Malaysia Tourism has a proactive model to make the delegate programme a success whereby it invites people to speak to its team of product specialists in niche categories such as Angling, Shopping, Yachting, Home-stays among others, and craft products for tourism promotion for mutual benefit.

Malaysia's delegate scheme of providing hospitality support to promote Malaysia is also focused in its strategy of attracting target country tourists unlike the hospitality scheme of India.

Switzerland

Swiss Tours offers FAM trips, Road-shows & Grand Train Tours to promote inbound tourism in Switzerland. The components of the FM tour include facilitating the visa requirements, providing transport facility for the delegates in the form of transport they come i.e. air, rail, bus among others and metro services, providing hotel and apartment stay facilities among others, free of cost in order to facilities their visit and stay to different destinations. It also provides passes for sight-seeing. However, tourists pay for their own food expenses. All the facilities are provided online. Started in 2012, the delegation scheme of Swiss Tour has got good response.

Switzerland is easy to reach from anywhere in the world thanks to extensive flight connections from its five international airports. In addition, one can benefit from the lowest VAT in Europe, which is easily claimed back by companies registered outside of Switzerland. Swiss Youth Hostels, Swiss Air, Lufthansa, Austrian tours are the partners of the delegation scheme.

Australia, Bosnia, UK, USA, Canada, Germany, Singapore, India, China, Japan, Hong Kong, Malaysia, South Africa, UAE, Greece among others, are the focus countries of Switzerland to attract inbound tourism to Switzerland. Tour operators, travel agents, influential persons of the travel industry, students and business persons are the category of persons considered as delegates to visit Switzerland. The criteria for selection of delegates are experience and expertise in the travel industry and contact of Swiss Tour. Locarno (Ticino region) and Zurich with many offbeat places like Brienz in Interlaken and Bellinzona in the Ticino region, Alps, Jungfrau, Matterhorn, Pilatus, Bernese Alps, Chillon Castle and Titlis are the tourism spots showcased to the delegates. Visiting the mountains, skiing, chalets, hiking, winter sports, rock climbing, hiking and backpacking are the different type of recreation and entertainment activities that are included in the delegates travel itinerary to provide them a wholesome experience of Switzerland.

The most important takeaway is that Switzerland, in spite of being one of the most attractive tourist destinations, also invites delegates as part of FAM tours to showcase itself and targets many countries for promotion of its tourism products and destinations. This is an important point that needs to be considered in the hospitality scheme of India Tourism that inviting delegates for tourism promotion is not a strategy of low tourist inflow countries alone, but is also a strategy that is considered for tourism promotion by Switzerland also, and therefore it is relevant, provided it is implemented smartly.

Australia

Delegate scheme is one of the focus areas to promote inbound tourism and therefore Australia Tourism promotes inbound tourism by conducting yearly delegate programs like "Namaste Australia" among others. The program is getting good response as its performance over the years indicates.

Tourism Australia developed a local campaign, 'Namaste Australia' to encourage positive consumer advocacy of Australia, showcasing Australia through the eyes of Indians travelers and successful Indians based in Australia. In 2012, Australia Tourism launched its other flagship consumer campaign 'There's Nothing Like Australia' with an aim to promote the country as a preferred tourist destination amongst Indians. Tourism Australia partnered

with the Department of Foreign Affairs & Trade to launch 'Oz Fest', a four-month long Australian cultural festival staged in India. All these schemes were started in 2011-12 and getting good response

Tourism Australia marketing campaigns have evolved with new messaging to address the needs of different travel segments. Tourism Australia's global consumer marketing campaign, and underlines some of the very best attractions and experiences Australia has to offer.

Australia Tourism's promotes quality experiences through face to face experience of travel and tourism trade with its online training platform, the Aussie Specialist Program, and trade events such as the India Travel Mission, Australian Tourism Exchange and Dreamtime, Tourism Australia continuously launches new products, experiences and destinations and offers quality experiences to its target audience.

To keep pace with the growing demand of Indian travelers, the tourism board continuously strives to enhance its efforts in sustaining and further developing its engagements with key stakeholders in Australia and India.

India, Japan, Canada, Hong Kong, Singapore, Thailand, Indonesia, Malaysia, USA, UK, UAE, Germany, China & New Zealand are the other countries that Australia Tourism focuses to attract inbound tourism

Businessmen corporate people, Travel agents, Journalists, writers, Photographers are the type of people who become part of the delegate scheme to travel to Australia and experience its tourist interests. etc

The main criteria for selecting delegates are their experience graph and spread, in terms of influencer and organizer in the tourism trade.

Wildlife, Adventure activities, Water sports, Great Barrier Reef, Kangaroo Island, Blue Mountains, Byron Bay, Flinders Ranges, Fraser Island, Freycinet, Gippsland, Kakadu, Namadgi National Park, Ningaloo, Tasmanian Wilderness, The Australian Alps, The Kimberley, Margaret River are the major tourist spots showcased to the delegates. Wildlife, adventure, culture, beaches tourism are the major packages and activities included in the delegates itinerary.

The delegate program has been successful in maximizing leisure arrivals from large markets like New Zealand, UK, United States, China and Japan. These markets provide over 50% of total leisure arrivals and are forecast to register growth in arrivals of inbound tourism. There is also growth potential assessed from medium and small markets like Korea, India, Indonesia, Singapore, Malaysia, Hong Kong, Taiwan, Canada and France. These markets are forecast to have average to strong growth in arrivals. The strategy to promote inbound tourism is to maximize dispersal and adopt 'Total Inbound Economic Value (TIEV)' to measure the success of delegate programme. Italy, Germany, Netherlands, Ireland and Switzerland are the major countries whose contribution to TIEV of Australia is being measured. These markets are the highest in dispersal and average spend. The strategy now is to develop markets for future growth and target newly emerging countries with economic potential and growing interest in outbound tourism in their countries, like Vietnam, Brazil and Argentina. These markets provide the best opportunity for longer term growth. Advertising in all medias, broadcast, direct mail and the internet, media release, media kits, press conferences, media familiarizations, interviews and speeches are the strategies, tools and activities adopted to promote Australia in these countries as well as in existing markets.

Australia FAM tour is varied in its nature in terms of showcasing Australia and is focused in its strategy of attracting tourists of target countries unlike the hospitality scheme of India.

China

China National Tourist Office (CNTO) organizes FAM trips, MICE tour, road-shows among others, to promote inbound tourism to China. China National Tourist Office (CNTO) promotes China tourism in India and enhances China-India tourism exchange & cooperation. Through travel trade shows, consumer shows, seminars, familiarization trips and other ongoing promotional activities, CNTO endeavors to educate both the general public and the travel industry about beautiful China as a tourist destination with thousands of pleasures. It is very encouraging that more and more Indians are going to China for business, education, sports, leisure and many other related travels in recent years.

Started in 2008, the delegate scheme with the help of FAM tours, MICE tours and road-shows has shown satisfactory results in kindling interest among Indian and global travelers in visiting China to savor its tourist attractions and activities.

The Chinese government has also made a concerted effort to attract foreigners from other countries apart from India, to China. Since securing the rights to host the 2008 Olympics in Beijing, China has continued to emphasize tourism as a national priority and as a “bridge between civilizations and cultures,” and “an important driving force for economic development.” As the number of foreign visitors continues to increase, China’s investment in domestic tourism is likely to expand. By 2025, it is estimated that China will invest approximately 90 percent more in the domestic travel and tourism industry than it did in 2015, surpassing the US. It is further estimated that China’s growth in inbound travel and tourism’s contribution to GDP will increase by six percent from 2015 to 2025.

South Korea, Vietnam, Japan, Malaysia, Russia, United States, Mongolia, Singapore, Philippines, Taiwan, India, Thailand, Canada, Indonesia, Australia and Germany are the focus countries for China in attracting inbound tourist traffic. Travel agents, tour operators, businessmen, students, journalists, hoteliers, writers among others, are considered for inclusion in the delegates list. The principle criteria that determines their being part of the delegate for China visit and participation in FAM tours among others, are their experience and expertise in the travel and tourism trade as well as their contacts within the travel trade.

China is the third country in the list of countries with most heritage sites. The Great Wall of China tops the list of historic sites. The Terracotta Army is another major tourist attraction in Xian. Other sites that make China a place worth-visiting are the Forbidden City, Mogao Caves, Peking Man, Ancient City of Ping Yao, Chengjiang Fossil Site and the capital cities and tombs of the Ancient Koguryo Kingdom. The Jiuzhaigou Valley is quite famous for its colourful lakes, snow-clad peaks and numerous waterfalls. Other natural sites for tourists to see are Mount Taishan, Mount Huangshan, Mount Emei scenic area featuring the famous Leshan Giant Buddha sculpture, and Sichuan Giant Panda Sanctuaries. All these destinations, heritage sites and places of interest are part of the itinerary of FAM tours for delegates. Sightseeing, wildlife visits, adventure tours, cultural programs, Buddhist sites, beaches visits, MICE and other activities are also included in the itinerary of delegates

China, like India, has many ancient sites, cultural practices and monuments that it showcases as part of its FAM tours offering hospitality to delegates. However, it is focused in its approach to attracting tourists of specific countries unlike the hospitality scheme of India Tourism.

Spain

The Tourist Office of Spain organizes FAM tours and road-shows for delegates connected with the tourism industry of target countries in order to attract inbound tourist traffic to Spain.

India is an emerging market for Spain, and the Spanish government has great interest in it. India and Spain work closely with the travel trade having role in activities like Familiarization (FAM) trips, presentations, workshops, trade visits, joint promotional campaigns (with airlines also), sending out newsletters on a regular basis, organizing road-shows. The results of the programs have been positive in promoting Spain in international tourism market. Spanish Tourism Board is very active on social networking websites like Twitter, Facebook and Instagram. The Spain Tourism website "www.spain.info" is an excellent portal to know about the country and its tourism offerings, what to do, where to stay, get travel trips, etc.

Spain tourism board believes in maintaining its relationship with the Indian market through B2B and B2C activities. Spanish Tourism Board, Spanish Tourism Institute, Trade Union, Trade Chambers, Executive Committee, General Secretary for Tourism & domestic trade, Inter-Ministry Committee for Tourism, Sectoral Tourism Conference members are the stakeholders of the different schemes at promoting Spain as a favorite tourism destination for inbound tourists.

Argentina, Australia, Belize, Canada, Greece, Hong Kong, Indonesia, Japan, Macau, Malaysia, USA & UK are the other focus countries for Spain apart from India, in attracting inbound tourism.

Travel agents, tour operators, journalists, photographers, Hoteliers & writers etc are part of the delegates' team who experience the different tourist destinations of Spain. Experience and popularity of the shortlisted delegates are crucial for their getting finally selected as delegates to be part of FAM tours to Spain.

Both full & partial hospitality service is offered, which includes travelling, accommodation, transportation & sightseeing. It all depends on the type of the scheme and the focus areas.

Spain as a wedding destination is being vigorously promoted in India. Besides, World Heritage Sites in the country and destinations like Bilbao, North Spain, Ibiza and Valencia are also being promoted by way of FAM tours. Spain also promotes the destination's offerings for various interests like adventure sports, Cruise Tourism, Wine Tourism, food trails/gastronomy, experiential travel (*experience the culture and way of living in Spain*), self-drive holidays, and Luxury Tourism. Art, culture, museums, monuments, beaches, cities are the areas of interest that are showcased to the delegates.

Spain is a diverse country and the main purpose highlighted for which one needs to travel to Spain's different destinations is to experience the culture. Tourism promotion delegate scheme primarily focuses on attracting the middle and high-income groups of travelers from other countries. In this way, it is focused in its approach towards showcasing Spain and attracting specific category of tourists unlike the hospitality scheme of India Tourism.

Analysis:

The information collected from the foreign tourist offices about prevalence of similar schemes in those countries reveal the following insights:

- *All countries included in the study have some programme aimed at showcasing their country to groups and delegates in order that they promote these countries in their place and tourist traffic grows accordingly.*
- *FAM Tours, road-shows, industry interactions, conferences and conclaves are the main mode of showcasing their country to the delegates of foreign countries*
- *Both partial and full hospitality is provided by the countries. But all countries some sort of hospitality, in which case it is akin to the hospitality scheme of India*
- *Airlines, hotel associations, travel and tour associations, pothor government agencies are found to be stakeholders and extend cooperation to service the delegate and hospitality programme*
- *The countries put up their best face in terms of the prominent destinations, best programmes, hospitality, exposure to different events and highlights among others.*
- *Most of the countries make the delegates participate in the popular events of their country and not just only tour them around the destinations*
- *Most of the countries take care to ensure that all the part of their country is exposed to the delegates so that they get a complete over view of the country's tourism potential.*
- *Most countries have definite strategies on the type of tourists and the countries they would target and the type of exposure they will provide to the delegates.*

Inviting people from other countries having connection with the travel and tourism industry as delegates, and providing them hospitality services, taking them around the prominent tourist places and events are practiced by all the countries included in the study. The common aspects prevalent in such programmes across all countries are that hospitality is provided to delegates and they are taken to prominent tourist attractions and events across the country. It is a proactive programme and the countries provide complete information about their tourism infrastructure and place of interest. All in all, such delegate hospitality programmes are an integral part of inbound tourism promotion of other countries. It needs to be analyzed whether the delegate hospitality programme of India Tourism has all these aspects, and whether the programme covers the tourist attractions of the entire country.

8.4 Whether Scheme is Widespread Enough in Providing Exposure to the Different Parts of the Country.

Information and data collected during the study on the implementation of the scheme in the financial years under analysis shows the following centres have been shown to the delegates for promotion of inbound tourism in India as shown in the chart below:

Table: Places of Tourism Interest Showcased to Delegates during the Study Period

Region	Place/Location
Eastern India	Assam, Mirik, Kolkata, Kurseong, Patna, Guwahati, Tawang, Darjeeling, Varanasi, Bodh Gaya, Kushinagara, Gorakhpur, Gangtok
Western India	Aurangabad Sawantwadi, Ambolli, Tarkaril, Ganapatipule, Ratnagiri, Ajanta, Tarkaril, Mumbai, Goa, Gujarat, Vasco, Kolhapur, Nashik, Pench, Nagpur, Jabalpur
Northern India	Delhi, Corbett National Park, Dehradun, Barkot, Rohru, Sarahan, Jalori La, Manali, Keylong, Sarchu, Tsokar, Choglamsar, Chembre wari la, Khardungla, Leh, The Himalayas, Agra, Jaipur, Udaipur, Shimla, Dharamsala, Chandigarh, Varanasi, Pushkar, Amritsar, Haridwar, Tehri, Garhwal, Fatehpur Sikri, Bandhavgarh, Jaisalmer, Bikaner, Jodhpur, Ranakpur
Southern India	Cochin, Alleppey, Trivandrum, Kovalam, Bekal, Coorg, Chennai, Pondicherry, Mahabalipuram, Kanyakumari

As the information in the table above shows, the scheme is heavily tilted towards destinations in North India. Many important destinations and states have been left out from the scheme if information provided by the delegates about the places they visited is considered as the source of information. The information shows that important states of tourist interest like Orissa comprising of Bhubaneswar, Konarak Temple, Similipal National Park, Andhra Pradesh, Chhattisgarh, many important places in Madhya Pradesh like Orchha, Panchmarhi, Jabalpur among others, have not found place in the itinerary. The Hampi ruins, Mysore, places in Uttarakhand, Jharkhand do not find place in the scheme.

A detailed list of the tourist places in India therefore needs to be developed and mapped with the scheme itinerary in order that focus is put in equitably developing different places of tourist interest in India.

8.5: Publicity Returns Accrued from visit of Hospitality Guests

The study strategy had included a sample of forty-one travel and tour operators/ travel agents, and a group of fifty three people representing various functions like travel writers, journalists, travel consultants, opinion makers of the travel industry as sample group and they provided valuable inputs about different aspects of implementation of the hospitality scheme during the study period, especially with regards to the returns from the scheme in areas like publicity, exposure, inbound tourist traffic, quality of implementation and overall impact of the scheme on India as an attractive tourist destination. The analysis of responses of both the group of delegates are done separately. The inputs given by them are analyzed in the succeeding sections.

Delegates: Tour Operators, Travel Agents: Analysis of Responses

SI No.	Name	Country	Sponsor	Fin' Year	Time of Visit	Duration	Contact Address	Places Visited
1	VAN DE WOESTYNE LUK	Belgium	India Tourism office Amsterdam	2013-14	March.2013	7 days	imagine travel, koningir, astridlaan 2 g, B-4, 8 loo prRugge, Belgium	Rajasthan, Mumbai & around- south India (from Chennai to Kochi- Maharashtra-Deccan Odyssey Train Kerala)
2	Adam Schorchit	Czech Republic	India tourism office Frankfurt	2011-12	Sep-11	8 days	15000 Praha 5, nad Paltoou, 33, Czech Republic, la.partners@thepartners.cz	Delhi, Agra
3	Maria Joao Correia Marques	Portugal	Paris office	2012-13	Mar/April	8 days	Soltropico, Rua Embaizador Martins, Janeira, N2,2-c, 1750-404, Lisboa, soltropico.ft	Mumbai, Nagari, Goa, Vasco, Kolhapur, Aurangabad, Nasik
4	Barutcu Sen Guel	Germany	India tourism office Frankfurt	2011-12	13-20 June	7 days	Otiowitz & Pnobst Travel Agency, Haut House str, 15-81379, Munich	Delhi, Agra, Jaipur, Fatehpur Sikri, Udaipur & Mumbai
5	Bhagban Dash Shrestha	Thailand	India tourism office Singapore	2012-13	Sept-Oct		Himalayas Holidays Co., Ltd, kajj_s@hotmail.com	Delhi, Varanasi & Bodh Gaya
6	Choi Younga	Korea	India tourism office Tokyo	2012-13	Sept-Oct		Silk Road Tour, silkroadtour@korea.com	Delhi, Varanasi, Gaya & Bodh Gaya.
7	Freddy Joy Charles Rompas	Indonesia	India tourism office Singapore	2012-13	Sept-Oct		freddy@pactobali.com	Delhi, Varanasi, Gaya & Bodh Gaya.
8	Khaing Cho New	Myanmar	India tourism office Singapore	2012-13	Sept-Oct		khaingchonwe@gmail.com	Delhi, Varanasi & Bodh Gaya
9	Kim Chanlekha	Cambodia	India tourism office Singapore	2012-13	Sept-Oct		lekha@asiaexploretavel.com	Delhi, Varanasi, Gaya & Bodh Gaya.
10	Ludovico Scortichini	Italy	India tourism office Milan	2012	Sept-Oct 2012	7 days	Go Asia Tour, Milan, Italy	Delhi, Varanasi & Bodhgaya
11	Nurul Hanna Hussein Shah	Malaysia	India tourism office Singapore	2012-13	Sept-Oct		nhanna@mediaprima.com.my	Delhi, Varanasi, Gaya & Bodh Gaya
12	Ronald D'Souza	Canada	India tourism office Toronto	2012-13			rdsouza@visiontravel.ca	Delhi, Agra
13	Sang Bunthy	Cambodia	India tourism office Singapore	2012-13	Sept-Oct		sales@sitcambodiatours.com	Delhi, Varanasi, Gaya & Bodh Gaya
14	Tryntsje Jaspers	Amsterdam	India Tourism office Amsterdam	2012-13	Sept-Oct 2012	5 days	Tryntsje19@hotmail.com	Delhi, Varanasi, Bodhgaya & Nalanda
15	Takeshi Mizuno	Japan	India tourism office Tokyo	2012-13	Sept-OCT		mizuno@ashoka.co.jp	Delhi, Varanasi, Gaya & Bodh Gaya
16	Julie sulwartz	USA	India tourism office Toronto			10 days	julie.schwartz@frosch.com	Golden trangle (Delhi, Jaipur, Udaipur, Jodhpur & Agra)
17	Bob Ferdinand Feddes		India Tourism office Amsterdam	2013	1-15 May	15 days	7559 CH Hengelo (Ov) / www.dari-java.nl/info@dari-java.nl	Delhi, Mandawa, Bikaner, Jaisalmer, Jodhpur, Ranakpur, Udaipur, Pushkar, Jaipur & Agra

SI No.	Name	Country	Sponsor	Fin' Year	Time of Visit	Duration	Contact Address	Places Visited
18	Dick Cijfers	Australia	India tourism office Sydney	2013-14	Oct-13	7 days	Journeys Worlwide / PO Box 10602, Adelaide Street / Brisbane, QLD 4000/ dick@journeysworldwide.com.au	International Travel Mart, Tawang and Fam Trip
19	Madina Pulatova	Uzbekistan	India tourism office Germany	2011-12	20-28 july 2011	8 days	Niyazbek yuli str, 31-1, Tashkent, Uzbekistan, zera@master-tour.net	Delhi, Agra, Jaipur & Goa
20	Garcia Becerro Emilio	Spain	India tourism office Paris	2013-14	18 to 20th OCT		emilio.garcia@tuispain.com	Tawang
21	Yukari Wakui	Japan	India tourism office Tokyo	2012-13	21 to 28th Jan 2013	7 days	BS Travel Service Co.,Ltd. wakui@ashoka.co.jp	Assam
22	GwonYounghwan	Korea	India tourism office Tokyo	2012-13	21 to 28th Jan 2013	7 days	KAL Tour, E-mail: 2760459@naver.com	Assam
23	Wouter Van der Meer	Netherlands	India Tourism office Amsterdam	2011-12	Oct-Nov 2011	15 days	Amstelveenseweg, 314 HS, 1076, CS Amsterdam, info@vamonos.nl	Delhi, Agra, Goya, Bodgaya, Varanasi, Kushinagar
24	Swan Hong Oei	Netherlands	India Tourism office Amsterdam	2011-12	Sep-11	10 days	hong@asfaleal.nl	Delhi
25	Suzanne Ulrika	Sweden	India Tourism office Amsterdam	2011-12	Mar-12	15 days	suzanne@gateways.se	Visit Buddhist circuit in India
26	Stephen Walter Pode	Australia	India tourism office Sydney	2011-12	Sep-11	7 days	steve@currentevents.com.au	Delhi (North India)
27	Shaan Ramasray	Netherlands	India Tourism office Amsterdam	2011-12	Sept 8-18	10 days	Langegracht 113, 2312 NZ, Leiden, info@sjandra-travel.com	Delhi, Agra, Goya, Bodgaya, Varanasi, Gorakhpur, Kushinagar
28	Florence Lung	Paris	India Tourism office France	2013-14	18 to 20 Oct		florence.lung@hotmail.com	Tawang
29	Oddvar Stromseng	Norway	India Tourism office Amsterdam	2011-12	Sep-11	10 days	john@nobletoours.no	Delhi
30	Narzullayeva Khayriniso	Samarkand	India tourism office Germany	2011-12	20-28 july 2011	8 days	36, Amir Temur Str, Samarkand, sukhrobkhan@yahoo.com	Delhi, Agra, Jaipur & Goa
31	Mukaddas Gafurova	Uzbekistan	India tourism office Frankfurt	2011-12	20 to 28 July	8 days	83, Beruny street, Tashkent, ggm-travel@gmail.ru	Delhi, Agra, Jaipur & Goa
32	Mohamed Ali Poonja	Canada	India tourism office Toronto	2011-12	Sep-11	7 days	mahmood.poonja@bestway.com	Delhi, Agra & Jaipur
33	Sreat Mom Sophear	Cambodia	India tourism office Singapore	2012-13	Sept-Oct		sophear@sophiyatours.com	Delhi, Varanasi, Gaya & Bodh Gaya
34	Johan Bernhard Gosman	Netherlands	India Tourism office Amsterdam	2011-12	Sep-11	10 days	Van Tuyll van seroosker kenplein, 18, bg, 1056 NA, ben@freestyle.nl	Delhi, Agra & Jaipur
35	Herman Victor de Waele	Belgium	India Tourism office Amsterdam	2011-12	Sep-11	7 days	Paardenmarkt, 131-2000, Antwerpen, dewi-tours@skynet.be	Delhi, Agra & Jaipur
36	Gordiyko Yulia	Armenia	India tourism office Germany	2011-12	Aug-11	8 days	Armenia, Yerevan, vulia@vts-s.ru	Delhi , Agra

SI No.	Name	Country	Sponsor	Fin' Year	Time of Visit	Duration	Contact Address	Places Visited
37	Eva Flyg	Sweden	India Tourism office Amsterdam	2011-12	May-21-31	10 days	WI-Resor, AB, Norrtullsgatan 12A, 113-27, Stockholm, Sweden, eva@wiresor.se	Delhi, Jaipur, Agra, Bandhavgarh, Kanha, Pench, Nagpur & Mumbai
38	Damien Deacock	Australia	India tourism office Sydney	2013	18 to 27 Jan		info@farhorizns.com.au	Guwahati
39	Akhsanova Alina	Tashkent	India tourism office Germany	2011-12	20-28 july 2011	8 days	8, Feruza str, Tashkent, Mega tour, megatour@gmail.com	Delhi, Agra, Jaipur & Goa
40	Adam Schorchit	Czech Republic	India tourism office Frankfurt	2011-12	Sep-11	8 days	15000 Praha 5, nad Paltoou, 33, Czech Republic, la.partners@thepartners.cz	Delhi, Agra
41	Maria Joao Correia Marques	Portugal	Paris office	2012-13	Mar/April	8 days	Soltropico, Rua Embaizador Martins, Janeira, N2,2-c, 1750-404, Lisboa, soltropico.ft	Mumbai, Nagari, Goa, Vasco, Kolhapur, Aurangabad, Nasik

1. Reasons for accepting the invitation to visit India as a tourist delegate?

A total of 41 delegates were taken from the total universe for the study of which 88 percent said that they came to India as delegates on invitation from the tourism ministry of India

2. Places and Destinations Visited in India

Name of Delegate	Country of Origin	Destinations	Events
Van De Woestyne Luk	Belgium	Rajasthan, Mumbai & around- South India (from Chennai to Kochi- Maharashtra-Deccan Odyssey Train Kerala)	
Adam Schorchit	Czech Republic	Delhi, Agra	PTM-2011
Maria Joao Correia Marques	Portugal	Mumbai, Nagari, Goa, Vasco, Kolhapur, Aurangabad, Nasik	
Barutcu Sen Guel	Germany	Delhi, Agra, Jaipur, Fatehpur Sikri, Udaipur & Mumbai	FAM tour with Oberoi group
Bhagban Dash Shrestha	Thailand	Delhi, Varanasi & Bodh Gaya	International Buddhist Conclave 2012
Choi Younga	Korea	Delhi, Varanasi, Gaya & Bodh Gaya.	International Buddhist Conclave 2013
Freddy Joy Charles Rompas	Indonesia	Delhi, Varanasi, Gaya & Bodh Gaya.	International Buddhist Conclave 2012
Khaing Cho New	Myanmar	Delhi, Varanasi & Bodh Gaya	International Buddhist Conclave 2012
Kim Chanlekha	Cambodia	Delhi, Varanasi & Bodh Gaya	International Buddhist Conclave 2013
Ludovico Scortichini	Italy	Delhi, Varanasi & Bodhgaya	Buddhist conclave
Nurul Hanna Hussein Shah	Malaysia	Delhi, Varanasi & Bodhgaya	Buddhist conclave 2012
Ronald D'Souza	Canada		To promote tours to India in Montreal – Quebec Region
Sang Bunthy	Cambodia	Delhi, Varanasi, Gaya & Bodh Gaya	Buddhist Conclave 2012
Tryntsje Jaspers	Amsterdam	Delhi, Varanasi, Gaya & Bodh Gaya	Buddhist Conclave 2012
Takeshi Mizuno	Japan	Delhi, Varanasi, Gaya & Bodh Gaya	Buddhist Conclave 2012
Julie sulwartz	USA	Golden triangle (Delhi, Jaipur, Udaipur, Jodhpur & Agra)	
Bob Ferdinand Feddes	USA	Delhi, Bikaner, Jaisalmer, Jodhpur, Ranakpur, Udaipur, Pushkar, Jaipur & Agra	FAM tour
Dick Cjiffers	Australia	Guwahati & Tawang	International Travel Mart and Fam Trip
Madina Pulatova	Uzbekistan	Delhi, Agra, Jaipur & Goa	FAM trip
Garcia Becerro Emilio	Spain	Tawang	International Travel Mart and Fam Trip
Yukari Wakui	Japan	Assam	IMT Guwahati
GwonYounghwan	Korea	ASSAM	ITM Guwahati
Wouter Van der Meer	Netherlands	Delhi, Agra, Goya, Bodh Gaya, Varanasi, Kushinagar	Mahaparinirvana trip
Swan Hong Oei	Netherlands	Delhi	PATA-2011
Suzanne Ulrika	Sweden	Bodh Gaya, Kushinagar, Varanasi	
Stephen Walter Pode	Australia	Delhi	PATA-2011
Shaan Ramasray	Netherlands	Delhi, Agra, Goya, Bodhgaya, Varanasi, Kushinagar & Gorakhpur	Mahaparinirvana trip
Florence Lung	Paris	Tawang	International Travel Mart and Fam Trip
Oddvar Stromseng	Norway	Delhi	PATA-2011
Narzullayeva Khayriniso	Samarkand	Delhi, Agra, Jaipur & Goa	FAM trip

Name of Delegate	Country of Origin	Destinations	Events
Mukaddas Gafurova	Uzbekistan	Delhi, Agra, Jaipur & Goa	FAM trip
Mohamed Ali Poonja	Canada	Delhi, Agra & Jaipur	PATA-2011
Sreat Mom Sophear	Cambodia	Delhi, Varanasi, Gaya & Bodh Gaya	Buddhist Conclave 2012
Johan Bernhard Gosman	Netherlands	Delhi, Agra & Jaipur	PATA-2011
Herman Victor de Waele	Belgium	Delhi, Agra & Jaipur	PATA-2011
Gordiyko Yulia	Armenia	Delhi, Agra	FAM trip
Eva Flyg	Sweden	Delhi, Jaipur, Agra, Bandhavgarh, Kanha, Pench, Nagpur & Mumbai	Different cultural & social life of people
Damien Deacock	Australia	Guwahati	IMT Guwahati
Akhsanova Alina	Tashkent	Delhi, Agra, Jaipur & Goa	FAM tour
Adam Schorchit	Czech Republic	Delhi, Agra	PTM-2011
Maria Joao Correia Marques	Portugal	Mumbai, Nagari, Goa, Vasco, Kolhapur, Aurangabad, Nasik	

3. Hospitality Arrangements in India

Chart: Delegates-Travel Agents/Tour Operators: Opinion on Hospitality Arrangements

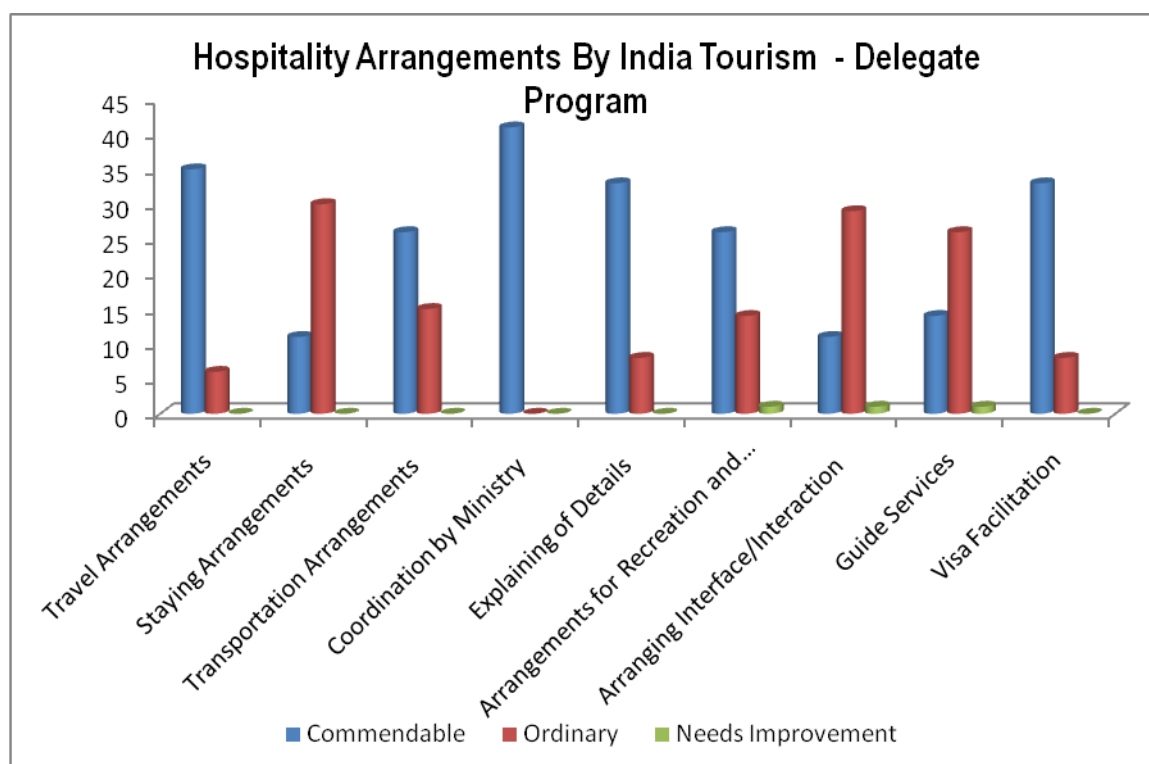


Table: Delegates-Travel Agents/Tour Operators: Opinion on Hospitality Arrangements

Hospitality Arrangements In India/Components	Commendable	Ordinary	Needs Improvement
Travel Arrangements	35 (85)	6 (15)	0 (0)
Staying Arrangements	11 (27)	30 (73)	0 (0)
Transportation Arrangements	26 (63)	15 (37)	0 (0)

Hospitality Arrangements In India/Components	Commendable	Ordinary	Needs Improvement
Coordination and Communication by the Ministry	41 (100)	0 (0)	0 (0)
Explaining details and highlights of different tourist destinations/events visited	33 (80)	8 (20)	0 (0)
Arrangements for recreation and entertainment; mementos/souvenirs	26 (62)	14 (36)	1 (2)
Arranging interface/interaction with tourist service providers / officials	11 (27)	29 (71)	1 (2)
Guide Service	14 (34)	26 (63)	1 (3)
Visa Facilitation	33 (80)	8 (20)	0 (0)

Figures in Parentheses are Percentage figures

The responses from the sample of delegates show that coordination and communication by the Ministry officials got hundred percent approvals and was considered the best part of the arrangements of the delegate programme. Also, travel and transportation arrangements, visa facilitation arrangements for recreation and explaining of details about tourism products and services were commendable. However, staying facilities i.e. accommodation was a major sore point with the delegates that needs to be studied further closely maybe by having a relook at the accommodation facilities provided to the delegates. Similarly, guide services, interface arrangements with tourist service providers also need further improvement.

4. Most Memorable Experience of Delegates

The highlights of the experience of delegates touches all the aspects that India is already identified with the world over i.e. its historical monuments, beautiful locales, cultural heritage and friendly people full of warmth, extent and reach of its civilization development among others. However, the best impression that has been created amongst the delegates is related to the cultural richness and heritage of India. In terms of specific destinations, products or packages, the Taj Mahal, Buddhist sites, Goa, Varanasi, Bodh Gaya, Rajasthan and other historical monuments have created a positive impression with the delegates

5. Three Positive Aspects about India

Table: Three Positive Aspects about India Expressed by Delegates (Tour Operators/Travel Agents)

Delegates	Country	Rank - 1	Rank - 2	Rank - 3
Van De Woestyne Luk	Belgium	Authenticity	Rich cultural Heritage	Variety- culture, nature, national parks, History.
Adam Schorchit	Czech Republic	Different types of food	culture	Indian arts
Maria Joao Correia Marques	Portugal	The places are beautiful	The people are warm and kind	The food is very good
Barutcu Sen Guel	Germany	People are warm and kind	Historical building	Different type of food
Bhagban Dash Shrestha	Thailand	Historical Monuments	The richness of India culture and traditions	India is a beautiful place to travel.
Choi Younga	Korea	Pace of life	Nothing compares to the culture	People are welcoming.
Freddy Joy Charles Rompas	Indonesia	India is very very diverse	The people are welcoming.	The cultures are fascinating.
Khaing Cho New	Myanmar	Historical buildings	Special foods	Most people are friendly.
Kim Chanlekha	Cambodia	Oldest countries of the world.	It is full of attractive historical places.	People's warm hospitality.
Ludovico Scortichini	Italy	Unique wear	Oldest civilizations	Beautiful location.

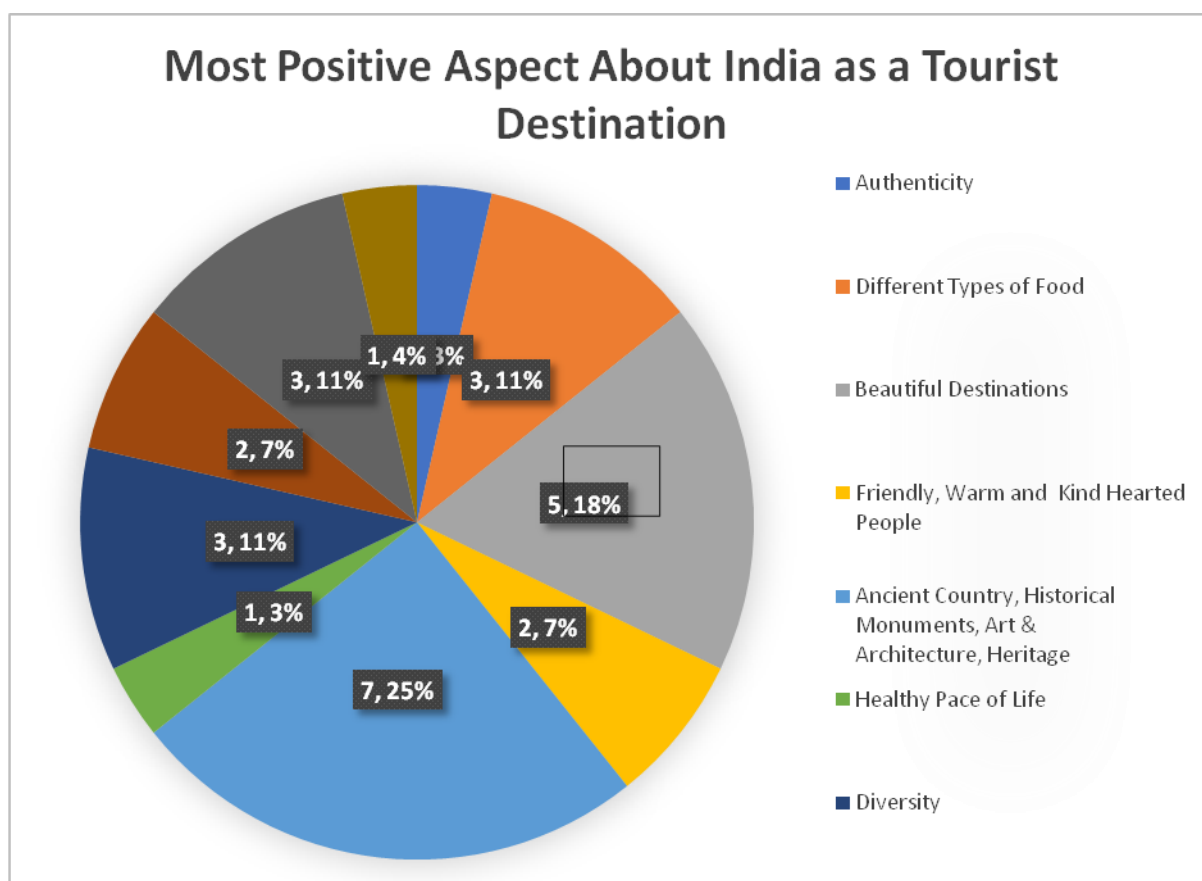
Delegates	Country	Rank - 1	Rank - 2	Rank -3
Nurul Hanna Hussein Shah	Malaysia	Most people are friendly.	Food variation	Glory of Indian Art
Ronald D'Souza	Canada	Here is the variety in clothing, food, culture.	India is an amazing travel destination	Indian cuisine.
Sang Bunthy	Cambodia	India can be very inspiring and refreshing for the soul.	Beautiful location	The richness of India culture and traditions
Tryntsje Jaspers	Amsterdam	Indian culture and traditions	The glory of Indian Art	People's warm hospitality.
Takeshi Mizuno	Japan	The glory of Indian Art & Architecture	People's warm hospitality.	India is a beautiful place to travel.
Julie Sulwartz	USA	It is truly beautiful country	People are warm & welcoming.	Monuments
Bob Ferdinand Feddes		The places are beautiful	Special foods	People are friendly.
Dick Cjiffers	Australia	Historical buildings	The richness of India culture and traditions	India is a beautiful place to travel.
Madina Pulatova	Uzbekistan	Good culture	Nice people	Historical locations
Garcia Becerro Emilio	Spain	Historical place.	Food	Beautiful location
Yukari Wakui	Japan	Good culture	Food variation	People
GwonYounghwan	Korea	Historical Monuments	Food variations	clothing
Wouter Van der Meer	Netherlands	Historical buildings	Richness of Indian culture and traditions	India is a beautiful place to travel
Swan Hong Oei	Netherlands	Richness of Indian culture and tradition	People's warm hospitality	The glory of Indian Art & Architecture.
Suzanne Ulrika	Sweden	The culture	Beautiful locations	The food is very good
Stephen Walter Pode	Australia	Food variation	Beautiful places	Historical locations
Shaan Ramasray	Netherlands	India is a beautiful place to travel.	Food variation	Richness of India culture and traditions
Florence Lung	Paris	Glory of Indian Art & Architecture	Beautiful location	Food
Oddvar Stromseng	Norway	The People are warm and kind	Beautiful locations	The food is very good
Narzullayeva Khayriniso	Samarkand	Glory of Indian Art & culture	Different type of food	Attractive historical places
Mukaddas Gafurova	Uzbekistan	India is a beautiful place to travel.	Food variation	attractive places
Mohamed Ali Poonja	Canada	Richness of Indian culture and traditions	One of the oldest countries of the world.	food variation
Sreat Mom Sophear	Cambodia	The glory of Indian Art & Architecture	People's warm hospitality.	Food variation
Johan Bernhard Gosman	Netherlands	Very beautiful place	People are good	food spicy
Herman Victor de Waele	Belgium	Heritage buildings	Great culture	unique wear of women
Gordiyko Yulia	Armenia	Historical place	Different type of food	culture
Eva Flyg	Sweden	Richness of Indian culture and traditions	Food variation	attractive tourist place
Damien Deacock	Australia	Huge Number of Tourist Places.	Attractive historical places.	India culture and traditions
Akhsanova Alina	Tashkent	Historical place	Different type of food	Dress
Adam Schorchit	Czech Republic	Different types of food	Culture	Indian arts
Maria Joao Correia Marques	Portugal	The places are beautiful	The people are warm and kind	The food is very good

As the table above and the pie chart in the next page shows, warmth of people, rich culture and diversity, sheer number of places to visit, wide variety of foods and overall natural & cultural beauty of the place are what

identifies India and are considered its positive aspects that elate the mind of a tourist. Discussions with the delegates revealed that the delegates are overwhelmed with the experience of India and find it to be a different country in terms of human empathy and warmth and the Indian outlook to life in the face of difficulties and lackadaisical facilities in the overall living experience in India. The tourists seem to find an aspect of beauty and charm in each of their experience in India.

This presents a dilemma for a tourism planner from the point of view of enhancing the facilities and hence the experience of India because, the past and present, good and bad, empathy and responsiveness are so intertwined that it will be difficult not to tamper with the experience in the quest for enhancing the facilities and products for tourists. Such situations need careful planning to preserve the beautiful aspects and at the same time, enhance the service related arrangements and destination development initiatives in India.

All the same, the tourists' delegates do have some advice for areas of improvement that are discussed in the next section.



6. Three Things Needing Improvement to Increase the Tourist Traffic to India

Table: Three Things Needing Improvement as Expressed by Delegates (Tour Operators/Travel Agents)

Delegates	Country	Rank - 1	Rank -2	Rank -3
Van De Woestyne Luk	Belgium	Accommodation in the south.	Reliability of Guide (everyone has an uncle, a brother, a cousin with a shop)	Public should be clean

Delegates	Country	Rank - 1	Rank -2	Rank -3
Adam Schorchit	Czech Republic	Networking	Transportation	Safety
Maria Joao Correia Marques	Portugal	More time to visit and feel the places	Improve the internet connection in the train	Educate people to clean the streets (too much garbage on the streets)
Barutcu Sen Guel	Germany	Transportation	Road condition	Traffic
Bhagban Dash Shrestha	Thailand	Traffic	Food	Transportation
Choi Younga	Korea	Cleanliness	Safety	Traffic
Freddy Joy Charles Rompas	Indonesia	Road condition	Safety	Cleanness
Khaing Cho New	Myanmar	Cleanliness	Traffic	Safety
Kim Chanlekha	Cambodia	Cleanliness	Transportation	safety
Ludovico Scortichini	Italy	Improvement in safety	Traffic is bad.	Improvement of Cleanliness.
Nurul Hanna Hussein Shah	Malaysia	Traffic	Bagger.	Transportation.
Ronald D'Souza	Canada	Beggar	Traffic	Road condition.
Sang Bunthy	Cambodia	Safety	Cleanness	Transportation.
Tryntsje Jaspers	Amsterdam	Transportation	Cleanness	Road condition
Takeshi Mizuno	Japan	Cleanness	Transportation	Safety
Julie sulwartz	USA	More promotional material, advertisement, media	more convenient flights	more seminar
Bob Ferdinand Feddes		Traffic	Beggar	Transportation.
Dick Cjiffers	Australia	Traffic	Food	Transportation
Madina Pulatova	Uzbekistan	Road condition	Transportation	Need proper cleanliness
Garcia Becerro Emilio	Spain	Cleanness	Safety	Roads
Yukari Wakui	Japan	Need to improve staying facility.	Traffic	Safety
GwonYounghwan	Korea	Cleanliness	Traffic	Safety
Wouter Van der Meer	Netherlands	Traffic	food	Transportation
Swan Hong Oei	Netherlands	Begging	Food hygiene in some places	traffic
Suzanne Ulrika	Sweden	Cleanness	begging	traffic
Stephen Walter Pode	Australia	Traffic in road	Communications	Transportation
Shaan Ramasray	Netherlands	Traffic	Transportation	Some hotels are very dirty.
Florence Lung	Paris	Traffic	too much garbage on the streets	Improvement in safety
Oddvar Stromseng	Norway	Traffic	Transportation	cleanness
Narzullayeva Khayriniso	Samarkand	safety	Transportation	cleanness
Mukaddas Gafurova	Uzbekistan	Cleanness	traffic	roads
Mohamed Ali Poonja	Canada	traffic	Avoid usage of Plastic covers	Build great roads and access points
Sreat Mom Sophear	Cambodia	Safety	Cleanness	Beggars
Johan Bernhard Gosman	Netherlands	Need to clean the street	improve transportation	Begging in major in cities
Herman Victor de Waele	Belgium	Cleanliness	Transportation	traffic

Delegates	Country	Rank - 1	Rank -2	Rank -3
Gordiyko Yulia	Armenia	Transportation	Traffic	Cleanliness
Eva Flyg	Sweden	Need to clean the street	Transportation	Some hotels are very dirty.
Damien Deacock	Australia	Traffic	Food	Transportation
Akhsanova Alina	Tashkent	Cleanliness	Transportation	Safety
Adam Schorchit	Czech Republic	Networking	Transportation	Safety
Maria Joao Correia Marques	Portugal	More time to visit and feel the places	Improve the internet connection in the train	Educate people to clean the streets (too much garbage on the streets)

Delegates' response and ranking of areas and aspects needing improvement point to the usual suspects that feed another image of India. For example, chaotic traffic, transport connectivity, potholed roads, garbage on streets, roaming beggars (in fact beggars intentionally going after foreigners knowing they will get a nice tip), in fact overall cleanliness of environment and mismanagement of public service i.e. aspects long associated with India, are the areas pointed by delegates that are in need of improvement. Apart from these obvious improvement areas, some specific areas of improvement pointed by the delegates are with regards to net connectivity in far flung areas, around destinations and in trains, better hotels, lack of adequate information and promotional material, more convenient flight schedules, unprofessional attitude of guides and educating people on clean habits are the other areas that the delegates pointed out that need improvement. Safety, though, highlighted is not on the first ranking priority of delegates thereby pointing to the fact that most areas are safe at least for a tourist and they are not unnecessarily harassed or targeted save for some stray cases that are highly publicized in media. Overall, therefore, the delegates feel that though India a beautiful country culturally, historically and in terms of age old flavor, yet it is a country with chaotic traffic, bad roads, pestering beggars, inadequate intra-regional transport facilities, internet networking facilities and accommodation facilities besides public information facilities. So, have the delegates shared their experiences about India somewhere?

7. Articles, photographs, write-ups, blogs, publications, short films, attended conferences / promotional events on India in general, or about your experiences during India Visit – Travel & Tour Operators

Information collected from the delegates reveal that none of the delegates taken in the sample group and interviewed, have expressed their opinion, experience or feeling about India in any forum, print media, electronic media, photographic representation or in any form of communication with the outside world. Only one or two delegates from the financial year 2013, said about writing something about the India experience, but do not remember the publication or the forum. Now, this can be taken considered a positive aspect overall, though it is not positive as per the purpose of the programme. This is positive for India tourism because as the impression India tourism has formed on the delegation reveals; there is nothing new about the image of India. This is because India was always considered a culturally, historically and diversity wise, a great country. But the negative impressions i.e. dirt, filth, beggars roaming in streets, chaotic traffic, lack of proper geographical and digital connectivity, lack of proper information dissemination and hotel infrastructure would also have found expression in the articles and publications of the delegates thereby reinforcing the already existing image about

India that would not have added towards improving the image of India. However, it is expected that the delegates express their positive feelings about India. Maybe there should be an overt approach to the programme to fulfill its core objectives, like expecting some products from the delegates in return for the hospitality offered. However, the delegates themselves are overall very satisfied with their visit to India.

Delegates are profuse in their praise of India as an exciting, surprising and fantastic destination and they want to visit again. Some of them feel it to be refreshing for their soul as it is the birthplace of major religions like Hinduism, Buddhism, Jainism and Sikhism. It is also a land of abundant historical monuments and cultural richness with diversity. However, do they induce others to visit India?

Responses from the sample group reveal indeed half of the total sample size had either recommended others or themselves organized tours to India, which is good, as shown in the table below:

Tourist Traffic Generated by Delegates (Travel Agents/Tour Operators)

Delegate	Country	Financial Year	Size of Tourist Group	Number of Tourist Group(s)	Places Visited
Van De Woestyne Luk	Belgium	Year round	300	10	Golden Triangle (Delhi, Jaipur, Agra)
Adam Schorchit	Czech Republic	2012	6	1	Delhi, Agra & Jaipur
Barutcu Sen Guel	Germany	2012	13	1	Delhi, Agra & Jaipur
Choi Younga	Korea	2013	5	1	Delhi, Varanasi & Gaya.
Freddy Joy Charles Rompas	Indonesia	2013-14	10	2	Delhi & Varanasi
Khaing Cho New	Myanmar	NA	15	5	Gaya, Varanasi
Kim Chanlekha	Cambodia	NA	12	3	Delhi, Varanasi & Gaya
Nurul Hanna Hussein Shah	Malaysia	NA	10	3	Delhi, Gaya, Varanasi
Tryntsje Jaspers	Amsterdam	2013	50	4	Golden Triangle (Delhi, Jaipur, Agra)
Julie Sulwartz	USA	2008-2009	10	3	Golden Triangle (Delhi, Jaipur, Agra)
Madina Pulatova	Uzbekistan	2012	12	4	Delhi, Agra & Jaipur
Johan Bernhard Gosman	Netherlands	2012	5	2	Delhi, Agra & Jaipur
Herman Victor De Waele	Belgium	2012	15	2	Delhi, Agra & Jaipur
Gordiyko Yulia	Armenia	2012	7	3	Delhi, Agra & Jaipur
Eva Flyg	Sweden	2013	5	1	Delhi, Agra & Jaipur
Akhsanova Alina	Tashkent	2012	5	1	Delhi, Agra & Jaipur
Adam Schorchit	Czech Republic	2012	6	1	Delhi, Agra & Jaipur
Total			486		

The information in the table above reveals that 'Golden Triangle' is the most visited destination and overall it is North India. On closer look, it can be analyzed that places that are easily approachable from Delhi, the national capital, are the destinations that are preferred by the delegates. Is it because the tourism infrastructure and publicity is centered on the national capital? This is because, there are many other popular spots that do not show up in the places visited list, when the delegates themselves had touched major parts of central, east, west and south India. Only Gaya comes a close second followed by Varanasi. In that case, the effect of the programme in promoting new places still needs more focus and drive. The delegates however, are satisfied with the way the delegate scheme is being implemented, and they have recommended for more such FAM tours. They appreciate the human touch that is there in the scheme as reflected in the way the ministry makes the

delegates feel like home. However, a crucial recommendation that has come from the delegates is that the tour duration should be increased and more places of tourist interest should be explored, which is quite logical from the point of view of the scheme.

All the same, the delegates are travel and tour operators whose primary work is to generate direct tourist traffic, which most of them have done even though they took the safe option of planning packages for destinations that are well known internationally and have the best of facilities and connectivity. They are not opinion makers and influencers to convey their opinion in public forums or mode of mass communication, a role well performed by travel writers, journalists, industry experts and influencers.

Delegates: Travel Writers, Journalists, Travel Photographers, Opinion Makers Dignitary/Celebrities, Speakers/Door Prize Winners

Table: Details of Delegates: Travel Writers, Journalists, Travel Photographers, Opinion Makers Dignitary/Celebrities, Speakers/Door Prize Winners

SI No.	Category*	Name	Country	Sponsor	Fin Year	Time of Visit	Duration	Contact Address	Places Visited
1	1/2/3/5/6/7	Michael Smith	Singapore	India tourism office Singapore	2013-14	October	8 days	mike@asiaphotostock.com	Tawang, Guwahati, Ziro
2	2	Attila Kovaces	Hungary	India tourism office Frankfurt	2011-12	23 to 29th sept	6 days	Budapest, 1033, Florian fer, Tel-3615557045, dejan@mail.index.hu	Cochin, Trivandrum, Alleppy & Kovalam
3	1/2/3/8	Hiroshi Takano	Osaka, Japan	India tourism office Tokyo	2012-13	Jan 11-17	7 days	info@aquaimage.co.jp	New Delhi & Port Blaire including a nearby island
4	2	Dormer Csaba	Hungary	India tourism office Frankfurt	2011-12	23 to 29th sept	6 days	1047, Budapest, U-132A, Tel-36209998316, Domer.csaba@rtklklub.hu	Cochin, Trivandrum, Alleppy & Kovalam
5	2,3	Alberto Benazzi	Italy	India tourism office Milan	2013-14	Mar-13		golfegusto@yahoo.it	Assam
6	1,2,3	Jacqueline Windh	Canada	Tourism India Toronto	2012-13	October-2013	10 days		Delhi, mirk, Maney bhanjang, Rimbik, Sandakphu
7	2	Katalin Gorgei dr	Hungary	India tourism office Frankfurt	2011-12	23 to 29th sept	6 days	Normata str, 43/9, 1121, Budapest, Tel-36302317790, tgm@mash.datanet.hn	Cochin, Trivandrum, Alleppy & Kovalam
8	2	Francesco Tomasinelli	Italy	India tourism office Milan	2012-13	15 to 22 May	7 days	giant squid@tiscali.it	Delhi & Corbett National Park.
9	10	Galla Zsuzsanna	Hungary	India tourism office Frankfurt	2011-12	23 to 29th sept	6 days	1012, Budapest, Logodi uca, 25, Tel-036-309402728	
10	1,2	Tamas Lesizak	Hungary	India tourism office Frankfurt	2011-12	23 to 29th sept	6 days	Szegfu str, 12, 2030 Erd, Tel-36306880866, tamas-leszak@napi.hu	Cochin, Trivandrum, Alleppy & Kovalam
11	1,2	Richard J. Kerler	Germany	India tourism office Frankfurt	2011-12	April-May 2011	10 days	r.kerler@ipm-verlag.de	Maharashtra (Aurangabad, Sawantwadi, Ambolli, Tarkarli, Ganapatipule, Ratnagiri & Ajanta)
12	2	Anne Sofie Cathey Delphine Dekeyser	Belgium	India Tourism office in Amsterdam	2012-13	10-30 June	20 days	Kleine Hulststraat 68, 9100 Sint-Niklaas, Belgium, Ann-sofie.dekeyser@standaard.be	Delhi, Dehradun, Barkot, Rohru, Sarahan, Jalori La, Manali, Keylong, Sarchu, Tsokar, Choglamsar, Chembre wari la, Khardungla, Leh
13	1,2	Walfgang Molitor	Germany	India tourism office Frankfurt	2013-14	4th May to 16th may	12 days	plieninger strabe 150, 70567, stuttgart, w.molitor@stn.zgs.de	Bekal & coorg
14	2	Jan Schnettler	Germany	India tourism office Frankfurt	2011-12	18-24 Oct	6 days	j.schnettler@yagi.se	Delhi & the Himalayas
15	10	Gilda Sandique	Philippines	India tourism board in Manila	2013	29 Nov to 5 Dec 2013	6 days	33, Sunrise Drive, Cubao, Quezon City, Philippines, 1109, jillfsandique@yahoo.com	Delhi, Agra, Mumbai and Goa
16	2	Franka Hanig	Germany	India tourism office Frankfurt	2011-12	18-24 Oct	6 days	haenig@redspa.de	Delhi & the Himalayas
17	1,2	Szilvia Szeszler	Hungary	India tourism office Frankfurt	2011-12		7 days	1215, Budapest, Ady Endre street 55, 3/11, szeszler.szilvia@upcmail.hu	Delhi, Agra, Jaipur, Udaipur-Now would like to see Varanasi
18	2	Drik Eberz	Germany	India tourism office Frankfurt	2011-12	18-24 Oct	6 days	drik.eberz@rhein-zeitung.net	Delhi & the Himalayas
19	1,2,3	Guezenec mireille-Josephine	France	India tourism office Paris	2013-2014			1, Rue de croisy, 18000 Bourges, France, himbindu@gmail.com	Sikkim (Gangtok) ITM and calcutta

SI No.	Category*	Name	Country	Sponsor	Fin Year	Time of Visit	Duration	Contact Address	Places Visited
20	3	Christine Anna Doring	Germany	India tourism office Frankfurt	2011-12	Sept-Oct 2011	20 days	christin.doering@yahoo.de	Delhi, Cochin & Trivandrum
21	2	Angelika Moreller	Germany	India tourism office Frankfurt	2011-12	18-24 Oct	6 days	Quellentel, 59, 22608, Hamburg, closeuphamburg@aol.com	Delhi & the Himalayas
22	1,2	Almasy Gyuala	Hungary	India tourism office Frankfurt	2011-12	July-Aug 2011	6 days	1155, Toth I.U.112, Budapest, almasy.gyuka@vukagharinagazin.hu	Cochin, Trivandrum, Alleppey & Kovalam
23	1,2,3	Teupel Michael	Germany	India tourism office Frankfurt	2011-12	Feb-12	2 weeks	michaelteupel@yahoo.com	Delhi, Goa, Cochin & Trivandrum
24	2	Davide Della Penna	Italy	India tourism office Milan	2013	March-April		davidedellapenna@hotmail.com	
25	2	Lex Veldhoen	Holland	India Tourism office in Amsterdam	2012-2013	January	5 days	Koommarkt 75 Tel-015-2126019	Shimla, Daramsala, Chandigarh
26	2	Mario Masciullo	Italy	India tourism office Milan	2013	March-April		Mario.masciullo@hotmail.com	Assam (Guwahati)
27	2	Claudia Diemar Zafiri	Germany	India tourism office Frankfurt	2012-13	Oct-Nov-2012	10 days	Toepfützstr. 860596, Frankfurt, Germany, claudia@diemar.de	Delhi, Kolkata, Patna, Varanasi
28	2	Damien Deacock	Australia	India tourism office Sydney	2013	18 to 27 Jan		info@farhorizns.com.au	Guwahati
29	2	Evliien Annemorie Van Veen	Netherlands	India Tourism office in Amsterdam	2012-13	5-10 Oct 2012	5 days	Mozrtlaan 22, 5333 GB Utrecht /e.vanveen@volkskrant.nl	
30	4	Luc Jean Labreque	Canada	Tourism India Toronto	2012-13	2012-13		gdedrumel@uniktour.com	Delhi, Amritsar, Chennai, Mumbai, Kerala & Rajasthan
31	2,3	Savina Sciacqua	Italy	India tourism office Milan	2013	Mar-13		Savina.sciacqua@sanvoyage.com	Assam
32	1,2	Rodolfo Baggio	Italy	India tourism office Milan	2012-13			via venini, 18- 20127, Milan, Italy, rodolfo.baggio@unibocconi.it	Delhi
33	1,2	Leonora MORK	Hungary	GALA Tours	2012-13	September.2012	10 days	ELLE Hungary, H-1037, Budapest, Montevideo u, 9, www.elemagazin.hu/Leonora.mork@gmail.com	Kerala
34	2	Diego Nicoletti	Italy	India tourism office Milan	2013	March-April	7 days	Diego.nicoletti@varedolab.com	Gujarat (Gir National forest, Ahmedabad)
35	2,3	Hermann Rodriguez	Scottish	India Tourism office London	2013-14	16th to 22nd Oct 2013.	7 days		Guwahati & Tawang
36	1,2	James Paul Draven	Britain	India Tourism office London	2013-14	13 to 18th April	5 days		Pondicherry
37	2	Luca Bracali	Italy	India tourism office Milan	2013	March-April	7 days	luca@mediacomitaly.net	Gujarat
38	2	Oikonomou Nikolaos	Greece	India tourism office Milan	2013	Nov-13	10 days	onphotographer@gmail.com	Delhi, Darjeeling & Varanasi
39	4	Sian Marralls	Australia	India tourism office Sydney	2013-14			smerralls@nine.com.au	Delhi, Jaipur, Agra
40	2	Stefano Tesi	Italy	India tourism office Milan	2013	October	7 days	mail@stefanotesi.it	Guwahati, Tawang (Arunachal Pradesh)
41	3	Roelof Hermanus van Bekkum	Netherlands	India Tourism office in Amsterdam	2013	13-20 September	7 days	roelvbekcum@hotmail.com	Trivandrum, Delhi, Haridwar, Ananda
42	3	Morena Ramone westerik	Netherlands	India Tourism office in Amsterdam	2013	1-10 April	10 days	Sajetplein 32, 1091, DJ, Amsterdam, Morena.ramone@gmail.com	Delhi, Udaipur, Jaipur, Pushkar, Jodhpur & Ranakpur
43	1,2	Madeleine Doberly	Australia	India tourism office Sydney	2013-14			dohertymadeleine@yahoo.com.au	Delhi, Jaipur, Agra

SI No.	Category*	Name	Country	Sponsor	Fin Year	Time of Visit	Duration	Contact Address	Places Visited
44	2	Hendrik Eric Veenhuizen	Netherlands	India Tourism office in Amsterdam	2013	2 to 9 April	7 days	1069, PS, Amsterdam, eric@golfrtravels.nl	Bangalore, Chennai & Hyderabad
45	2	Anna Toso	Italy	India tourism office Milan	2013	March/April	10 days	annarosatoso@yahoo.it	Maharashtra (Mumbai - Nashik - Ellora Cave - Ajanta Caves - Kolhapur - Goa - Ratnagiri - Mumbai)
46	2	Takahiro Osagawa	Japan	India tourism office Tokyo	2012-13	18th Jan to 27th Jan.		nanninga@df7.so-net.ne.jp	Delhi & Assam.
47	2	Takahiro Osagawa	Japan	India tourism office Tokyo	2012-13	18th Jan to 27th Jan.		nanninga@df7.so-net.ne.jp	Delhi & Assam.
48	1,2	Nicolaas Blokker	Netherland	India Tourism office in Amsterdam	2012-13	23-27 Nov	5 days	Niko.blokker@gmail.com	Delhi, Jaipur & Pushkar
49	1,2	Nele De Meyer	Belgium	India Tourism office in Amsterdam	2012-13	3-8 Dec	5 days	Dodoensstraat 12, 2140, Borgerhout, Belgium	Delhi, Agra & Jaipur
50	10 (Buddhist Nun)	Mami Miyata	Japan	India tourism office Tokyo	2012-13	Sept-OcT		zuirei_miyata@yahoo.co.jp	Delhi, Varanasi, Gaya & Bodh Gaya
51	2	Kalman Demeter	Hungary	India Tourism office Frankfurt	2012-13	Oct-12	7 days	Vilaggazdasag, 1095 Mester u.32, Kalman.demeter@vg.hu	
52	2,3	Francesco Garufi	Italy	India tourism office Milan	2013-14	Feb-13		francesogarufi@viaggiando.tv	Delhi, Agra, Varanasi & Allahabad.
53	2	Alberto Caspani	Italy	India tourism office Milan	2012	28 to 1 Oct	5 days	l.scortichini@goasia.it	Delhi, Varanasi & Bodhgaya.

*1: Travel Writer; 2. Journalist;3. Travel Photographer; 4. Opinion Maker; 5. Dignitary / Celebrity; 6. Speakers / Door Prize Winners

The table above provides information on the sample of delegates chosen from travel writers, journalists, travel photographers, opinion makers, dignitaries, celebrities, speakers and door prize winners chosen for the study.

The table below, in the succeeding page provides information on the articles, blogs, publications, films events and talk shows conducted by the delegates after their visit to India.

Table: Details of Delegates Activities and Output Post Visit: Travel Writers, Journalists, Travel Photographers, Opinion Makers Dignitary/Celebrities, Speakers/Door Prize Winners

Name	Country	Details of Publications						
		Screening	Blogs	Photograph	Art-P-Media	Art-web	Event	others
Michael Smith	Singapore		asiaphotostock.blogspot.sg	Hundreds-see blog plus asiaphotostock.com				Visited twice with family after trip
Attila Kovaces	Hungary		Ayurveda blog-Blog-Hu)	With picture in Index magazine				
Hiroshi Takano	Osaka, Japan	Photo with films	My personal blog through my company internet	Not uploaded on our internet	Newspaper full page Osaka Nichi Nichi press, Kochi press, both Japanese press / name of Magazine " mature" for ladies/Periodicals by Japan Travel Writers Ass	Through my Blog but not with photos	Invited to present on India by Incredible India Tokyo at JATA TABIHAKU Japan Associations of Travel Agents Travel Expo for audio-visual presentations with my original songs. /Also invited to do the same audio-presentation at Kansai International Airport Authority "Kanku Travel Expo" and others	I do number of audio-visual presentations under the name of "Hiroshi Takano Photo Concert" and introduced quite a number of stages on my visit to New Delhi & Port Blaire including islands, especially with an elephant underwater photo.
Dormer Csaba	Hungary	Filming			Article about Kerala			

Name	Country	Details of Publications						
		Screening	Blogs	Photograph	Art-P-Media	Art-web	Event	others
Alberto Benazzi	Italy				Article about Soukya Int. Holistic centre in Golf & Gusto magazine in sept 2013. / Article about Assam in San Voyage web magazine in May 2014/ Article about Soukya Int. Holistic Ventre in Wellness Area magazine in May-June-2014.			
Jacqueline Windh	Canada		www.daveandjackierun.wordpress.com	www.sleepmonsters.com	Ultraunning magazine (https://www.ultraunning.com/)	www.sleepmonsters.com (10 or so daily reports)	Slide show at char's landing, port alberni, Canada	
Katalin Gorgei dr	Hungary					Article on termeszet Gyoggasz in 2011		
Francesco Tomasinelli	Italy				Article about Corbett National Park in La Rivista della Natura, Wildlife magazine.			
Tamas Leszlak	Hungary				Article in News paper 2011 (Napi Gazdasag)			
Richard J. Kerler	Germany				Published article in the magazine Holiday & Lifestyle of (i) 3/11 of 6 page article and last page of I.T.Frankfurt Advt (ii) 4/11 of 5 page Article.			
Anne Sofie Cathey Delphine Dekeyser	Belgium				Article about retro motor through the Himalaya.			
Walfgang Molitor	Germany		http://www.stuttgarter-zeitung.de/inhalt.indien-kerala-kleine-fische.35e49f6bb84c-49c3-8e20-9c2b7977cea2.html		Santag Aktuell regional weekly newspaper			
Jan Schnettler	Germany				Article written with picture in Reisen exclusive winter-2011			
Gilda Sandique	Philippines				Food magazine also contributed some recipes from the trip to Metro Society magazine			
Franka Hanig	Germany				Article written with picture in SPA insite in 2012			

Name	Country	Details of Publications						
		Screening	Blogs	Photograph	Art-P-Media	Art-web	Event	others
Szilvia Szeszler	Hungary				GO Utazas trave magazine, Go Utazas online and facebook	2 times		
Drik Eberz	Germany				Article written in Rhein Zeitung			
Guezenecc mireille-Josephine	France				3 books (Ganga aux sources du fleuves eternel/INDE siguliere et plurielle/Benares, Kashi Varanasi: voyage initiatique dans la capitale spirituelle de l'Inde	http://mj.quezenec.free.fr/		
Christine Anna Doring	Germany				Photogrophy about Kerala			
Angelika Moreller	Germany				Article written with picture in Savoir Vivre			
Almasy Gyuala	Hungary				Article in the magazine Vilagiaro travel XI/9, 2011 sept 11 pages on Keral with cover page on India.			
Teupel Michael	Germany				Book written about kerala tourism-May 2012 (228 pages)			
Davide Della Penna	Italy				Article in L'Angenzia di Viaggi trade jornal July 2014.			
Mario Masciullo	Italy				Article about Assam in Master meeting MICE magazine in May 2014. / Article about Assam in ETurbo web magazine in Oct-Nov 2014. / Article about Yoga in Master meeting MICE magazine in July-Aug 2015.			
Claudia Diemar Zafiri	Germany				Article published in Azur-Kreuzfahrt magazine / Article in Frankfurter Rundschau /Article in Berliner Zeitung /Article in NZZ am sonntag			
Savina Sciacqua	Italy				Article about Soukya Int. Holistic centre in Golf & Gusto magazine in sept 2013. / Article about Assam in San Voyage web magazine in May 2014 / Article about Soukya Int. Holistic Ventre in Wellness Area magazine in May-June-2014.			
Rodolfo Baggio	Italy			Some picture on Facebook				

Name	Country	Details of Publications						
		Screening	Blogs	Photograph	Art-P-Media	Art-web	Event	others
Leonora MORK	Hungary				ELLE Hungary, Nok Lapja, TermeszetiGyogyasz magazin (series of articles) radio program in Klubradio	ELLE Hungary, https://www.facebook.com/morkleonora/#leonora.mork		
Diego Nicoletti	Italy				Article about Gir national forest in Latitudes life web magazine in September 2013 With Luca Bracali./ Article about Gir national forest & Holi festival in Latitudes life web site in Sept 2013 & Jan 2014 with Luch Bracali.			
Luca Bracali	Italy				Article about Gir national forest in Latitudes life web magazine in September 2013			
Oikonomou Nikolaos	Greece				Article on Darjeeling, Varanasi in Taxidia magazine in 2013 / Article on Darjeeling in korfes outdoor sports magazine in 2014			
Stefano Tesi	Italy				Article on Brahmaputra cruise, About Arunachal Pradesh & Tawan in Alta Fedelta web magazine in 2014.			
Roelof Hermanus van Bekkum	Netherlands				Article about Ayurveda in Change Think Positive Magazine.			
Hendrik Eric Veenhuizen	Netherlands				Article about Golfing in India (Published in De Nederlandse, Golfkrant, June 2013 issue.			
Anna Toso	Italy				Article about the Deccan Odyssey in Guida Viaggi paper 2013. / Article about the Deccan Odyssey in Emotions web magazine 2013.			
Nicolaas Blokker	Netherland				Article with pictures was published about Pushkar.			
Nele De Meyer	Belgium				Article about India as a destination published in Het Laaste Nieuws magazine.			
Kalman Demeter	Hungary				Article published in Vasarnap Reggel news paper			
Francesco	Italy				Article about Kumbh mela at			

Name	Country	Details of Publications						
		Screening	Blogs	Photograph	Art-P-Media	Art-web	Event	others
Garufi					Allahabad in Viaggiando magazine May 2013. / Article about Varanasi in Viaggiando magazine Sept 2013.			
Alberto Caspani	Italy				Photographs in Travel Quotidiano about Buddhism in India. 2012/ 2013			

The information on the activities performed by this category of delegates post their visit to India shows that a majority of them from the sample group have provided an outlet for communicating information about their experience of visiting India and showcased the tourist attractions and specialties of India.

As in the case of travel agents and tour operators, the majority from the above category of delegates visited India as they were invited for it, which is proof enough of the effort of the Ministry offices in arranging delegates for the hospitality scheme in each financial year. So, which are all the places they visited, events they participated and the other places of interest they touched base?

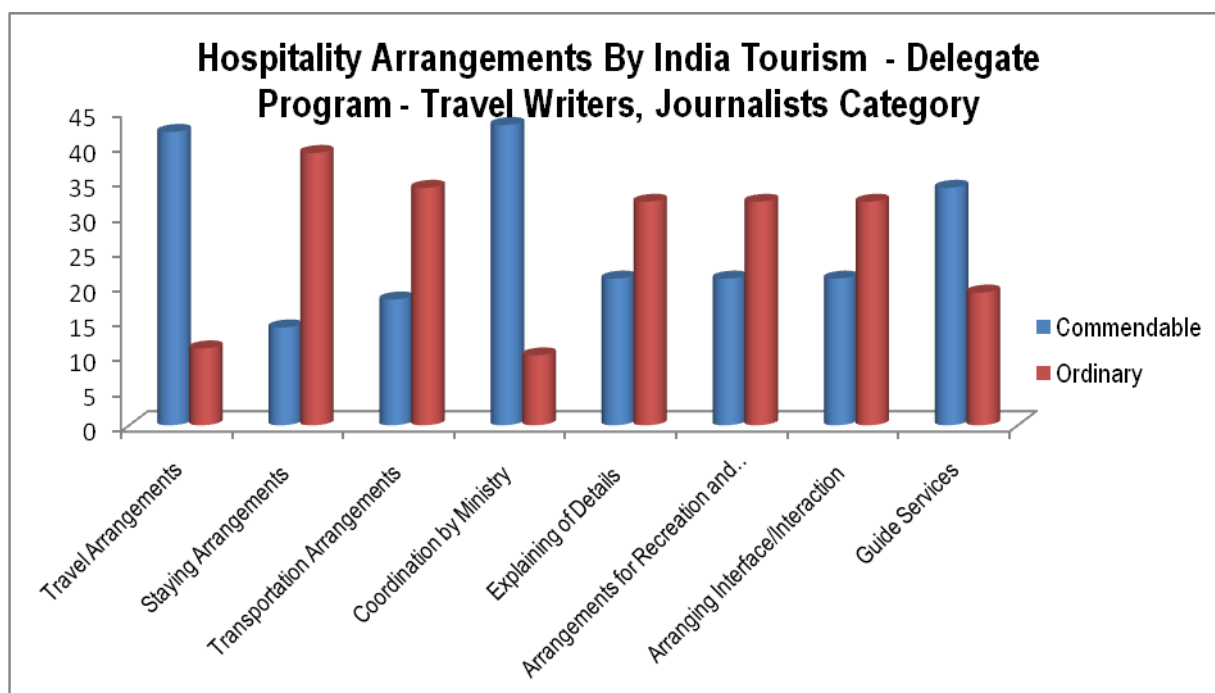
The following table gives information about their itinerary during their visit to India as delegates sponsored by the Ministry of Tourism, Government of India.

Table: Details of Delegates Visit Itinerary: Travel Writers, Journalists, Travel Photographers, Opinion Makers Dignitary/Celebrities, Speakers/Door Prize Winners

Name	Country	Destinations	Events	Others
Michael Smith	Singapore	I have been approx 25 times	Tawang festival, ziro tribes	
Attila Kovaces	Hungary	Cochin, Trivandrum, Alleppey & Kovalam	Green Globe tourism	
Hiroshi TAKANO	Osaka, Japan	They said was my visit to India for the first time. I wish I could be given an opportunity again for the coverage of "Incredible India" as my second visit in future.		Old Delhi of great power
Dormer Csaba	Hungary	Cochin, Trivandrum, Alleppey & Kovalam	Green Globe tourism	
Alberto Benazzi	Italy	Assam		
Jacqueline Windh	Canada	Delhi, Mirik	Himalayan 100-mile stage race	
Katalin Gorgei dr	Hungary	Cochin, Trivandrum, Alleppey & Kovalam	Green Globe tourism	
Francesco Tomasinelli	Italy	Delhi & Corbett National Park.		
Galla Zsuzsanna	Hungary	Cochin, Trivandrum, Alleppey & Kovalam	Green Globe tourism	
Tamas Leszjak	Hungary	Cochin, Trivandrum, Alleppey & Kovalam	Green Globe tourism	
Richard J. Kerler	Germany	Maharashtra (Aurangabad, Sawantwadi, Ambolli, Tarkarli, Ganapatipule, Ratnagiri & Ajanta)	MTDC partial tour	
Anne Sofie Cathey Delphine Dekeyser	Belgium	Delhi, Dehradun, Barkot, Rohru, Sarahan, Jalori La, manali, Keylong, Sarchu, Tsokar, Choglamsar, Chembre wari la, Khardungla, Leh		
Walfgang Molitor	Germany	Bekal & Coorg		
Jan Schnettler	Germany	Delhi & the Himalayas		
Gilda Sandique	Philippines	Delhi, Agra, Mumbai and Goa		Gandhi Museum & local restaurants
Franka Hanig	Germany	Delhi & the Himalayas		
Szilvia Szeszler	Hungary	Delhi, Agra, Jaipur, Udaipur		
Drik Eberz	Germany	Delhi & the Himalayas		
Guezenec Mireille-Josephine	France	Gangtok & Kolkata		
Christine Anna Doring	Germany	Delhi, Cochin & Trivandrum		
Angelika Moreller	Germany	Delhi & the Himalayas		
Almasy Gyuala	Hungary	Cochin, Trivandrum, Alleppey & Kovalam		
Teupel Michael	Germany	Delhi, Cochin & Trivandrum		
Davide Della Penna	Italy	Brahmaputra river cruise	FAM tour	
Lex Veldhoen	Holland	Shimla, Dharamsala, Chandigarh		
Mario Masciullo	Italy	Brahmaputra river cruise	FAM tour	
Claudia Diemar Zafiri	Germany	Delhi, Kolkata, Patna, Varanasi	Cruise RGV River Ganga	

Name	Country	Destinations	Events	Others
Damien Deacock	Australia	Guwahati	IMT Guwahati	
Luc Jean Labreque	Canada	Delhi, Amritsar, Chennai, Mumbai, Kerala & Rajasthan	Indian Gourmet for telecast on "David Rocco's Dolce Vita" Show	
Savina Sciacqua	Italy	Assam		
Rodolfo Baggio	Italy	Agra-Taj Mahal		
Leonora Mork	Hungary	Kerala		
Diego Nicoletti	Italy	Gujarat		
Hermann Rodriguez	Scottish	Guwahati & Tawang	ITM Tawang	
James Paul Draven	Britain	Pondicherry		
Luca Bracali	Italy	Gujarat		
Oikonomou Nikolaos	Greece	Delhi, Darjeeling & Varanasi		
Sian Marralls	Australia	Delhi, Jaipur, Agra		
Stefano Tesi	Italy	Guwahati, Tawang (Arunachal Pradesh)		
Roelof Hermanus van Bekkum	Netherlands	Trivandrum, Delhi, Haridwar, Ananda		
Morena Ramone westerik	Netherlands	Delhi & Rajasthan	Fashion photography	
Madeleine Doberty	Australia	Delhi, Jaipur, Agra		
Hendrik Eric Veenhuizen	Netherlands	Bangalore, Chennai & Hyderabad		
Anna Toso	Italy	Maharashtra	Tour on board Deccan Odyssey by MTDC.	
Takahiro Osagawa	Japan	Guwahati	ITM Guwahati	
Takahiro Osagawa	Japan	Guwahati	ITM Guwahati	
Nicolaas Blokker	Netherland	Delhi, Jaipur & Pushkar		
Nele De Meyer	Belgium	Delhi, Agra & Jaipur		
Mami Miyata	Japan	Delhi, Varanasi, Gaya & Bodh Gaya	International Buddhist Conclave 2012	
Kalman Demeter	Hungary	Delhi, Agra & Jaipur		
Francesco Garufi	Italy	Delhi, Agra, Varanasi & Allahabad.		
Alberto Caspani	Italy	Delhi, Varanasi & Bodhgaya.	Buddhist Conclave	

The above table shows that the hospitality scheme has included major tourist attractions of India i.e. attractions that are already famous in the tourist circuit, like the golden triangle destinations like Delhi, Agra, Jaipur; Buddhist circuit destinations like Bodh Gaya, Varanasi (Sarnath) among others. Also included are famous places of Kerala, Shimla, Dharamsala, and other destinations like Guwahati, and even Gangtok, Tawang among others. But prominent places of tourist potential, like the golden triangle of Orissa, Khajuraho, Tamilnadu and others have not found place in the delegation itinerary.

Chart: Delegates-Travel Agents/Tour Operators: Opinion on Hospitality Arrangements**Table: Delegates-Travel Agents/Tour Operators: Opinion on Hospitality Arrangements**

Hospitality Arrangements In India/Components	Commendable	Ordinary
Travel Arrangements	42 (79)	11 (21)
Staying Arrangements	14 (26)	39 (74)
Transportation Arrangements	18 (34)	34 (66)
Coordination and Communication by the Ministry	43 (81)	10 (19)
Explaining details and highlights of different tourist destinations/events visited	21 (40)	32 (60)
Arrangements for recreation and entertainment; mementos/souvenirs	21 (40)	32 (60)
Arranging interface/interaction with tourist service providers / officials	21 (40)	32 (60)
Guide Service	34 (64)	19 (36)

Figures in parentheses indicate percentage

The responses from the sample of delegates show that in the case of the other category of delegates also, coordination and communication by the Ministry officials got the highest rating and approvals and was considered the best part of the arrangements of the delegate programme. Other than that, travel and transportation arrangements, explaining of details about tourism products and services, arrangements for recreation and entertainment as well as interface programmes were not much appreciated by the delegates. However, staying facilities i.e. accommodation was a major sore point with these delegates. However, the guide services were largely appreciated by the delegates.

The delegates had some memorable experiences all the same. Sharing their experiences during interaction, some delegates were profuse in their praise of India. Some prominent expressions are mentioned below accordingly.

- i. *“My meeting with an elephant on the Havelock, the beautiful tropical island, was the most memorable experience. This brought me many chances to write about it in different publication. This also gave me do quite a number of presentations for the tourism promotional events in Japan. I also did the presentation with my own music about my meeting with the elephant at Seattle Cherry Blossom festival in US, too. Thanks to the successful coverage on the underwater swimming elephant, I could bring readers of the above-mention publications and participants of the presentation something new and fantasy images about India just as I had the impression. I would like to continue sending my experience with the elephant backed up by huge city of New Delhi and remote tropical islands with the related images and my original song.”*
- ii. *“The Himalayan 100-mile stage race was the main purpose of my brief visit. The most memorable experiences were visiting this stunning landscape, and having the opportunity to meet and interact with the local people and learn about their culture.”*
- iii. *Tawang is a great place. The Ziro Tribe people are very good.*
- iv. *“Whole of the India is beautiful, India hosts a great many languages, religions, and cultures, which coexist and intermingle.”*
- v. *Different type of culture & food, Good tourist destinations; Overall, I love India where people will be very curious to know each other's culture; People & their hospitality.*
- vi. *The Taj Mahal is impressive; Goa is a nice, relaxing place to visit. Goan food was delicious; Overall I Love India, very good for adventure activity*
- vii. *The people of India seem to wear the most colourful clothes imaginable. India is rich country for its geographically diversity and great hospitality love to travel here.*
- viii. *Overall, I love India where people will be very curious to know each other's culture.*
- ix. *The high-quality hotels providing ayurvedic treatments is awesome*
- x. *Beaches in Kerala are very good for people who prefer beach or sun tourism in India*
- xi. *Indians are overall warm and friendly*
- xii. *India is one of the best travel destinations in the world*
- xiii. *Jaipur is a very famous tourist and education destination in India.*
- xiv. *It was an astonishing experience, one that I will never ever forget. India has lots to offer.*
- xv. *The oldest civilizations in the world.*
- xvi. *Whole of India is beautiful and India can be very inspiring and refreshing for the soul*

These experiences convey the inherent qualities of India as a place. The sample delegates group also expressed the three positive aspects about India needing appreciation. They are mentioned below:

Table: Three Positive Aspects about India Expressed by Delegates (Travel Writers, Journalists Group)

Name	Country	Rank - 1	Rank -2	Rank - 3
Michael Smith	Singapore	Unique tribes	Landscape & temples Tawang	Trip over pass
Attila Kovaces	Hungary	Culture	Beaches	Food variation
Hiroshi Takano	Osaka, Japan	Great towns, culture, foods	Diversity of touristic site including tropical and high visibility of underwater wildness	The combinations of the said two, And people related

Name	Country	Rank - 1	Rank -2	Rank - 3
Dormer Csaba	Hungary	Beautiful place	Rural & Adv. Tourism	Different type of food
Alberto Benazzi	Italy	Beautiful locations	Different type of food.	Indian tradition.
Jacqueline Windh	Canada	Very nice and kind and genuine and honest people	stunning landscape-the Himalaya	Delicious and varied food
Katalin Gorgei dr	Hungary	Beautiful locations	Food variation	Beaches
Francesco Tomasinelli	Italy	Most people are friendly.	India is an amazing travel destination.	Beautiful location.
Galla Zsuzsanna	Hungary	Indian culture	food	Tourist destination
Tamas Leszak	Hungary	Good People	Different type of food	Beaches
Richard J. Kerler	Germany	Most people are friendly	Food is delicious; there are so much different dishes and ndw foods to explore.	The cultures are fascinating
Anne Sofie Cathey Delphine Dekeyser	Belgium	Beautiful locations	Different culture	Food variation
Walfgang Molitor	Germany	Different type of food	Exploring Indian art	Ayurveda
Jan Schnettler	Germany	Himalayas are good mountain range	Lot of food variation in India	Indian culture and tradition so different
Gilda Sandique	Philippines	Exotic and different from other cultures which makes it very interesting	Sights, sounds & colors are so vibrant	There are so many aspects of Indian life & culture to showcase to the world.
Franka Hanig	Germany	Peace of life different type of food	Beautiful locations	
Szilvia Szeszler	Hungary	Historical building	Speical foods	Unique wear of women
Drik Eberz	Germany	Very beautiful place	food variation	Indian culture & tradition
Christine Anna Doring	Germany	Ayurveda & good beaches	The places are beautiful	rural life
Angelika Moreller	Germany	Tradition	food	Most people are friendly
Almasy Gyuala	Hungary	The places are beautiful	The food is very good	The richness of Indian culture & traditions
Teupel Michael	Germany	Kerala is a perfect place	Good Hotels	Friendly
Davide Della Penna	Italy	Beautiful place to travel	One of the most beautiful places in the world.	Variety in clothing, food & culture
Lex Veldhoen	Holland	India is amazing in diversity	Climate	On average friendly people
Mario Masciullo	Italy	Attractive destinations	Good culture.	Peoples are very good.
Claudia Diemar Zafiri	Germany	Variety in clothing, food, culture, tradition, language	Attractive historical monuments	Lot of Tourist Places.
Damien Deacock	Australia	Huge Number of Tourist Places.	Attractive historical places.	India culture and traditions
Evllien Annemorie Van Veen	Netherlands	Historical buildings	Special foods	Unique wear of women
Luc Jean Labreque	Canada	Indian cuisine	Wear of women very unique	People are friendly.

Name	Country	Rank - 1	Rank -2	Rank - 3
Savina Sciacqua	Italy	Pace of life	Indian food	Land which has a rich ancient history and deep culture
Rodolfo Baggio	Italy	Kindness of people	Historical place	variation of food
Leonora MORK	Hungary	Ayurveda	Beautiful location	5 star hotels and resorts
Diego Nicoletti	Italy	India is a beautiful place to travel.	Different type food.	People are warm and kind
Hermann Rodriguez	Scottish	Culture and traditions	Unique wear	Special foods
James Paul Draven	Britain	Historical monuments	Oldest civilizations	Food variation
Luca Bracali	Italy	Indian cuisine	Unique wear of women	An amazing travel destination.
Oikonomou Nikolaos	Greece	Full of attractive historical places.	Most beautiful places in the world.	The cultures are fascinating.
Sian Marralls	Australia	The places are beautiful	The people are warm and kind	The food is very good
Stefano Tesi	Italy	India is an amazing travel destination.	Beautiful location	Himalayas are much more stunning
Roelof Hermanus van Bekkum	Netherlands	Ayurveda	Good people	Food variation
Morena Ramone westerik	Netherlands	Peoples are very good	Different type of dresses.	Food variation
Madeleine Doberty	Australia	Oldest civilizations.	People are welcoming.	New foods to explore.
Hendrik Eric Veenhuyzen	Netherlands	People's warm hospitality.	India is a beautiful place to travel.	Food variation
Anna Toso	Italy	Indian Art & Architecture	Attractive historical places.	Food variation.
Takahiro Osagawa	Japan	Historical Places	India culture and traditions	Different type of food.
Takahiro Osagawa	Japan	Historical Places	India culture and traditions	Different type of food.
Nicolaas Blokker	Netherland	The oldest civilizations in the world.	Most people are friendly.	India is an amazing travel destination.
Nele De Meyer	Belgium	Historical Building.	Rich culture	Food variation
Mami Miyata	Japan	The most beautiful places in the world.	oldest civilizations	Food variations
Kalman Demeter	Hungary	Great culture	Historical buildings	It is full of attractive historical places.
Francesco Garufi	Italy	Pace of life	Indian cuisine	The oldest civilizations in the world.
Alberto Caspani	Italy	The richness of India culture and traditions.	The oldest civilizations in the world.	The people are welcoming.

The information shows that Indian people, Indian culture & tradition, food, friendly and welcoming nature of Indians and the overall beauty and warmth of the people rank high amongst the delegates. They also suggested some improvements as mentioned in the following table.

Table: Three Aspects Needing Improvement Expressed by Delegates (Travel Writers, Journalists Group)

Name	Country	Rank -1	Rank -2	Rank -3
Michael Smith	Singapore	Some Hotels were very dirty	Begging in major cities	Food hygiene in some places
Attila Kovaces	Hungary	Transportation	Safety	Traffic
Hiroshi Takano	Osaka, Japan	Food variation from curried base to something, in this case, Japanese type foods when we expect more visitors from Japan	More exposures through media on "What India can offer more" to attract tourists from overseas travelers including Japan. This is because I had experienced more than I expected.	More exposure on the environmental protection activities that your government has done so far and will do. Diversity of attractiveness of India will also include more on nature.
Dormer Csaba	Hungary	Safety	Transportation	Cleanliness
Alberto Benazzi	Italy	Cleanliness	Traffic	Safety
Jacqueline Windh	Canada	some of the sanitary conditions are challenging for westerners	Road travel is scary to us-but it does also provide for memorable experiences and stories to tell at home	Better and more complete online information so we can plan our trip better (what to bring, what to expect, etc.)
Katalin Gorgei Dr	Hungary	Cleanliness	Traffic	Road condition
Francesco Tomasinelli	Italy	Traffic	Cleanliness	Transportation.
Galla Zsuzsanna	Hungary	Safety	Cleanliness	Beggar
Tamas Leszjak	Hungary	Communication	Cleanliness	Transportation
Richard J. Kerler	Germany	Traffic	Infrastructure	Cleanliness in the roads
Anne Sofie Cathey Delphine Dekeyser	Belgium	Transportation.	Traffic	Cleanliness
Walfgang Molitor	Germany	Transportation	traffic	Cleanliness
Jan Schnettler	Germany	Transportation	communication	Bagger
Gilda Sandique	Philippines	General cleanliness and Hygiene on the streets and environment	food safety and food handling practices	Drivers and guides assigned to tourists must be well versed about places to see
Franka Hanig	Germany	Safety	The roads are bumpy	cleanliness
Szilvia Szeszler	Hungary	I was satisfied with every service		
Drik Eberz	Germany	cleanliness	Transportation	safety
Christine Anna Doring	Germany	Improvement in safety	transportation	begging
Angelika Moreller	Germany	clean in the road	safety	beggar
Almasy Gyuala	Hungary	Begging in major cities	Transportation	Improvement in safety
Teupel Michael	Germany	Organization	More support for media visa	Cleanliness
Davide Della Penna	Italy	Transportation.	It's very crowded country.	Cleanliness in the road.
Lex Veldhoen	Holland	Travel information	Hygiene	safety
Mario Masciullo	Italy	Safety	Cleanliness	Roads
Claudia Diemar Zafiri	Germany	Cleanliness	Traffic is bad	Roads are bumpy
Damien Deacock	Australia	Traffic	Food	Transportation
Evllien Annemorie Van Veen	Netherlands	Traffic	Cleanliness	Safety
Luc Jean Labreque	Canada	Traffic	Cleanliness	Transportation.
Savina Sciacqua	Italy	Begging	Traffic	Cleanliness
Rodolfo Baggio	Italy	Cleanliness	Traffic	Beggars
Leonora MORK	Hungary	Traffic/transportation	road nets	highways
Diego Nicoletti	Italy	Beggars	Cleanliness	Safety

Name	Country	Rank -1	Rank -2	Rank -3
Hermann Rodriguez	Scottish	Transportation	Cleanliness in the road	Service in hotels & restaurants.
James Paul Draven	Britain	Mode of transportation	Traffic	Cleanliness
Luca Bracali	Italy	Cleanliness	Transportation.	Safety
Oikonomou Nikolaos	Greece	Cleanliness.	Crowd.	Safety.
Sian Marralls	Australia	Cleanliness	Traffic	Communications
Stefano Tesi	Italy	Build great roads and access points	Improvement in safety	Traffic is bad
Roelof Hermanus van Bekkum	Netherlands	crowded country	Traffic	Cleanliness
Morena Ramone westerik	Netherlands	It's very crowded country	Traffic is bad	Cleanliness
Madeleine Doberty	Australia	Cleanliness	Safety	Traffic
Hendrik Eric Veenhuyzen	Netherlands	Transportation	Traffic	Cleanliness
Anna Toso	Italy	Cleanliness	Safety	Begging
Takahiro Osagawa	Japan	Needs proper cleanliness	Safety	Roads
Takahiro Osagawa	Japan	Needs proper cleanliness	Safety	Roads
Nicolaas Blokker	Netherland	Safety	Cleanness	Begging
Nele De Meyer	Belgium	Cleanliness	Traffic	Mode of transportation.
Mami Miyata	Japan	Transportation.	Safety	Cleanliness
Kalman Demeter	Hungary	Begging	Cleanness	Crowd
Francesco Garufi	Italy	Begging	Traffic	Cleanliness
Alberto Caspani	Italy	Cleanliness.	Beggar.	Transportation.

The inputs provided by the sample delegates on the aspects needing improvement are also the widely known aspects related to India that needs improvement. The delegates therefore ranked cleanliness, chaotic traffic, crowded places, pestering beggars, lack of adequate transport connectivity, lack of proper information and guidance on tourist place and destinations among others. A thing to note here is the connectivity between the comments made by the delegates and the country they come from. For example, a delegate from Netherlands comments that India is a very crowded country, a Japanese delegate wanted food which is akin to Japanese style of preparation, the same delegate from Japan wanted India to showcase its environmental protection initiatives and include more of nature in the tourism itinerary etc. Also, as most of the delegates selected were from European and developed Asian countries, so the issues of cleanliness, good roads, beggars, inadequate road and network connectivity and information facilities got highlighted. The inference therefore is that if the Ministry wants to attract tourists from the high income and developed countries, then it has to improve its cleanliness and orderliness quotient.

But have they expressed their opinion or published any article or film in any form of communication after their visit to India? This is answered in the succeeding section.

Articles, Films, Publications about India by the Delegates:

The following tables show the list of output about India done by delegates:

Films & Television

Name	Country	Film		
		Name	Date	Publication
Luc Jean Labreque	Canada		2013-2014	TV Show (Cooking)
Hiroshi Takano	Osaka (Japan)	I am happy that you use some of them with my credit. My way of presentation, as I said earlier, is quite unique, I use visuals and talk about my travel experience and messages to the audience through my original songs with the guitar playing. Just to name a few, I did audio-visual concerts at world expo held Nagoya, Japan, Frankfurt Book Fair, Germany and travel related conferences and events		
James Paul Draven	Britain	Travel Journalist-Film Shoot Life Of PI		

Print Media

Name	Country	Print Media		
		Name	Date	Name
Michael Smith	Singapore	Asian Journeys magazine	2014	0
Hiroshi TAKANO	Osaka, Japan	0	Immediately after my shooting program. namely, just after January 2012.	Osaka Nichi Nichi News Press, Kochi News, etc
Alberto Benazzi	Italy	Soukya Int. Holistic Centre/ about Assam	Sept-2013/May-2014/June/2014	Golf & Gusto magazine./ San Voyage web magazine/Wellness Area magazine.
Jacqueline Windh	Canada	Ultraunning magazine (https://www.ultraunning.com/)		
Richard J. Kerler	Germany	Published article in the magazine Holiday & Lifestyle of (i) 3/11 of 6-page article and last page of I.T. Frankfurt Advt (ii) 4/11 of 5-page Article.	2011	
Anne Sofie Cathey Delphine Dekeyser	Belgium	Article about retro motor through the Himalaya.	June 2012 & Nov 2012	Motoren & Toerisme / Standaard Newspaper
Walfgang Molitor	Germany	Santag Aktuell regional weekly newspaper	2013	
Jan Schnettler	Germany	Article written with picture in Reisen exclusive winter-2011	2011	
Gilda Sandique	Philippines	Food magazine, Metro society	May or June 2014/ march 2014	Food magazine/ Metro society
Franka Hanig	Germany	Article written with picture in SPA in-site in 2012	2012	0
Szilvia Szeszler	Hungary	Article	Several times	GO Utazas magazine, AMRIT magazine
Drik Eberz	Germany	Article written in Rhein Zeitung	1/3/2012	
Christine Anna Doring	Germany	Photography in Kerala tourism book	May-12	
Angelika Moreller	Germany	Article written with picture in Savoir Vivre	2012	
Almasy Gyuala	Hungary	Article in the magazine Vilagiaro travel XI/9, 11 pages on Keral with cover page on India.	2011 sept	

Name	Country	Print Media		
		Name	Date	Name
Teupel Michael	Germany	Printed book	2012	
Davide Della Penna	Italy	Article	2 July 2014.	L'Agenzia Viaggi trade journal
Lex Veldhoen	Holland	Article	3/23/2013	Parool
Mario Masciullo	Italy	Article about Assam in Master meeting MICE magazine in May 2014. / Article about Assam in ETurbo web magazine in Oct-Nov 2014. / Article about Yoga in Master meeting MICE magazine in July-Aug 2015.		
Claudia Diemar Zafiri	Germany	Article	April-2013/Jan-2013/Feb-2013	Article published in Azur-Kreuzfahrt magazine / Article in Berliner Zeitung / Article in NZZ am sonntag/ Article in Frankfurter Rundschau
Evlien Annemorie Van Veen	Netherlands	Article about the Fashion week in Delhi in De Volkskrant		12-Oct
Savina Sciacqua	Italy	Soukya Int. Holistic Centre/ Article about Assam	Sept-2013/May 2014/ June 2014	Golf & Gusto magazine. / San Voyage web magazine/ Wellness Area magazine.
Rodolfo Baggio	Italy	Attended conference		
Leonora Mork	Hungary	ELLE Hungary	2012	
Diego Nicoletti	Italy	Article about Gir national forest in Latitudes life web magazine in September 2013 With Luca Bracali./ Article about Gir national forest & Holi festival in Latitudes life web site in Sept 2013 & Jan 2014 with Luch Bracali.		
Luca Bracali	Italy	Article about Gir national forest in Latitudes life web magazine in September 2013		
Oikonomou Nikolaos	Greece	Article on Darjeeling, Varanasi in Taxidia magazine in 2013 / Article on Darjeeling in korfes outdoor sports magazine in 2014		
Stefano Tesi	Italy	Article on Brahmaputra cruise, About Arunachal Pradesh & Tawan in Alta Fedelta web magazine in 2014.		
Roelof Hermanus van Bekkum	Netherlands	Article about Ayurveda in Change Think Positive Magazine.		
Hendrik Eric Veenhuyzen	Netherlands	Article about Golfing in India (Published in De Nederlandse, Golfkrant, June 2013 issue.		
Anna Toso	Italy	Article about the Deccan Odyssey in Guida Viaggi paper 2013. / Article about the Deccan Odyssey in Emotions web magazine 2013.		
Nicolaas Blokker	Netherland	Article with pictures was published regarding Pushkar.	Apr-13	Meridian Magazine
Nele De Meyer	Belgium	Article about India as a destination published	18-Jan-13	in Het Laaste Nieuws magazine.
Kalman Demeter	Hungary	Article published	2-Dec-12	Vasarnap Reggel newspaper (http://www.vg.hu/vallalatok/turizmus/utazas-indiaban-i-393314 http://www.vg.hu/valalatok/turizmus/utazas-indiaban-ii-393858/ http://www.vg.hu/valalatok/turizmus/utazas-indiaban-iii-394392)

Name	Country	Print Media		
		Name	Date	Name
Francesco Garufi	Italy	Kumbh Mela at Allahabad. / About Varanasi	May 2013 / Sept- Oct-2013	Viaggiando magazine
Alberto Caspani	Italy	Photographs in Travel Quotidiano about Buddhism in India. 2012/ 2013		

Other Forums

Name	Country	Online Blog		Personal Website			Social Media	Others
		Name	Date	Name	Date	Name	Web-Link	
Michael Smith	Singapore	Asiaphotostock.blogspot.sg	2014	Asiaphotostock.com	2014			
Hiroshi Takano	Osaka, Japan							Audio-visual presentations at travel expo and others
Jacqueline Windh	Canada	www.sleepmonsters.com(10 or so daily reports)		www.daveandjackierun.wordpress.com				Slide show at char's landing, port Alberni, Canada
Walfgang Molitor	Germany	http://www.stuttgarter-zeitung.de/inhalt.indien-kerala-kleine-fische.35e49f6bb84c-49c3-8e20-9c2b7977cea2.html						
Guezenec mireille-Josephine	France	http://mj.guezenec.free.fr/		Publication regarding Sikkim & Kolkata for Durga Pooja.	0	Magazines Nouvelles de l'Inde		
Teupel Michael	Germany	Goa, Travel in style	2011					
Evllien Annemorie Van Veen	Netherlands	De Volkskrant						
Rodolfo Baggio	Italy						www.facebook.com/rbaggio	

The above tables of output show that the output and exposure made by the delegates with their publications is in the print media. There is almost negligible presence in other forms of communication. Along with it, the data reveals that there is no presence of any reputable magazine, publication or programme in which the delegates have made some exposure about India. For example, there is no mention of any exposure in “Conde Nast”, “Lonely Planet and “BBC Travel” among others.

9: Conclusion and Actionable Agenda for Hospitality Scheme:

The objective of the present study undertaken, was to analyze the impact, efficiency and effectiveness of Hospitality Scheme in promoting tourism and developing the tourism market overseas inbound tourism.

The study covered all aspects required to analyze the impact of the hospitality scheme with regards to its core objectives as mentioned below:

- Familiarize travel agents / tour operators / opinion makers about new tourism products and developments in the field of tourism and motivate travel agents / tour operators who have not included India in their tour packages, to do so.
- Motivate and facilitate media representatives, print & electronic, for positive reporting on India by educating them on ground realities and dispel negative perceptions / misinformation about India so as to project the correct image of India to consumers / viewers through their articles, photos, films etc.
- Acquaint specialized tour operators / Travel agents with niche products like mountaineering, trekking, wellness etc. to enable effective selling of such specialized packages.

(a) Conclusion:

Objectives of Hospitality Scheme	Conclusion from Analysis of Findings
<ul style="list-style-type: none"> • Familiarize travel agents / tour operators / opinion makers about new tourism products and developments in the field of tourism and motivate travel agents / tour operators who have not included India in their tour packages, to do so. • Acquaint specialized tour operators / Travel agents with niche products like mountaineering, trekking, wellness etc. to enable effective selling of 	<p>Familiarization with New Tourism Products: The findings of the study reveal that the major destinations and attractions showcased to the delegates are destinations and events already famous and familiar in the international circuit. The study findings reveal that popular tourist spots and destinations already popular as inbound destinations, like the Golden Triangle (Delhi, Agra, Jaipur), Rajasthan Circuit, including Pushkar, Jaisalmer, Kerala backwaters, popular Buddhist circuit destination like Bodh Gaya and Sarnath (<i>Dhauligiri, Lalitagiri, Ratnagiri, Amaravati, Nagarjunakonda not included</i>), Shimla, Dharamsala, Deccan Odyssey package, International Buddhist Conclave find overwhelming representation in the tourism industry. Only one or two destinations, like Tawang (Arunachal Pradesh), Guwahati among others that are from the focus area of north-east region, are included in the itinerary. Similarly, the tourist packages or circuits of the ministry that are the highlights of India as a country, for example, rural tourism, eco-tourism destinations do not find place in the itinerary. Providing exposure to the new project focus areas of the Ministry needs the required push considering that the overriding impression of tourists / delegates included in the scheme is about the beauty, natural bounty, spirituality, warmth of people and natural environment of India.</p> <p>Inbound Tourism Flow: Analysis of findings shows that the responses of the travel and tour operators invited as delegates in the study period, in sending tour packages to India is around fifty percent. This is because around only fifty percent of the travels and tour operators of the equitably distributed sample group have sent travel and tour packages to India. And an overwhelming majority of the tour packages to the Golden Triangle sector i.e. Delhi, Agra Jaipur and Rajasthan circuit. Among them, many of the tour operators were already sending tour packages to the Golden Triangle circuit and only some of them have</p>

Objectives of Hospitality Scheme	Conclusion from Analysis of Findings
<i>such specialized packages</i>	started adding Golden Triangle in their itinerary after their visit to India
<ul style="list-style-type: none"> • <i>Motivate and facilitate media representatives, print & electronic, for positive reporting on India by educating them on ground realities and dispel negative perceptions / misinformation about India so as to project the correct image of India to consumers / viewers through their articles, photos, films etc.</i> 	<p>Projecting India In Modern Media: The findings of the study reveal that modern mode of communication that is popular in the present context, especially social media tools like Facebook, Instagram, blogs are not prominent mode of communication. Rather, the major exposure is in the print media, but also, not in internationally acclaimed publications like Conde Nast, BBC Traveller, Lonely Planet among others.</p> <p>One aspect that has come out from the study is that the exposures in local media and sites of their home countries, individual websites and events have been good.</p> <p>Regarding motivating the delegates to write more about the tourist attractions of India, especially the still unexplored, but promising destinations, the scheme has created a positive impression in the minds of the delegates. They are profuse in their praise of the hospitality offered by the scheme, especially the management provided by the tourist officials. But the key inputs especially with regards to familiarizing the destinations details, like the guide services, information dissemination and literature/information sharing, exposing new unexplored places, overt suggestions to delegates, are not that prominent. The tour/travel operators visited were showcased some places having niche products, like the spa tourism in Ananda in the Himalayas, trekking sites and river rafting in Uttarakhand among others. Such products need more exposure as the delegates identify India more with its natural beauty.</p> <p>No Contribution to Image Changeover: Image enhancement is one of the most needed aspects for making any destination a popular choice amongst international tourists. For example, there are many places filled with equally beautiful and spectacular natural environment in Africa, but the countries that somehow attract international tourists are Masai Mara or Kilimanjaro in Kenya or the tourists' spots of South Africa. Apart from publicity of course, the other aspect that contributes to the tourist traffic flow here is the fact these countries have a more modern and economically well-off image with assurance of availability of modern amenities as compared to countries like Gabon, Democratic Republic of Congo, Ethiopia among others. Image makeover therefore, certainly contributes in increasing the attraction of tourist destinations. It is for this reason that Dubai attracts more tourists than other equally developed gulf cities as it has successfully made a makeover, from an oil rich gulf city to a modern global city assiduously incorporating other development indicators into the image of the country. Similarly, the said scheme can incorporate newer destinations identified with economic development, trade events and fairs, shopping festivals, global auto fairs among others, to create an additional image for India along with the well-established image of India as a culturally, historically and environmentally rich country having friendly and warm-hearted people.</p>

The other insights drawn from analysis of information and findings from the study are mentioned below:

Hospitality Scheme has Similarities with Other Country Schemes: The Hospitality Scheme of Ministry of Tourism, Government of India follows a pattern that matches with similar such schemes of other countries included in the study. Like other countries, FAM tours for invited delegates is the principal vehicle for familiarizing and showcasing the tourism interests of the country, and India Tourism also does accordingly.

The Difference Lies in the Detail: Though all the countries adopt FAM tours, road-shows and events to showcase their tourist potential to invited delegates, yet not all of them provide similar services, or implement the programme in a similar manner. For example, unlike India, most of the countries provide partial hospitality services. In terms of participation of other stakeholders, there are instances of these countries roping in other agencies of their country or the partner countries for joint promotion of their country, for example, the airlines sector, art & culture department among others. Here, the ministry also associates other agencies but there is no partnership with overseas institutions in partner countries. This is an area that requires to be taken into consideration.

Targeting Specific Tourism Markets: Another difference noticed is that almost all the countries having the FAM tour scheme have identified specific countries as target markets for inviting delegates to FAM tours and showcasing customized packages to them having maximum acceptance in the target market. The reason behind having specific markets and products may be that those countries might be having higher outbound tourist traffic and attracting tourists from such countries become logical. Also, nearness to the country is another strong factor as it reduces the cost of travel as well as travel related fatigue. The Connect America program of Canada Tourism is a prime example for emulation in this regard.

(b) Recommendations:

The consultant proposes the following recommendations with its financial implications in order to make the hospitality programme more effective:

Involve more Partners/Stakeholders in the Scheme: In the present practice, there is no scope to involve other countries as partner in the programme and sharing of costs and benefits with them would require a completely new endeavour and change in Government policy. Limited exchange takes place with selected airline agencies. The programme should also aim to involve tourist associations/clubs both India and abroad and other divisions of the Ministry, like the Publicity Division in providing suggestions/inputs/recommendations to shortlist delegates having better profile in showcasing locations as prospective destinations for visit, especially prospective delegates having good presence in their area of activity, reputation and contacts in their professional field so that their outputs on destinations and facilities in India are able to impress prospective travelers to include India.

Develop Mechanism to Follow-up Delegates and Maintain Relations: There should be a mechanism for follow-up till the output stage of the delegates and also maintain continuing relation with them so that they remember and continue to promote India. A separate study in the form of an Apps or official machinery can be instituted to find out and recommend measures as follow-up on the output of delegates. In addition to new delegates, some of the earlier delegates (initially 10%) who are found to have actively promoted India after their

visit should be continued with and included in visits to lesser explored places rather than already famous and popular tourist destinations.

Devise Schemes to Improve Publicity and International Presence: The scheme needs additional reinforcement of devising publicity, promotion and package development schemes and workshops for both the Ministry and the delegates. Presently, the core objective of promotion and publicity completely rests on the delegates who have visited India as to whether they want to proactively promote India or not. The output generated, as analyzed in this study shows that it is below fifty percent and also not in the modes and avenues that are relevant for the trade like social media, theme based apps, e-travel companies among others. Delegates having better profile like celebrity bloggers, travel journalists etc. are much in demand and their itinerary are generally booked about a year in advance. The Ministry should plan well in advance to approach and involve them in the programme to make it effective. However, in view of the present budget provisions for the scheme, initial effort should be to involve such delegates not requiring long haul transport.

Focus More on Selling New Unexplored Areas, Niche Tourism and Contemporary Products: Analysis of data revealed that the scheme is ending up promoting places that are already famous and popular tourist destinations. There should be an effort to include unexplored places with better amenities, niche products and theme based tourism like rural tourism, monsoon tourism, food trail, IT centres and centres of academic excellence in India. In this way, the ministry can utilize the services of the scheme in publicizing and testing new initiatives and projects for tourism promotion. Similarly, the state tourism departments can suggest places of tourist interest that they want to promote, and the benchmark of selection should be the level of destination development achieved there.

Financial Implications:

Financial implications can be in the form of allocating extra budget to foster tie-ups for mutual publicity with domestic and foreign tourist associations', airlines and clubs. If the budget is present for these activities then it should be utilized. Otherwise, a startup budget be allocated in the form of ten percent of the present allocated publicity budget for such activities to carry out the additional activities.

For involvement of state tourism departments in the hospitality scheme, a list of destinations with status report on destination development as per parameters of destination development scheme of the ministry; should be invited and destinations selected for international exposure. The state tourism departments should work on sprucing up and preparing the destinations for the delegates' visits and the Ministry should highlight the destinations in the promotional programs to be done with delegates and stakeholders.

Of the total cost of sprucing up and developing the selected destinations of the state, the Ministry can fund seventy percent and the state tourism department can fund thirty percent of the cost. Or, the cost can be shared based on the level of destination development already done by the state departments, in order to reward performers that have maintained their destination very well. In such cases, the ministry can offer to fund ninety percent of the cost, or more, to publicize the well-maintained destination. This will provide the incentive to state tourism departments to promote and maintain destinations under their jurisdiction. However, these are only

suggestions and actual financial arrangement can be arrived at after proper evaluation of cost and benefit aspects of the hospitality scheme for their destination.

In order to have an understanding of the present budget allocations and expenditure by regional India Tourism Offices, consultants collected the budget figures for the purpose for a comparison over the last three financial years. The figures are as under (for the detailed head wise figures refer the appendices).

Sl. No.	Name of the office	Year Wise Final Allocation (in Rs.)		
		2014-15	2015-16	2016-17
1	Delhi	72,87,723	81,07,639	36,00,258
2	Mumbai	15,77,680	14,07,129	1,09,391
3	Kolkata	17,94,767	13,00,000	6,10,000
4	Chennai	30,08,736	16,47,139	25,42,592
5	Guwahati	3,00,000	4,76,000	1,94,025
6	Headquarter	NIL	NIL	NIL
Total		139,68,906	1,29,37,907	70,56,266

Source: Ministry of Tourism, Government of India

The figures show a trend of declining final allocations over the last three years although the actual expenditures have moved from Rs. 59.04 lakh in 2014-15 to 105.16 lakh in 2015-16 and Rs. 70.56 lakh in 2016-17. It is expected therefore, that to implement the proposed recommendations the allocations will have to increase across all the components of the hospitality scheme. For costs on promotional activities, the strategy can be to focus on the regions that receive comparatively more tourists and regions that have new destinations to offer for attracting tourists and accordingly the promotional activities can be directed through the respective India Tourism Offices. Additional funds will be required for adding destinations and also to publicize them along with state tourism departments. Apart from it, the other expected cost increase areas are likely to be in having tie-ups with airlines, hotels, travel trade agencies and expenses on having pre-and-post visit workshops and systems for maintaining contact and monitoring of output by delegates.

The following matrix encapsulates the actionable insights proposed as per the conclusions and recommendations discussed before, along with comments on financial implications. It may be relevant to mention here that there may be several modalities available to implement some of the recommendations e.g. post visit coordination with the delegates can be monitored through appointing an agency for the purpose or a software based 'APP' monitored internally by the Ministry etc. Similarly additional financial implication may not be of uniform proportional increase across all components. The additional financial implications have been suggested in terms of % age increase where component wise current cost break up is not readily available and an approximate budgetary provision for implementing the new components recommended.

C (ii) Matrix of Works and Activities with Details and Costs with Actionable Insights with Corresponding Suggestions on Increase in Funding Requirements

Sl. No.	List of Works	Expected Outcomes	Present Performance	Actionable Insights	Additional Works Needed	Additional Financial Implication
1	Selecting Delegates	<ul style="list-style-type: none"> Delegates having influence and reputation in influencing opinion and generating business are selected for the scheme 	<ul style="list-style-type: none"> Influential delegates are not available as they are contacted very late. So, the list makes do with next available delegate 	<ul style="list-style-type: none"> Select Influential and Effective Delegates well in advance 	<ul style="list-style-type: none"> List of top delegates of each category from the top 20 outbound tourist traffic to be done, starting with countries nearby India Contacts to be established in advance to propose the scheme to them and select them 	20% increase over current level of expenditure
2	Selecting Destinations for Showcasing	<ul style="list-style-type: none"> Equal representation of all regions and products of India done provided they fulfill destination development parameters 	<ul style="list-style-type: none"> Scheme heavily tilted towards already much visited destinations Scheme not focused in implementing the selected destinations and areas 	<ul style="list-style-type: none"> Involve State Tourism Departments in Destination selection with offers for more publicity for their destinations 	<ul style="list-style-type: none"> Invite suggestions from State Tourism Departments for suitable destinations Invite Compliance Reports to Destination Development Parameters Conduct site visits to ascertain adherence to Destination Development parameters 	10% increase over current level of expenditure
3	Content for the Hospitality Scheme	<ul style="list-style-type: none"> Scheme contains special programmes during commencement and at destinations Scheme has post scheme closure or thanksgiving programme with ministry delegate interface workshop to discuss and seal the strategy for promoting India through them 	<ul style="list-style-type: none"> Presently no systematic programme to meet ministry officials to discuss strategy No special scheme specific programmes/content aimed at delegates done as of now. 	<ul style="list-style-type: none"> Develop content and programme especially for the scheme Institute Delegate-Ministry interaction post visit to discuss and finalize strategy Increase the days of visit, to accommodate destinations and programs 	<ul style="list-style-type: none"> Engage professional agencies to develop content for hospitality scheme Conduct workshop at Ministry of Tourism HQ with senior officials to discuss and finalize strategy for publicity through delegates 	Rs. 5,00,000/- in addition to current level of expenditure
4	Servicing the Scheme (Logistics and Arrangements)	<ul style="list-style-type: none"> Business Class Transport, better properties for stay, food, refreshments and all other comforts to enhance image of India Tourism and leave a pleasant feeling 	<ul style="list-style-type: none"> Satisfactory to some extent but improvement is welcome 	<ul style="list-style-type: none"> Involve airline agencies, tourist associations/club's hotels of both India and abroad for co-hosting to share costs and benefits and provide the needed exposure 	<ul style="list-style-type: none"> Making the itinerary and cost and benefit sharing model with other stakeholders in terms of publicity and business returns 	5% increase over current level of expenditure
5	Post Visit Coordination with Delegates	<ul style="list-style-type: none"> Souvenir / memento for delegates System to get copies of publicity works of delegates Contact with delegates to coordinate output 	<ul style="list-style-type: none"> Not Pursued 	<ul style="list-style-type: none"> Providing Memento to Delegates Establishing system to influence and track output Periodic communication with Delegates to maintain contact 	<ul style="list-style-type: none"> Mementos and Souvenirs depicting tourism products of India Conducting Workshop, post visit to discuss and share experiences and suggest the publicity strategy and focus areas. Developing and implementing a system to coordinate with present and past delegates 	Rs. 5,00,000/-

Note: The additional financial allocations suggested are initial recommendations. They should be reviewed annually and reworked based on the outcomes.

APPENDIX

(i) Discussion Guidelines for Tourism Boards/Organizations of other countries

Name of the Country and Tourist Office	
Address and other Contact Details:	
Contact Person	
Name and Designation of Person Interviewed:	
Contact Details	

Discussion Guidelines:

1. Does the country follow a practice of inviting guests for promotion of their tourist destinations?
If so, then the following shall be collected
 - **Information on Promotional Schemes for development of inbound tourist traffic in the country**
 - Brief Description with other details
 - Started since when, and results
 - Management Plan
 - Stakeholders in implementing the scheme
 - Target Groups and Countries
 - Categories of Guests hosted
 - Method of selecting Guests
 - Components on which service provided and expenses borne by them (local & International), accommodation, transport, other hospitality and entertainment costs
 - Types of events, destinations and other tourist products showcased
 - Activities
 - Coordination activities
 - Follow-up activities
 - Results in terms of Publicity Returns, growth in inbound tourist traffic and other returns accrued as a result of hospitality scheme
 - Any other information that are relevant to the schemes
 - Collect Reports, Brochures, Publications related to the scheme and other publications if any, as per following indicators:
 - Promotional Schemes that are similar to Hospitality Schemes in general
 - Any secondary information, articles, reports etc on schemes that are similar to hospitality schemes

Thanks & Regards

Date of Interview:	Interviewer Name:
Mode of Interview:	Information Checked By:

(ii) Questionnaire for Government of India Overseas Tourist Offices

Country:	
Name and address of the Tourist Office:	
Contact Person	
Name and Designation of Officer Interviewed:	
Contact Details	

Q 1: Kindly enlighten us with the strategies, tools and techniques applied to publicize the ‘Hospitality Scheme’?

Q 2: What are the criteria for selecting the guests of different categories like travel agents, tour operators, travel writers, journalists, opinion makers, dignitaries, Celebrities, Door Prize Winners, Celebrities, Speakers and Door Prize Contest Winners?

Q 3: What is the process adopted for inviting applications for prospective delegates for the scheme?

Q 4: Are the delegates provided any prior information and material about the destinations and events they would be taken for a visit?

Q 5: Are all the countries and zones coming under this office included in the procedure and publicity for selection of delegates?

Q 6: Kindly provide information about the following:

Year 2011-12

Sl. No.	Category of Delegates	Number of Applications Invited	Number of Applications Selected	Reasons for Selection
1	Travel Agents			
2	Tour Operators			
3	Travel Writers			
4	Journalists			
5	Opinion Makers			
6	Dignitaries			
7	Celebrities			
8	Public Speakers			
9	Door Prize Contest Winners			
10	Others (Specify)			

Year 2012-13

Sl. No.	Category of Delegates	Number of Applications Invited	Number of Applications Selected	Reasons for Selection
1	Travel Agents			
2	Tour Operators			
3	Travel Writers			
4	Journalists			
5	Opinion Makers			
6	Dignitaries			
7	Celebrities			
8	Public Speakers			
9	Door Prize Contest Winners			
10	Others (Specify)			

Year 2013-14

Sl. No.	Category of Delegates	Number of Applications Invited	Number of Applications Selected	Reasons for Selection
1	Travel Agents			
2	Tour Operators			
3	Travel Writers			
4	Journalists			
5	Opinion Makers			
6	Dignitaries			
7	Celebrities			
8	Public Speakers			
9	Door Prize Contest Winners			
10	Others (Specify)			

Q 7: Did the delegates share their experience of visiting India with this office? If 'Yes' then kindly throw light on the mode of communication and the content of experience narrative.

Q 8: Did the office receive any intimation or information from third party / public sources about the publicity activities done by the delegates after their visit to India as delegates?

Q 9: Does the office maintain contact with the past delegates through active correspondence or social media forums like LinkedIn, Instagram, Flicker, Facebook, Twitter. If "yes" then does their public communication include promotional activities related to India as a tourist destination?

Q 10: What is/are the nature of returns accrued from the different categories of delegates, year-wise as mentioned in the table below?

Year 2011-12

Sl. No.	Category of Delegates	Nature of Returns Accrued	Method adopted to Quantify the Return
1	Travel Agents		
2	Tour Operators		
3	Travel Writers		
4	Journalists		
5	Opinion Makers		
6	Dignitaries		
7	Celebrities		
8	Public Speakers		
9	Door Prize Contest Winners		
10	Others (Specify)		

Year 2012-13

Sl. No.	Category of Delegates	Nature of Returns Accrued	Method adopted to Quantify the Return
1	Travel Agents		
2	Tour Operators		
3	Travel Writers		
4	Journalists		
5	Opinion Makers		
6	Dignitaries		

Sl. No.	Category of Delegates	Nature of Returns Accrued	Method adopted to Quantify the Return
7	Celebrities		
8	Public Speakers		
9	Door Prize Contest Winners		
10	Others (Specify)		

Year 2013-14

Sl. No.	Category of Delegates	Nature of Returns Accrued	Method adopted to Quantify the Return
1	Travel Agents		
2	Tour Operators		
3	Travel Writers		
4	Journalists		
5	Opinion Makers		
6	Dignitaries		
7	Celebrities		
8	Public Speakers		
9	Door Prize Contest Winners		
10	Others (Specify)		

Q 11: Kindly mention the returns, year and category wise, of the status of returns promised by the delegates and the delivery status with details?

Year 2011-12

Sl. No.	Category of Delegates	Type of Returns Promised	Delivered		(i) If "No", then kindly mention the reasons (ii) If "Yes", then kindly mention details of returns delivered
			Yes	No	
1	Travel Agents				
2	Tour Operators				
3	Travel Writers				
4	Journalists				
5	Opinion Makers				
6	Dignitaries				
7	Celebrities				
8	Public Speakers				
9	Door Prize Contest Winners				
10	Others (Specify)				

Year 2012-13

Sl. No.	Category of Delegates	Type of Returns Promised	Delivered		(i) If "No", then kindly mention the reasons (ii) If "Yes", then kindly mention details of returns delivered
			Yes	No	
1	Travel Agents				
2	Tour Operators				
3	Travel Writers				

Sl. No.	Category of Delegates	Type of Returns Promised	Delivered		(i) If "No", then kindly mention the reasons (ii) If "Yes", then kindly mention details of returns delivered
			Yes	No	
4	Journalists				
5	Opinion Makers				
6	Dignitaries				
7	Celebrities				
8	Public Speakers				
9	Door Prize Contest Winners				
10	Others (Specify)				

Year 2013-14

Sl. No.	Category of Delegates	Type of Returns Promised	Delivered		(i) If "No", then kindly mention the reasons (ii) If "Yes", then kindly mention details of returns delivered
			Yes	No	
1	Travel Agents				
2	Tour Operators				
3	Travel Writers				
4	Journalists				
5	Opinion Makers				
6	Dignitaries				
7	Celebrities				
8	Public Speakers				
9	Door Prize Contest Winners				
10	Others (Specify)				

Q 12: Does your office keep records of the returns accrued in lieu of the hospitality offered?

Q 13: How do you select the hospitality offering service providers?

Q 14: Did the office face any problems in the following category while servicing the hospitality scheme: Kindly say "Yes" or "No".

Sl. No.	Category of Problems/Constraints	Yes	No	If "Yes" then kindly elaborate
1	Reaching out to prospective delegates			
2	Selling India to prospective delegates			
3	Content and facilities provided by the scheme			
4	Coordination with other agencies			
5	Fund for managing the scheme			
6	Need for more Manpower to implement the scheme			
7	Promotion and Publicity Constraints			
8	Any other constraint (Kindly Specify)			

Q 15: What are the three operational level key performance indicators (KPI) of the "Hospitality Scheme" apart from the core objective of promoting India as an attractive inbound tourist destination and increasing the tourist traffic?

Q 16: What are the three best aspects of the 'Hospitality Scheme' that aid in promoting India as an attractive inbound tourist destination?

Q 17: What are the three most important additions or improvements needed in the scheme to make it even more effective in fulfilling its score objective?

Q 18: What is your suggestion on other methods by which India can be promoted as an attractive inbound tourist destination?

Q 19: Kindly provide the contact details of each of the Hospitality Guests/Groups invited in the financial years under study i.e. 2011-12, 2012-13 and 2013-14.

Thanks & Regards

Date of Interview:	Interviewer Name:
Mode of Interview:	Information Checked By:

(iii) Questionnaire for Government of India Domestic Tourist Offices

Country:	
Name and address of the Tourist Office:	
Contact Person	
Name and Designation of Officer Interviewed:	
Contact Details	

Q 1: Kindly enlighten us with the activities that are handled by the office with regards to implementing the 'Hospitality Scheme'?"

Q 2: Are the delegates provided any prior information and material about the destinations and events they would be taken for a visit?

Q 3: Kindly provide information about the following:

Familiarizing Travel Agents/ Tour Operators/ Opinion Makers about new tourism products

Sl. No.	Financial Year	Type of Tourism Products and Services Introduced and explained	Target Group	Details of the intervention activity
1	2011-12			
2	2012-13			
3	2013-14			
Total				

Motivate and Facilitate Media Representatives for Positive Reporting on India

Sl. No.	Financial Year	Issues and Incidents that created negative image of India in terms of tourism / general attractiveness and safety	Invitees (Number and other details)	Details of the intervention activity (Meetings, Presentations, Events, Fact finding tours, distributing fact sheets etc)
1	2011-12			
2	2012-13			
3	2013-14			
Total				

Acquaint Specialized Tour Operators / Travel Agents with Niche Products like Mountaineering, Trekking, Wellness etc to enable effective selling of such specialized packages

Sl. No.	Financial Year	Types of Niche Products (Mountaineering, Trekking, Rafting, Circuit Tourism, Endogenous Tourism, Rural Tourism, Destinations etc)	Delegates Invited			Sales Programmes Done (Product Presentation, Delegates, Domestic Tour Operators, Tourism Trade bodies interface, like workshops, symposiums, conferences, buyers-sellers meets, exhibitions etc)		
			Sl. No	Name of Tour Operator/ Travel Agent	Country/ Region	Sl. No.	Event / Interface Details	Participants (Domestic)
1	2011-12							
2	2012-13							
3	2013-14							
Total								

Q 4: Did the office face any problems in the following category while servicing the hospitality scheme: Kindly say "Yes" or "No".

Sl. No.	Category of Problems/Constraints	Yes	No	If "Yes" then kindly elaborate
1	Reaching out to prospective delegates			
2	Selling India to prospective delegates			
3	Content and facilities provided by the scheme			
4	Coordination with other agencies			
5	Fund for managing the scheme			
6	Need for more Manpower to implement the scheme			
7	Promotion and Publicity Constraints			
8	Any other constraint (Kindly Specify)			

Thanks & Regards

Date of Interview:	Interviewer Name:
Mode of Interview:	Information Checked By:



(iii) Questionnaire for Domestic Tour Operators/ Travel Agents/ Hoteliers/ IRCTC/MICE Operators

Category (Hotelier, Tour Operator, IRCTC/MICE Operator)	
Name of the Institution:	
Address and other Contact Details:	
Contact Person	
Name and Designation of Person Interviewed:	
Contact Details	

Q 1: Kindly share with us the reasons or objectives that makes you/your organization participate in the hospitality scheme of Ministry of Tourism?

Q2: What are the services offered by your organization for providing hospitality to the guests?

Q 3: When did you provide such services? Kindly inform about the dates and itinerary

Q 4: What is the process adopted for offering your services for prospective delegates for the scheme?

Q 5: Is your organization provided any prior information and material about the destinations and events they would be taken for a visit?

Q 6: What are the type of services, hospitality and assistance you provide for the hospitality scheme?

Q 7: What was the response of the delegates about the scheme?

Q 8: What was the response of the delegates about the hospitality and other arrangements that you provided?

Q 9: Did the delegates share their experience of visiting India with you and kept contact for assistance and business purposes? If 'Yes' then kindly throw light on the mode of communication and the content of experience narrative.

Q 10: Does your organization maintain contact with the past delegates through active correspondence or social media forums like LinkedIn, Instagram, Flickr, Facebook, Twitter. If "yes" then does result in business opportunities for you? Kindly give details about such activity.

Q 11: Did the office face any problems in the following category while servicing the hospitality scheme: Kindly say "Yes" or "No".

Sl. No.	Category of Problems/Constraints	Yes	No	If "Yes" then kindly elaborate
1	Price/Quotation for providing service to delegates			
2	Payment Schedule for Services and Timeliness in Disbursement			
3	Process and Coordination for Services			
4	Hospitality and Assistance Quality and Content			
5	Any other problems that need to be highlighted			

Q 12: What are the three best aspects of the 'Hospitality Scheme' that aid in promoting India as an attractive inbound tourist destination?

Q 13: Do you think the Scheme is relevant in promoting India as a tourist destination, if 'yes', then to what extent is it effective in promoting India? Kindly provide your response on a 5 point scale mentioned below:

Point Scale	Relevancy Level	Kindly Tick Your Response (Select Only One Response)
1	Highly Effective	
2	Effective	
3	Somewhat Effective	
4	Least Effective	
5	Not Effective At All	

Q 14: What are the three most important additions or improvements needed in the scheme to make it even more effective in fulfilling its core objective?

Q 15: What are the other methods by which India can be promoted as an attractive inbound tourist destination?

Thanks & Regards

Date of Interview:	Interviewer Name:
Mode of Interview:	Information Checked By:

(v) Questionnaire for Delegates: Travel Agency Representatives and Tour Operators

Guest Details	Name:	
	Country of Residence	
	Sponsored by	Overseas Tourist Office Name
	Sponsored for Financial Year	2011-12, 2012-13 or 2013-14
	Time of Visit	Period Of Year
	Duration of Visit	Number of Days
Contact Details:		Postal Address, E-Mail, Telephone/ Contact Numbers; Social Media Contacts (Facebook, Twitter, Skype, Instagram; any other) Webiste
Places and Destinations Visited in India		
Publications and Social Media Presence:		Personal Website, Sponsored Websites, Contributing Websites, Print Media contributions, like books, journals, magazines, periodicals, photographic and audiovisual sites like YouTube, Flickr or any other etc
Details of Steps taken after Visit	Blogs	
	Photograph uploads	
	Articles in Print Media	
	Articles in Websites	
	Events, Meetings, Programmes Participation highlighting India's tourist destinations	
	Added "India" in the itinerary (If not present earlier)	
	Number of new destinations added in the customized tour packages	
	Number of days increased in the average duration of packages	
	Increase in number of trips to India conducted annually	
	Increase in group size per trip to India	
	Any other	
Q 1:	What were the reasons for your choosing to accept the invitation to visit India as a tourist delegate?	
	(i) I was invited so I came (ii) I wanted to visit India and approached the concerned tourist office (iii) I wanted to visit India and the invitation came in handy (iv) Any other reasons, specify	

Q 2:	What all places and events you visited in India?			
	(i) Destinations: (ii) Events: (iii) Any other place, event or matter of personal interest			
Q 3:	How was the arrangement and hospitality in India?			
	Travel Arrangements	(i) Commendable (ii) Ordinary/ Manageable (iii) Below Standard. Needs Improvement		
	Staying Arrangements	(i) Commendable (ii) Ordinary / Manageable (iii) Needs Improvement		
	Coordination and Communication by the Ministry	(i) Good (ii) Below Standard. Needs Improvement		
	Explaining details and highlights of different tourist destinations/events visited	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
	Arrangements for recreation and entertainment; mementos/souvenirs	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
	Arranging interface/interaction with tourist service providers / officials	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
Q 4:	What are the most memorable experiences of your visit to India? Kindly Share.			
Q 5:	What are the three positive aspects that you observed about India as a tourist destination? (i) (ii) (iii)			
Q 6:	What are the three things that you would like to improve about India as a tourist destination in order to increase the tourist traffic to India? (i) (ii) (iii)			
Q 7:	Have you published any article/s, photographs, write-ups, blogs, publications, short films, attended conferences / promotional events on India in general, or about your experiences during India Visit			
	(i) Yes (ii) No			
Q 8:	If "Yes" then would you please share the details of it in the following category/ies?			
	Category	Name of output /publication	Date of Publishing	Publication Name (Print Media, Online Media, other media)
	Print Media			
	Online Blog			
	Personal Website/Publication			

	Social Media Sites (Facebook, Twitter, Linkedin, Flickr, Instagram and other sites					
	Any other forum					
Q 9:	What is your overall impression about India as a tourist destination based on your experience of visiting the destinations, fairs and festivals as a delegate?					
Q 10:	Did you organize any tour programme of tourist groups from your country/ clientele after your visit to India? If yes, then kindly share the details					
	Sl. No.	Dates of Visit: From __ to ____	Number of tourists	of	Places Visited	
Q 11:	Did you share your experiences in any form with the Ministry					
	1	2	3	4	5	
Q 12:	Do you have any suggestions for the betterment of the Hospitality Scheme					

Thanks & Regards

Date of Interview:	Interviewer Name:
Mode of Interview:	Information Checked By:

(vi) Questionnaire for Delegates: Travel Writers, Journalists, Travel Photographers, Opinion Makers, Dignitary/Celebrities, Speakers/Door Prize Winners

Category		Index: 1. Travel Writer 2. Journalist 3. Travel Photographer 4. Opinion Maker 5. Dignitary / Celebrity 6. Speakers / Door Prize Winners
Guest Details	Name:	
	Country of Residence	
	Sponsored by	Overseas Tourist Office Name
	Sponsored for Financial Year	2011-12, 2012-13 or 2013-14
	Time of Visit	Period Of Year
	Duration of Visit	Number of Days
Contact Details:		Postal Address, E-Mail, Telephone/ Contact Numbers; Social Media Contacts (Facebook, Twitter, Skype, Instagram; any other)
Places and Destinations Visited in India		
Publications and Social Media Presence:		Personal Website, Sponsored Websites, Contributing Websites, Print Media contributions, like books, journals, magazines, periodicals, photographic and audiovisual sites like YouTube, Flickr or any other etc
Details of Publications and Publicity done after visit	Blogs	
	Photograph uploads	
	Articles in Print Media	
	Articles in Websites	
	Events, Meetings, Programmes Participation highlighting India's tourist destinations	
	Any other	
Q 1:	What were the reasons for your choosing to accept the invitation to visit India as a tourist delegate?	
	(i) I was invited so I came (ii) I wanted to visit India and approached the concerned tourist office (iii) I wanted to visit India and the invitation came in handy (iv) Any other reasons, specify	

Q 2:	What all places and events you visited in India?			
	(i) Destinations: (ii) Events: (iii) Any other place, event or matter of personal interest			
Q 3:	How was the arrangement and hospitality in India?			
	Travel Arrangements	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
	Staying Arrangements	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. needs Improvement		
	Coordination and Communication by the Ministry	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
	Explaining details and highlights of different tourist destinations/events visited	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
	Arrangements for recreation and entertainment; mementos/souvenirs	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
	Arranging interface/interaction with tourist service providers / officials	(i) Commendable (ii) Ordinary/Manageable (iii) Below Standard. Needs Improvement		
Q 4:	What are the most memorable experiences of your visit to India? Kindly Share.			
Q 5:	What are the three positive aspects that you observed about India as a tourist destination? (i) (ii) (iii)			
Q 6:	What are the three things that you would like to improve about India as a tourist destination in order to increase the tourist traffic to India? (i) (ii)			
Q 7:	Have you published any article/s, photographs, write-ups, blogs, publications, short films, attended conferences / promotional events on India in general, or about your experiences during India Visit			
	(i) Yes (ii) No			
Q 8:	If "Yes" then would you please share the details of it in the following category/ies?			
	Category	Name of output/publication	Date of Publishing	Publication Name (Print Media, Online Media, other media) Web-Link (If there)
	Print Media			
	Online Blog			
	Personal			

	Website/Publication				
	Social Media Sites (Facebook, Twitter, Linkedin, Flickr, Instagram and other sites				
	Any other forum				
Q 9:	What is your overall impression about India as a tourist destination based on your experience of visiting the destinations, fairs and festivals as a delegate?				
Q 10:	Did you share your experiences in any form with the Ministry				
Q 11:	Do you have any suggestions for the betterment of the delegation programme				

Thanks & Regards

Date of Interview:	Interviewer Name:
Mode of Interview:	Information Checked By:

viii) Budget Allocations and Expenditure by the Domestic Regional India Tourism Offices

Sl. No.	Name of the office	Sanctioned B.E. (in lakh)			Total R.E. (in lakh)			Actual Expenditure incurred (in Rs.)			Surrender (in Rs.)			Additional requirement (in Rs.)			Final Allocation (in Rs.)		
		2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
1	Delhi	56	70	75	56	70	75	3137820	65,66,237	36,00,258	371735	NIL	38,99,742	2059458	11,07,639	NIL	7287723	81,07,639	36,00,258
2	Mumbai	14	16	15	14	16	15	994836	14,07,129	1,09,391	122320	1,92,871	13,90,609	287000	NIL	NIL	1577680	14,07,129	1,09,391
3	Kolkata	10	18	15	10	18	15	862855	10,09,393	6,10,000	105233	5,00,000	8,90,000	900000	NIL	NIL	1794767	13,00,000	6,10,000
4	Chennai	19	22	20	19	22	33	778523	10,80,097	25,42,592	359924	5,52,861	7,57,408	1500000	NIL	NIL	3008736	16,47,139	25,42,592
5	Guwahati	2	4	5	3	4	5	1,30,356	4,53,000	1,94,025	NIL	NIL	3,05,975	NIL	76,000	NIL	3,00,000	4,76,000	1,94,025
6	Headquarter	23	20	20	23	20	7	NIL	NIL	NIL	23,00,000	20,00,000	7,00,000	NIL	NIL	NIL	NIL	0	0
Total		125	150	150	125	150	150	59,04,390	1,05,15,856	70,56,266	32,59,212	32,45,732	79,43,734	4746458	11,83,639	NIL	139,68,906	1,29,37,907	70,56,266

Source : Ministry of Tourism, GoI