

Department of Tourism and Private Tourism Operators in Delhi



Submitted by:

Agamoni Majumder

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Abstract

The foremost responsibility of the Department of Tourism is to promote tourism and to provide tourism related services to the visitors. However, in comparison to the private tourism service providers, the department is lagging behind in almost all respects. This study attempts to find out the reasons behind the achievement of the private tourism service providers despite the fact that both the service providers provide more or less same type of services. Better quality of services, lower prices, wider options to consumers to suit every budget are few of the aspects that are responsible for better performance of the private tourism operators. The department of tourism has to upgrade and transform itself to survive in this new emerging market conditions in tourism industry.

Methodology used

Secondary data has been used in this study due to unavailability of primary data. The officials from the Department of Tourism and Transport Development Corporation and Yatra.com have been interviewed as a part of this study. A small sample consisting of 25 foreign tourists have been interviewed as well.

Topic Explanation

Internet has become very strong and powerful media for promotion of any business in the twenty-first century, more specifically in the second decade of the century. The Websites are the main instrument of achieving it. In this background a comparison between and an evaluation of the Department of tourism and the private tourism websites have been done on the basis of the following set of variables e.g. tourist attractiveness, efficiency and efficacy, and acceptance of the society by raising the following questions:

- i) Which attracts more tourists?
- ii) Which is more efficient?
- iii) Which is more suitable for the society?

The Department of Tourism is an old player in the tourism industry in India. The new players in this industry are young and successful. This is the main reason behind the study on this topic. In this study, an attempt is made to get the answers to the questions like- why these private tourism operators which mostly function online are so successful. Why are their services more in demand in comparison to the public providers? Is it true that the private providers always offer better quality services compared to the public providers? Is the Department of Tourism incapable of providing the services?

Since the tourism industry in India is massive, this study is focused on the national capital of India, Delhi.

Introduction

Tourism:

Concept and its importance:

Tourism is an activity which involves movement of people from one place to another, be it within the country or outside it for vacation, doing work or business, visiting family and relatives, or any other purposes during a certain period of time (mostly one year or less according to World Tourism Organization).

How does tourism assist the growth of Indian economy?¹

- Inbound tourism has turned out to be one of the world's prominent kinds of trade.
- The tourism industry is highly labour intensive. So it provides occupation to low-skilled and semi-skilled workers which comprise the majority of workforce in our country.
- This sector generates about 78 jobs per million rupees of investment in comparison to 45 jobs in the manufacturing sector for similar investment.
- Tourism has strong backward and forward linkages which help in the development of other industries like education, manufacturing, transportation, infrastructure, hospitality, health, banking and etcetera. In a wider viewpoint, tourism plays a significant role in the economic development of a nation.

A picture of tourism worldwide:²

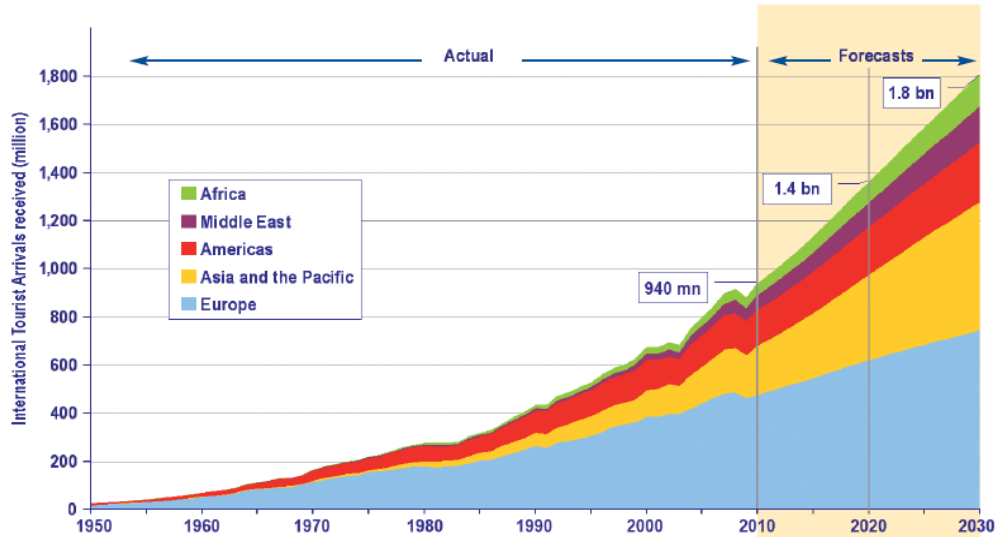
The UNWTO forecasts the world tourism scenario till 2030. This forecast is done by taking 2010 as the base year. According to this forecast, the number of international tourist arrivals worldwide is expected to rise by an average 3.3% a year over the period 2010 to 2030 and it is expected to touch 1.8 billion in 2030.

From the following figure we can observe that during the span 2010 to 2030, European countries claim the greatest share of world tourism. Asia and the Pacific comprises of the second largest chunk of world tourism. This is a good trend which indicates that tourist arrival is likely to increase in the developing countries of this region. India being one of the prominent emerging economies is likely to claim a good share of this growth in international tourist arrivals. By 2015, the tourist arrival in these emerging economies of Asia and the Pacific region is expected to exceed the developed economies.

¹Conference on Tourism in India – Challenges Ahead, 15-17 May 2008,

² UNWTO Tourism Highlights
2012 Edition

UNWTO Tourism Towards 2030: Actual trend and forecast 1950-2030



Prediction showing huge growth in tourist arrival in the countries of Asia and Pacific region during 2010-2030

India:

According to UNWTO (United Nations World Tourism Organization) forecast the Travel and Tourism Industry in India will grow by 8% per annum, in real terms, between 2008 and 2016. While, the foreign exchange earnings from tourism could show annual growth of 14% during this same period.

Tourism statistics in India- Its source, methodology, problems and its solutions:

Some of the selected tourism statistics used by the Ministry Of Tourism's market research division are³-

- Foreign Tourist Arrivals (FTA) ,(monthly and annual data)
- Domestic tourist visits
- Foreign Exchange Earnings (FEE) in Indian Rupees and US \$,(monthly and annual data)
- India's rank in the world in terms of international tourism receipts
- Growth rates of
 - Foreign Tourist Arrival
 - Domestic tourists
 - Foreign Exchange Earnings (in Indian Rupees and US \$)

³http://statistics.unwto.org/sites/all/files/pdf/india_outbound_0.pdf

- Other details (annual data)
 - Age
 - Sex distribution
 - Nationality
 - Mode of travel
 - Purpose of visit and many other such factors.

Source of information used for estimating the tourism statistics by the Ministry Of Tourism are

- Departure and Arrival statistics collected from
 - 24 Airports
 - 17 Seaports
 - 31 Land Checkposts

- International Passenger Surveys which
 - Provides statistics on the spending pattern of foreign tourists in India
 - the profile of the foreign tourists coming to India
 - Profile of outbound Indians.

The methods used by the Ministry Of Tourism are not without flaws⁴. There are irregularities in collection of data on the average duration of tourist stay and their expenditure in India. Data on Foreign Tourist Arrivals that is collected on a monthly basis does not give the full details about the foreign tourists. Departure and arrival cards of the Non Resident Indians (NRI's) are not revised regularly, so the correct data pertaining to the NRI's are not available. Even the data on the expenditure incurred by the domestic tourists are not collected on regular basis. The Ministry of Tourism undertakes many surveys to get a correct statistics on Foreign Tourist Arrivals and Foreign Exchange Earnings. But there are various hindrances to such surveys which results in collection of faulty data. Most of the surveys have a reference period of one month or one year. This one month or one year time lag is too long and it may result in recall lapses. Besides this, many tourism operators are reluctant or they do not provide correct data on their share of earnings from any tour. The International Passenger Survey (IPS) which gives details about the international tourists should be upgraded and performed accurately. Another important initiative is the use of Tourism Satellite Account (TSA) which quantifies the economic impact of tourism on India.

⁴http://statistics.unwto.org/sites/all/files/pdf/india_outbound_0.pdf
http://statistics.unwto.org/sites/all/files/pdf/india_0.pdf

Table 1: International tourism receipts and India's share and rank during 1997-2010⁵

Year	World Tourism Receipts				Percentage share of India in world	India's Rank in world
	Receipts (US\$ billions)	Growth rate	FEE in India (US\$ billions)	Growth rate		
1997	442.8	0.8	2.89	2.0	0.65	-
1998	444.8	0.5	2.95	2.0	0.66	34
1999	458.2	3.0	3.01	2.1	0.66	35
2000	475.3	4.3	3.46	15.0	0.72	36
2001	463.8	-2.4	3.20	-7.6	0.69	36
2002	481.9	3.9	3.10	-3.0	0.64	37
2003	529.3	9.8	4.46	43.8	0.84	37
2004	633.2	19.6	6.17	38.2	0.97	26
2005	679.6	7.3	7.49	21.4	1.10	22
2006	744.0	9.5	8.63	15.2	1.16	22
2007	857.0	15.2	10.73	24.3	1.25	22
2008	939.0	9.6	11.83	10.3	1.26	22
2009	851.0	-9.4	11.39	-3.7	1.34	22
2010	919.0	8.0	14.19	24.6	1.54	17

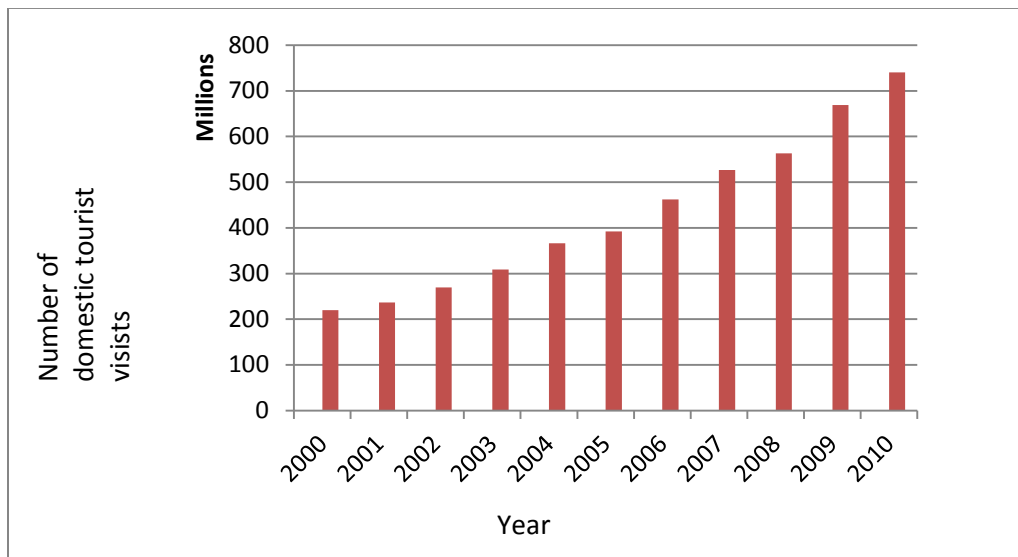
FEE- Foreign Exchange Earnings.

We can observe that the growth rate of tourism receipts in India as well as the foreign exchange earnings has been increasing considerably over the last few years. The rank of India has improved quite drastically as well from 34th in 1997 to 17th in 2010.

Figure 1: Year-wise domestic tourist visits to states and Union Territories in India during 2000-2010⁶

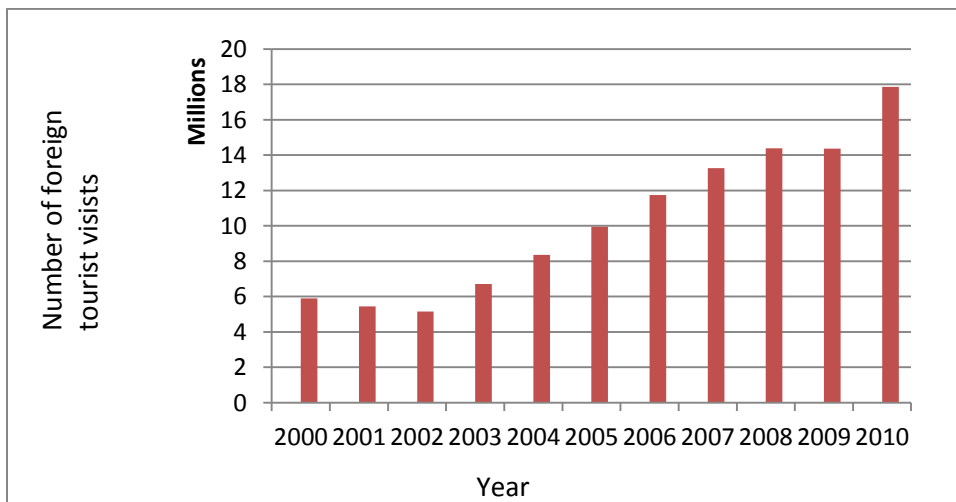
⁵UNWTO, INDIA TOURISM STATISTICS 2010

⁶INDIA TOURISM STATISTICS 2010



The domestic tourist visits to the different states and union territories in India is consistently showing an increasing trend over the ten years 2000-2010

Figure2: Year-wise foreign tourist visits to states and Union Territories in India during 2000-2010⁷



The foreign tourist visits to the different states and union territories in India is showing an increasing trend over the ten years 2000-2010 although there had been a little decline in it during 2001 and 2002 but the number picked up from the next year. Again we observe a marginal decline in 2009 but it increases in 2010.

⁷INDIA TOURISM STATISTICS 2010

Delhi:**Table2: Domestic and foreign tourist visits during 2001-2010 for Delhi⁸**

Year	Domestic tourist visits	% of growth in domestic tourist visits	Foreign tourist visits	% of growth in foreign tourist visits
2001	1324636		830092	
2002	1228059	-7.8642	543036	-52.8613
2003	1430546	14.15453	693827	21.73323
2004	1866552	23.3589	839574	17.35964
2005	2061782	9.468993	1511893	44.46869
2006	2237130	7.838078	1974836	23.4421
2007	2388330	6.330783	2018848	2.180055
2008	2132970	-11.972	2339287	13.69815
2009	8834037	75.85509	1958272	-19.4567
2010	13558353	34.84432	1893650	-3.41256

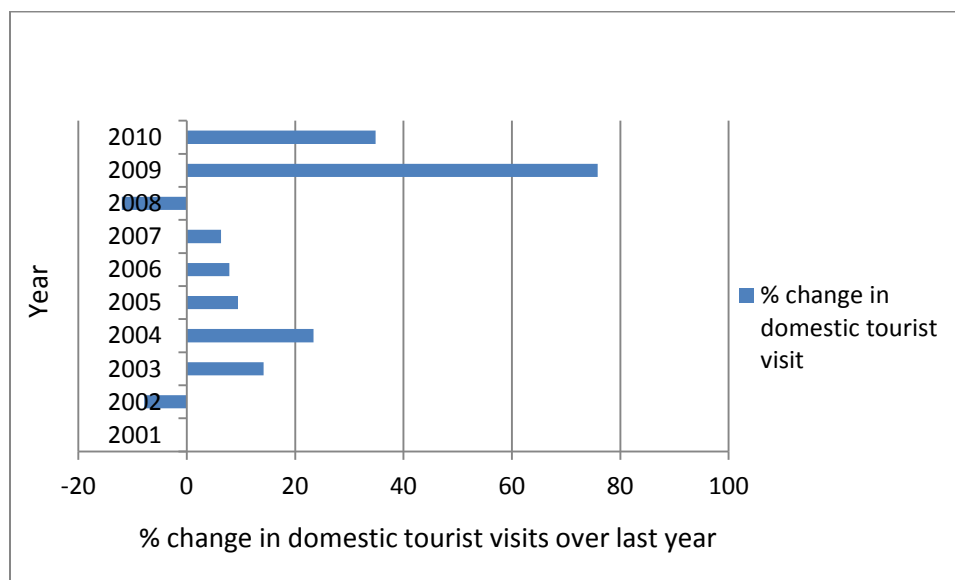
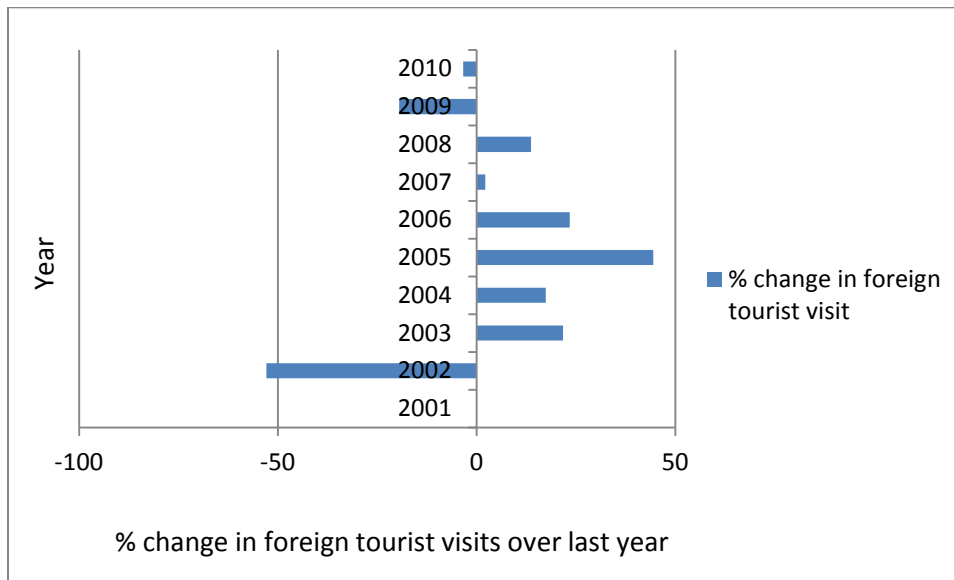
Figure 3: Percentage change in the domestic tourist visits over last year during 2001-2010⁸ INDIA TOURISM STATISTICS 2010,2009,2007,2005,2003

Figure4: Percentage change in the foreign tourist visits over last year during 2001-2010

The percentage change in domestic and international tourist visits over the last year has undergone considerable variations over the period 2001-2010. In 2002, a negative change has been observed for both domestic and international tourist visits mainly because of the radical attack on the World Trade Centre in 2001. Again, in 2008-09 a negative change has been observed because of the financial crisis.

For several years, Department of Tourism had been the only organization promoting tourism in India on behalf of the Government of India. Rather it can be said that it had a monopoly position in the tourism industry in India in the initial period. As time passed by, people became aware of the potential of the tourism industry to act as an engine of growth for India. Introduction of the industrial reforms of 1991 was a noteworthy phenomenon for India. The industrial reform opened up the entry gate for the private participants into those areas where the private sector was previously restricted to operate. Huge growth in the industrial and service sector was witnessed after the reforms were introduced. Slowly, the growth of private tourist operators was observed all over the country.

There are small tourism operators who provide only the transport services for local sightseeing or who operate small sightseeing packages in and around a certain tourist destination. Besides, there are many giant players in the tourism industry who provide a wide range of services. They have huge chain of luxury hotels, restaurants, A/C and non-A/C buses, private vehicles, expensive and luxurious tour packages, provision of booking railway and air tickets (both domestic and international). These private players generally operate through offices which they have all over India. But now their mode of operation has become much more advanced having a greater network all over the country. It was only in

the beginning of the 21st century that India witnessed the power of internet or web. Slowly this virtual system has engulfed the whole country. Today in India; even the cyber cafes have become outdated. It has become increasingly easier for people to access internet anywhere through their mobile phones which is another basic necessity of our contemporary life. In view of its wide coverage in terms of reaching more and more people, the tourism industry has found its new mode of operation through web.

There are a huge number of private tourism operators that are operational in the virtual tourism industry and they are multiplying in number day by day. The character of all these private tourism operators which operate through websites is similar. This study is concentrating on the Delhi Tourism and Transport Development Corporation (DTTDC) and the one of the most popular and well known private tourism operators operating through website namely- yatra.com.

This study begins with the background search on the various types of services that are provided by the public and the private providers. The Department of Tourism as well as the private tourism operators provides more or less similar services.

Delhi Tourism and Transport Department Corporation (DTTDC)

Structure:

The Department of Tourism and Transport Development Corporation is an enterprise under the state Government of Delhi. The organization structure is such that the Delhi state government owns the department but the managerial and administrative autonomy lies with the department itself⁹. However, an interview with the Delhi tourism officials brought forward a subtly different perspective from which the employees view the department. To the officials the department is just like any other private organization which operates autonomously with purely profit motives. The department has to pay a certain amount of its dividend to the government. Whatever the department earns from various revenue sources, it reinvests a part of that earnings for promoting tourism in various ways. Therefore, it can be said that the department uses the profits earned during a certain time period to evaluate its success.

This department was integrated in 1975 with the aim of promotion of tourism in Delhi. It got its name when it received the mandate of construction of flyovers in 1989¹⁰. Since then it has to bear the responsibility of development of the infrastructure in the National Capital Territory (NCT) of Delhi. To this, was added the task of retail of liquor. In the beginning of the introduction of the retail in liquor, a fund was created which was known as "Transport Infrastructure Utilization Fund". Rupees five was diverted from the sale of each bottle of liquor to this fund which was utilized for infrastructure development. Later in 2007-08 this fund was abolished and the task of infrastructure development was given to the DTTDC Ltd which is a separate engineering division under the department. The Delhi Government provides fund to the DTTDC Ltd for carrying out such projects. However, the Ministry of Tourism makes state-wise allocation of funds for carrying out various projects that promote tourism.

⁹<http://www.delhitourism.gov.in/delhitourism/index.jsp>

¹⁰<http://www.delhitourism.gov.in/delhitourism/index.jsp>

Table 3: Amount of funds sanctioned to the Delhi Tourism and Transport Development Corporation by the Ministry of Tourism.¹¹

Year	Number of projects	Amount sanctioned by ministry of tourism
2007-08	8	20.76
2008-09	1	0.15
2009-10	9	44.91
2010-11	5	9.75
2011-12	23	75.57

The department gets subsidy in construction of budget hotels. ‘Capital Investment Subsidy’ scheme was announced by the Ministry of Tourism under the Government of India in 2002 during the 10th five year plan for construction of one,two,three star category hotels and heritage hotels. The main objective of the scheme was to increase the supply of budget hotels in the country. This scheme was recommended to extend till the 12th five year plan with some modifications. Delhi, being the national capital of the country also came under the ambit of this scheme and the department also gets this subsidy. However, during the interview the officials said that the Department of Tourism is not subsidized. On the other hand, the DTTDC Ltd charges a departmental charge at the rate of 5% to the Government for the expenditures incurred on such projects. The department is undertaking various developmental projects for promotion of tourism which is expected to be complete by 2013. Few of the projects are:

- Construction of “DilliHaat” at Janakpuri, West Delhi.
- “Nature bazaar” near Mehrauli area is being constructed-under Public Private Partnership.
- Construction of “Wellness Centre” near Garden of Five Senses- under public private partnership.
- “Tourism Complex” (eco resort) construction in Chhawala and KanganHeri .
- “Tourism complex” construction in NH

In the interview when the officials were asked about the view of the department on the private tourism service providers who operate through websites, a surprising answer was obtained. The common

¹¹REPORT OF THE WORKING GROUP ON TOURISM, 12thFIVE YEAR PLAN.

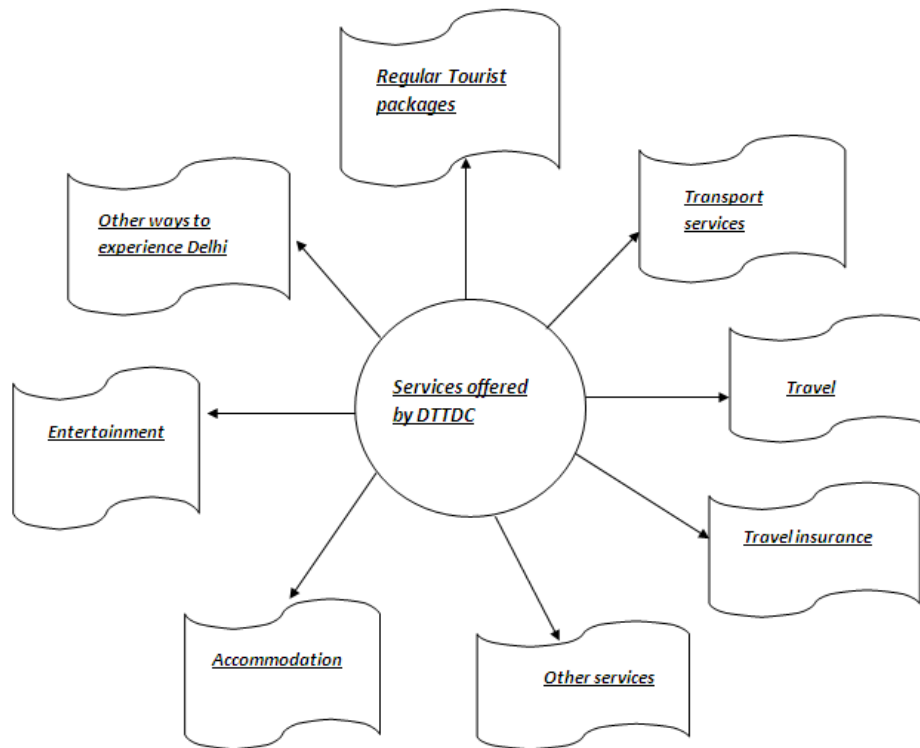
notion was that the department would not like these private operators to exist because this would decrease the department's market share in the tourism industry. But the officials said that the department does not have any problem with the operation of other private tourism operators. The department is even ready to collaborate with the private tourism operators and provide the same services.

Aims and objectives of the Department of Tourism¹²:

- Plan and develop various infrastructure facilities and essential services for promoting tourism in Delhi.
- Supervising the plan and non-plan scheme related to tourism sector.
- Tourism Department has started a scheme called "Paying Guest Residential Accommodation" for Tourist. The purpose of the scheme was to provide reasonably hygienic accommodation, for foreign as well as domestic tourists during the Common Wealth Games 2010. This scheme is being continued further and it provides an opportunity to the foreign tourists to stay with Indian families.
- A new scheme called "Approval of Restaurants" was introduced. The aim of this scheme was to guarantee that the restaurants conform to hygienic norms and provide modern facilities to the customers.
- Collection and compilation of tourist statistics data from registered Hotels/Lodges/Inns and Guest houses for onward transmission on monthly basis to Ministry of Tourism.
- Organizing of Cultural Festivals like Mangofestival, Winter Carnival, Roshnara, Shalimar, Qutab Festival, etc.
- Grant-in-aid to DTTDC for strengthening of tourist centres. Grant-in-aid to Delhi Institute of Hotel Management & Catering Technology

¹²<http://www.delhigovt.nic.in/dept/tourism/aboutus.htm>

Services offered by DTTDC



The regular tourist packages include sightseeing tours in Delhi, HoHo (Hop on and Hop off) bus services for sightseeing, seasonal tours, religious tours, adventure tourism and options of seeing Delhi in half a day, one day, two days, three days, five days, six days, etcetera. There are many other ways to experience Delhi through historical tours, cultural tours and faith tours. The options of entertainment in Delhi are endless. There are museums, movie theatres and auditoriums, shopping malls, pubs, discotheques, art galleries and adventure sports. The Department of Tourism has a wide range of lodging facilities, economy or budget hotels, bed and breakfast system of accommodation, semi luxury and luxury hotels that are readily available in Delhi. An important concern is of customer security. The department has an agreement on security with the hotels and transport service providers during the tour although the security clauses were not disclosed to me by the official. It has been made mandatory for the customers to carry a valid identity proof with themselves during their tour. Even the hotels have to keep a detailed record of the customers who stays there. This is done for the safety of the hotels from radical activities. Besides this, the department mostly avoids conducting tours at night. This is how the security of the customers is ensured. The city has excellent transport services and it is very well connected internally through metro railway, buses (both A/c and non A/c), taxis and auto rickshaws.

The department provides other services like booking of domestic railway tickets, international and domestic air tickets, instant hotel reservation services and A/c and non A/c coaches on hire. During the interview, the nature of association of the department with the Indian railways and airlines companies was highlighted. The department operates on a contractual basis with the Indian Railways Catering and Tourism Corporation (IRCTC) and airline companies. It has to pay IRCTC and the airline companies, a certain portion of the revenue that it earns from selling of railway and air tickets through its railway and air ticket booking service that is available on its official websites. Besides all these, the department also provides the facility of travel insurance to its customers that protect them from unforeseen events while travelling. Customer satisfaction is very important for any organization to run successfully. The department gets feedback from the customers in two ways viz, feedback forms and specific email address where all the feedbacks can be provided by the customers. However, the department gets very few completely filled up feedback forms.

Private tourism operators (Operating mainly through the websites)

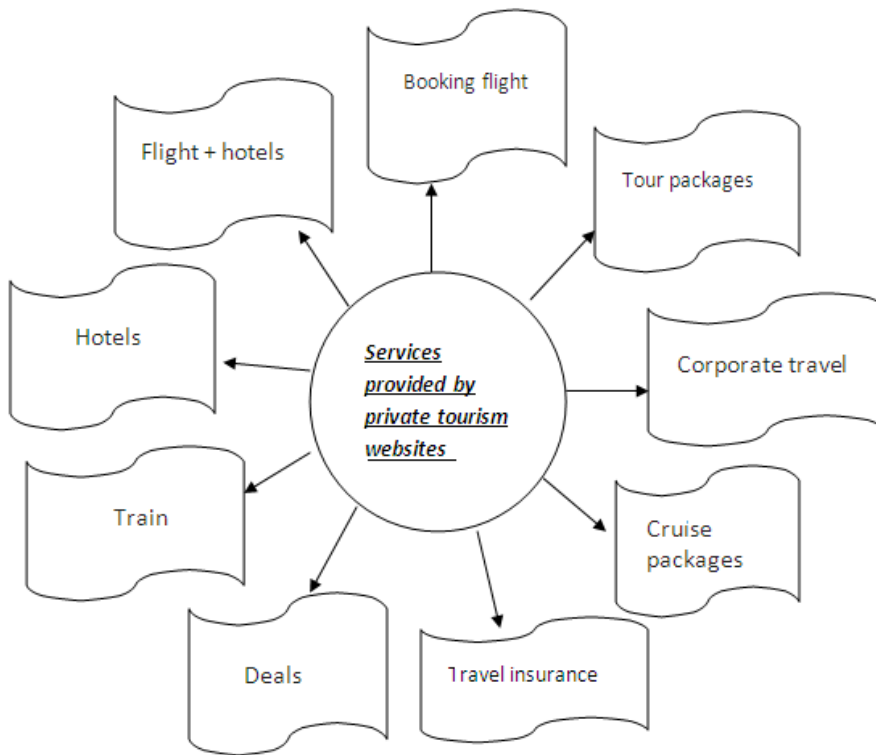
Today, almost all the services that we can think of are available virtually on the web. Tourism has become one of the largest service sectors especially in the developing countries. It was only during the early 21st century that the tourism websites came into existence. On 25th February 2000, the official website of Delhi tourism Department was launched¹³. This paved the path for the development of private tourism websites in the near future. India has the world's second-largest mobile phone user base with over 929.37 million users as of May 2012¹⁴. It has the world's third-largest Internet users with over 121 million as of December 2011¹⁵.

¹³<http://www.delhitourism.gov.in/delhitourism/index.jsp>

¹⁴<http://www.trai.gov.in/WriteReadData/PressRealease/Document/PR-TSD-May12.pdf>

¹⁵<http://www.internetworldstats.com/stats3.htm>

Services provided by private tourism operators



The private tourism operators who operate through websites provide online booking of the domestic and international air tickets and the railway tickets. Tour packages include the domestic packages, international packages, weekend gateways, rail tour packages in association with the IRCTC. The holidays by theme include adventure, bestseller, luxury, romantic, wildlife, beach, family, religious and special summer tours. The websites also have the option of booking flight and the hotel at the same time which is a very good option for the hasty travellers. In order to draw more customers these private websites introduce various kinds of deals which offer the services at very attractive prices. Besides all these services, they also provide cruise packages, corporate travel packages and the provision of travel insurances for their customers.

Evaluation of success of private tourism operators mainly operating online

The main reason behind the success of private tourism operators operating through websites is lower distribution costs, higher returns and larger market share. It is argued that the number of tourists visiting a particular destination is dependent on factors such as reputation of landscapes, transport and real services rather than only on web promotion. Various studies show that promoting tourism through website as a means of promotion only partially contributes to the customer attraction in the tourism industry¹⁶. Most evaluation frameworks and models are from a customer's perspective to investigate into the extent, scope and depth of the information that are given online. Customer satisfaction or user satisfaction is an important aspect to evaluate website.

Four factors that are critical to website success may be identified as follows:

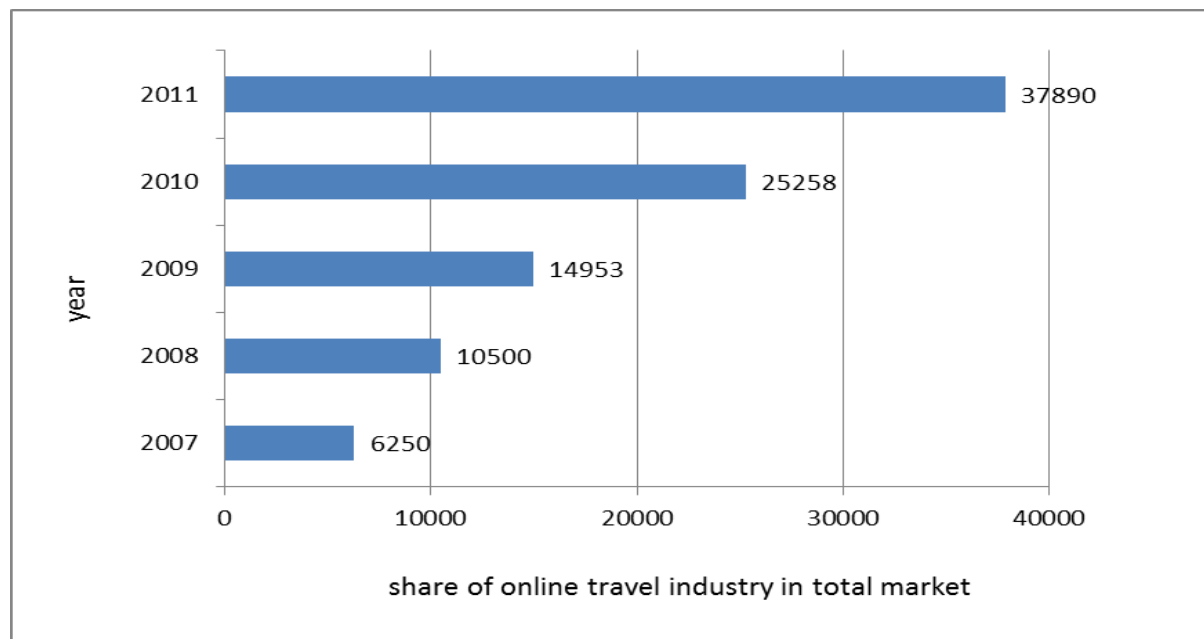
- information and service quality,
- system use,
- playfulness and
- System design quality.

Because of low cost of information search in the internet, Information overload occurs which leads the user to undertake a more intensive search for information. The quality and quantity of information obtained about the destination during the decision making process has a positive impact on destination satisfaction. Allowing users to email requests and replying questions on time is an effective way to attract online customers. The tourists depend on both internal (past experience and knowledge) and external information (information available on internet) to take a decision. The tourism websites which provide links to other relevant websites can be more successful in attracting visitors to the website.

¹⁶<http://dspace.iimk.ac.in/bitstream/2259/573/1/313-322+Dr+Kavita.pdf>

The real picture:*Table 4: Percentage indicating the market size of online travel industry in E-commerce market¹⁷*

Year	Dec 2007 (in crores)	Dec 2008 (in crores)	Dec 2009 (in crores)	Dec 2010 (in crores)	Dec 2011 (in crores)
Total market size	8146	14030	19688	31598	46520
Online travel industry	6250	10500	14953	25258	37890
Percentage share of online travel industry in total market	77%	75%	76%	80%	81%

Figure 5: Market share of online travel industry in E-commerce market¹⁷ <http://trak.in/tags/business/2011/03/17/indian-e-commerce-market-2011-online-travel-bookings-dominate/>

Unexpectedly, in the report of Internet and Mobile Association in India (IAMAI) on online commerce specifies that tourism dictates almost 80% of the market share of current online commerce industry and remaining 20% share comprises of non-travel businesses such as electronic retailing, digital download, financial services, online classifieds, etc. The share of online travel industry has grown from Rs.6250 crores in 2007 to Rs.25258 crores in 2011. The domestic air travel sector comprises 63% of online travel industry while 28% share comprises of online Railway tickets¹⁸. Online transaction system has become faster, easier and more convenient due to which the online tourism industry is flourishing since last few years.

A case study: Yatra.com

There are massive numbers of tourism companies cropping up every few days on the internet. In this study, yatra.com is taken as a representative of the online tourism companies. Yatra.com is chosen because it is one of the leading online travel companies in India.

This is a Delhi based company which was launched in August 2006. In the initial years of its inception, it only provided the online flight booking services. From past four years it has incorporated the non-flight based services which mainly include travel packages and holidays. Within a short span of six years of its being, this company has shown impressive growth in the online tourism industry. Presently, the total market share of online flight booking services is around 60% out of which yatra.com claims about 35%. Yatra.com claims about 5% to 6 % of the total online travel services. The central mode of operation of Yatra.com is through their user-friendly websites. Besides this, the company has 24x7 multi-lingual callcenters and Yatra Travel Express stores that are spread all over the country. ¹⁹Yatra.com has won one of the most coveted awards of the travel industry, CNBC Awaaz Travel Awards for Best Online Travel Agency in 2011.

Yatra.com has established itself as one of the most trusted travel brands in the online tourism industry. As revealed from an interview with the marketing head of the yatra.com, the company uses certain parameters to measure its success in the tourism industry. Since the company stresses on the brand reputation it conducts campaigns annually to keep a track on the brand health. The top line growth or the gross revenue earnings and the bottom line growth or the net revenue earnings of the company are important indicators in this respect. The top line growth which depends on the Total Transaction Value

¹⁸<http://trak.in/tags/business/2011/03/17/indian-e-commerce-market-2011-online-travel-bookings-dominate/>

¹⁹<http://www.yatra.com/cnbc-awaaz-travel-awards.html>

(TTV) is collected on a quarterly, monthly or on yearly basis. Net customer adds or the growth in the number of new customers and the retention funnel are very crucial for the company. The retention funnel indicates the number of customers who are already availing their services. Another concept close to this is of the Life Time Value of a customer. It refers to the number of years the customers keep on availing their services at a stretch from the company. The increase in the value of these parameters represents the growth and success of the company. The online transactions that involve making payment by the customers through their debit or credit cards are secured by the data encryption system which prevents any kind of piracy to occur. Customer feedbacks are very valuable to them in accessing the quality of services. Yatra.com mails its customers asking for a feedback on the services that the company provides. Although the amount of responses that they receive is quite low, that amount is reasonable enough for them to make the assessments.

A small survey on foreign tourists

In this study, an attempt is made to consider the views of the foreign tourists about the quality of tourism services that they have obtained while staying in Delhi. Although the number of foreign tourists interviewed is way too small to generalize the findings, still it gives a rough idea about the view of the foreign customers. Around 25 foreign tourists were interviewed. Most of these foreign tourists booked their flight and hotel themselves through the online private tourism operators. All the tourists who were interviewed said that they trusted the private tourism operators more than the government tourism department. This is so because the private companies were easily accessible for the foreigners; they provided good quality services at cheaper rates and were more convenient for the foreign tourists. Majority of the tourists gave a response that the quality of services provided by the private hotels was very good. These hotels were up to the international standards and also provide very good security to the foreign tourists. The quality of the sightseeing services provided by the private companies was also praiseworthy, except few rare cases where the tourists were not very satisfied with the services.

Conclusion

The main aim of the government tourism departments in different states of India is promotion of tourism in that particular state. In case of Delhi, the Delhi Tourism and Transport Development Corporation bear the same responsibility. However, the department has many other responsibilities along with this which includes development of infrastructure and selling of liquor in Delhi. But it is being observed that the department is diverting from the main task which it was assigned. Rather than promoting tourism it is concentrating more on the other two activities that it undertakes. Thus, the gap created in the supply of tourism services by the department is being filled in by these private tour operators. Although, the data on the market share of the Department of Tourism in the tourism industry of Delhi was not revealed during the interview with the officials of the department. The government is investing a lot on promoting tourism but the volume of tourist it attracts is comparatively lesser than what the private tour operators does.

This study brings out the fact that the private tour operators attract more tourists compared to the Department of Tourism. The private tour operators compete with each other not only in terms of price but also in terms of the quality of services they provide. Competition ensures better quality services at a cheaper price which definitely draws more tourists to them. It also urges the companies to perform better. Hence, it can be concluded that the private operators are more efficient in providing the tourism services compared to the Department of Tourism.

An interview with the marketing head of yatra.com revealed the real reasons behind the success of these online tourism companies. These can be enlisted as:

- The online tourism companies make huge investment on creating their brand names and also on brand consumer research on a regular basis. It seems that they lay a huge importance on establishing themselves as distinct brands in the tourism industry. They make pre-campaigns and post campaigns to verify their brand health.
- Reputation building is very crucial for successful operation of any online tourism company. To gain trust of the consumers is the key motive of these companies in order to get established in the industry. Once these companies take off, they keep on attracting more customers through better innovation of their brand.
- Transparency of services being provided, convenience of the customers, speedy services, wide variety of services available at one go, more empowerment and freedom of choice to the customers- these forms the backbone of any private online tourism company.

- Innovation and constant adaptation according to the changing needs of the customers is the key to survival and success of any private online tourism company in the tourism industry.

Although the tourism department has nothing significant to brag about itself, it keeps on harping on the reliability factor since it is a government undertaking. However, this study reveals that people do not consider the department to be reliable. One of the main turn off to the customers being the long procedures and formalities associated with any government body which makes the whole system more complex for the customers. This fact was discovered from the survey on foreign tourists. It should find ways to make the whole system much more customer friendly and ease the system of useless formalities. The department fails on the grounds of efficiency and attractiveness when compared to the private tourism operators. But this does not mean that the department should stop operating altogether. There is always a scope of better performance for it. The department is undertaking various projects to promote tourism in association with the private companies. Public private partnership is one of the ways out for the department to perform better in all respects. A healthy competition is always welcome in any industry to ensure the effective operation of all the participants but not at the cost of one another. The department has to upgrade and introduce innovations in its services. It should improve its functional efficiency to cope with the private tourist operators. More importantly the department should focus on the task it is assigned rather than focusing on the tertiary activities. The growth of the private tourism operators is also a welcome phenomenon because the travel industry is in an expansionary mode and it requires more and more service providers to cater to the increasing demand conditions in the tourism industry.

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