

**Tourism Entrepreneurship among Unorganised
Sector in Kerala - An Evaluative Study with
Reference to Hotels and Travel Agencies**

**Thesis
Submitted to the University of Calicut
for the award of the degree of
Doctor of Philosophy in Commerce**

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Declaration

I hereby declare that the thesis entitled **Tourism Entrepreneurship among Unorganised sector in Kerala- An Evaluative Study with Reference to Hotels and Travel Agencies** done under the guidance and supervision of Dr. B. Vijayachandran Pillai, is a record of bonafide research work done by me and that no part of the thesis has been presented for the award of any degree, diploma, fellowship, or other similar title or recognition before.

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Certificate

This is to certify that the thesis entitled **Tourism Entrepreneurship among Unorganised sector in Kerala- An Evaluative Study with Reference to Hotels and Travel Agencies** prepared by Rahanas V.K for the award of the Degree of Doctor of Philosophy in Commerce of the University of Calicut, is a record of bonafide research work carried out under my supervision and guidance. No part of the thesis has been submitted for any degree, diploma, fellowship or other similar title or recognition before. He is permitted to submit the thesis.

Calicut University
March, 2019.

Dr. B. Vijayachandran Pillai
Doctoral Guide

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List of Abbreviations

ARC	Airlines Reporting Corporation
AACHK	Association of Approved and Classified Hotels of Kerala
ATTOI	Association of Tourism Trade Organization
BRDC	Bakel Resorts Development Corporation
CATO	Confederation of Accredited Tour Operators
DFW	Department of Forest and Wildlife Kerala
DOT	Department of Tourism
DTPC	District Tourism Promotion Council
FHRAI	Federation of Hotel and Restaurant Association of India
HCI	Hotel Corporation of India
IATO	Indian Association of Tour Operators
ITDC	Indian Tourism Development Corporation
IIRT	International Centre for Responsible Tourism
KFC	Kerala Financial Corporation
KHRA	Kerala Hotel and Restaurant Association
KSIDC	Kerala Industrial Development Corporation
KITTS	Kerala Institute of Tourism and Travel Studies
KTDC	Kerala Tourism Development Corporation
KTM	Kerala Travel Mart
KTOA	Kerala Travel Operators Association
MTS	Malabar Tourism Society
NCEUS	National Commission for Enterprises in the Unorganized Sector
SIHM	State Institute Hospitality Management
TFED	Tourism Federation
TFCI	Tourism Financial Corporation of India
TIC	Tourism Information Centre

TPC	Tourism Professional Club
TRKL	Tourist Resorts Kerala Limited
TAAI	Travel Agents Association of India
TOAK	Travel Operators Association of Kerala
WTO	Wayanad Tourism Organization
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

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Chapter 1

Introduction

1.1. Preamble

Today traveling is a normal part of life for most individuals. People travel as a part of their life style. They travel for pleasure or leisure, or for business and entertainment. The restaurants, hotels, home stays, resorts, tour operators and travel agents provide accommodations, food and beverage, catering, recreational facilities, entertainment, transport and other tourism services. Tourism is a composite of services, activities and industries that delivers a travel experience to people or a group of people traveling from their homes. Tourism industry provides various products and services to satisfy the needs and expectations of tourists.

Travel and tourism is the largest service industry in the World. It is one of the key sectors of the Indian economy which can make a positive contribution in achieving sustainable development. In terms of providing employment also, tourism sector plays a key role in the Country. Travel and tourism depends on a wide range of infrastructure services such as roads, railways, airports. It also depends on basic infrastructure services like hotel and accommodation, restaurants, shops and other recreation facilities. Tourism is an industrial and economic activity. Many corporations, individuals, organizations, firms and associations are engaged in this sector. Tourism activity involves many industries in India. Among them hospitality and travel industries, hotel and accommodation, transportation, shops, restaurant and

food establishments, entertainment venues, travel agencies, houseboat, tour operating companies are the important.

In the State of Kerala, Tourism industry plays a significant role in transforming the society and economy. Tourism has potential to bring about socio-cultural development. The hotel and accommodation sector is the most organized segment of the tourism industry in the State. The hotel industry plays a prominent role in providing facilities for the transaction of business for meeting and conferences, for recreations and entertainments. The role of hotels in attracting tourists is very important. Travel agency is another form of services related with tourism. The travel agents act as a link between the suppliers and tourists of various services needed to the tourists. The main function of Travel agency is to act as an agent, selling travel products and services on behalf of supplier.

1.2. Significance of the Study

The tourism business is one of the largest, fastest growing sectors of the economy of India. Tourism is the largest service industry in the Country. As per the latest available records, the industry contributes 9.24% to the GDP of the country. Similarly, tourism provides employment opportunities to millions of people. It is estimated that tourism provides 8.78% of the *total* employment of the Nation. Tourism promotes national integration. The industry helps to generate foreign exchange earnings to a significant extent. The tourism industry aids to ensure balanced regional development.

Considering the significance of tourism, the government of Kerala provides various incentives and subsidies to entrepreneurs to attract investment in the Sector. The government concentrates only on the organized sector of tourism industry in the State. One of the salient features of Tourism industry in Kerala is that tourism enterprises are large in number and scattered. Many of them operate still in the unorganized sector. In Kerala, known as “God’s own Country”, there are greater potentialities for increasing employment opportunities for young talented youth having entrepreneurial skills in the various business activities related with tourism. The potential areas of tourism activities include transportation, restaurants, hotel and

accommodation, entertainment, tourism destinations, leisure, adventure, tourism sports and so on. In Kerala, tourism entrepreneurs among unorganized sector especially hotel and travel agencies provide more services and facilities and also adopt various marketing strategies. They experience certain issues and challenges in their day to day operation of business. Entrepreneurship in unorganized sector Kerala is considered one of the most beautiful places in India due to its strategic location and the interesting adventurous sceneries that are preserved and protected by the Government to generation, experience and education. However, the available records and studies indicates that had been no systematic attempt to review the areas of services and facilities offered, Marketing strategies, Support & initiatives on the Part of Government and Other agencies, issues and challenges of the tourism entrepreneurs in the unorganized sector in Kerala. At this juncture, a scientific research on tourism entrepreneurship in the unorganized sector in the State becomes relevant and useful. It is hoped the outcome the present study will be useful to Policy makers, Government, Entrepreneurs in the Sector and other stakeholders of the tourism industry.

1.3. Statement of the Problem

In the State of Kerala, hotel and travel agency are the major tourism related businesses in the unorganized sector. Tourism in the unorganized sector in the State has a key role in attracting domestic and foreign Tourists to various destinations. The sector provides employment directly or indirectly to a sizable number of skilled and unskilled people of the state. In earning foreign exchange to our country also, the role of unorganized sector tourism cannot be neglected. More number of young talented educated people in the state has been serving as tourism entrepreneurs. Further, in recent years more number of tourism businesses has been mushrooming in unorganized sector in the State. They offer very creative services and products to suit the requirements of tourists visiting our country and adopt various innovative strategies and practices for the promotion of tourism marketing. In most cases, they operate the units with the help of owned funds. The government agencies and financial service providers concentrate more on organized sector of the tourism

industry only and do not provide any incentives, support and encouragement to the unorganized sector. Hence, it is highly relevant to conduct an investigation on tourism entrepreneurship in unorganized sector with special reference to hotels and travel agency entrepreneurs in Kerala.

1.4. The Research Questions

The present research work attempts to investigate into the following major research questions.

1. What is the current status of Tourism entrepreneurs of hotels and travel agency business in the unorganized sector in the state of Kerala?
2. What are the services and facilities offered by the Tourism entrepreneurs of hotels and travel agency business in the unorganized sector? And whether these services differ significantly according to the form of business and mode of operation?
3. What are the marketing strategies and practices adopted by the Tourism entrepreneurs of hotels and travel agency business in the unorganized sector for their market promotion? And whether there is any significant difference among the entrepreneurs according to the form of business and mode of operation?
4. What are the initiatives and support on the part of Government, banks and business associations to attract tourism entrepreneurs in the unorganized sector? And are these initiatives and support differing significantly according to the form of business and mode of operation?
5. What are the major issues and challenges faced by tourism entrepreneurs in the unorganized sector in the State?

From the available literature, it is found that no systematic and scientific study had been conducted so far in this particular area. Therefore, the investigator proposes to fill the gap through the present study.

1.5. Scope of the Study

The scope of the present research is restricted to tourism entrepreneurship in unorganized sector in the State of Kerala. Even though tourism industry in unorganized sector operates various businesses, the present study concentrates only on hotel and travel agency business entrepreneurs. The work attempts to examine the current status of the Tourism industry in unorganized sector in India in general and in Kerala in Particular. The research intends to review the facilities and services offered by the tourism entrepreneurs for the attracting domestic and foreign tourists to the State. The study also concentrates on the practices and strategies adopted by these entrepreneurs for the promotion of tourism marketing. Further, the work examines the initiatives and support of government, banking agencies and business associations in the promotion of tourism entrepreneurship in the unorganized sector. The identification of issues and challenges of the tourism entrepreneurs in unorganized sector also come under the ambit of the present study.

1.6. Objectives of the Study

The broad objective of the present research work is to conduct an investigation on the working of entrepreneurs in the tourism sector functioning in unorganized sector in the State of Kerala with particular reference to Hotels and Travel Agencies. To achieve this, the following specific objectives have been set forth.

1. To examine the current status of Tourism entrepreneurship in unorganized sector in India in general and in the State of Kerala in particular.
2. To review the existing facilities and services provided by the tourism entrepreneurs in unorganized sector in the State.
3. To evaluate the marketing Practices and strategies adopted by the tourism entrepreneurs in unorganized sector.
4. To examine the initiatives and support from Government, Banks and business associations for the development of tourism entrepreneurship in unorganized sector.

5. To identify the issues and challenge of tourism entrepreneurs in unorganized sector in Kerala.

1.7. Hypotheses Formulated and Tested

Keeping in view of the objectives stated above, based on the relevant secondary data collected from various sources, pilot survey and from the general impression about the working and performance of tourism entrepreneurs in the unorganized sector in the State with reference to hotels and travel agencies, certain hypotheses were formulated and tested. The hypotheses put to test in the study are listed below.

1. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the hotel entrepreneurs in unorganized sector according to the form of business organization.
2. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the hotel entrepreneurs in unorganized sector according to the mode of operation of business.
3. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the travel agency business entrepreneurs in unorganized sector according to the form of business organization.
4. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the travel agency business entrepreneurs in unorganized sector according to the mode of operation of business.
5. Ho: Hotel entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with respect to the initiatives and support from Government, Banks and business associations.
6. Ho: Hotel entrepreneurs in unorganized sector do not differ significantly according to the mode of operation of business with respect to the initiatives and support from Government, Banks and business associations.

7. Ho: Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with respect to the initiatives and support from Government, Banks and business associations.
8. Ho: Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the mode of operation of business organization with respect to the initiatives and support from Government, Banks and business associations.
9. Ho: There is no significant difference among Hotel entrepreneurs in unorganized sector according to the form of business organization in respect of their issues and challenges.
10. Ho: There is no significant difference among Hotel entrepreneurs in unorganized sector according to the mode of operation of business organization in respect of their issues and challenges.
11. Ho: There is no significant difference among Travel agency business entrepreneurs in unorganized sector according to the form of business organization in respect of their issues and challenges.
12. Ho: There is no significant difference among Travel agency business entrepreneurs in unorganized sector according to the mode of operation of business organization in respect of their issues and challenges.

1.8. Operational Definition of Terms and Concepts

The important terms used in the report are explained briefly below.

1. Tourism

Tourism is the movement of an individual or a group of people from their place of residence to other destinations for the purpose of business, leisure, family, mission, occupation, and meeting for a period of 24 hours or more and less than a year at a destination.

2. Tourism Industry

Tourism industry is an industry which includes a group of business that provides various tourism services and facilities for the benefit of tourists.

3. Tourism Entrepreneurship

Tourism entrepreneurship means all sorts of activities involved in establishment and operation of a legal tourism enterprise.

4. Tourism Entrepreneurs

It means a person or group of individuals who runs tourism enterprises for satisfying the needs of tourists or visitors travelling for entertainment, business, family, meeting and leisure.

5. Tourism Enterprises

Tourism enterprise refers to the different forms of tourist related business ventures permitted within the national constitution.

6. Organized Sector

Organized sector is one where the terms of employment are fixed and regular and the employees get assured work and registered with the government.

7. Unorganized Sector

Unorganized sector is a sector where the terms of employment are not fixed and regular, the units are not registered with government and the number of employees is less than 20

8. Hotel

Hotel is a commercial establishment providing food, accommodation and other guest services to any person who is able and willing to pay a reasonable sum for the services and facilities provided.

9. Travel Agency

Travel agency means an organizer of the traveler or tourist for link between suppliers of the tourism products with tourists.

10. Services and Facilities

Service is an intangible product provided by the tourism industry. Facility indicates an amenities, place or piece of equipment provided to customers for a particular purpose.

11. Tourism Product

Tourism product is the sum of psychological and physical satisfaction it provides to tourists during their travelling en route to the destination.

12. Marketing Strategies

Marketing strategies are the plan of action by which firm's mission is put in to practice for the attainment of objectives.

1.9. Research Methodology and Database

The methodology followed in the present research work is briefly explained as follows

1.9.1 Method of Research

The method of the research is both descriptive and analytical in nature. It is descriptive because it is a fact finding investigation and focuses on particular dimensions of the problem by gathering descriptive information. Since the study uses the statistical methods for analyzing the quantitative data, it can be described as an analytical study also.

1.9.2 Sources of Data

Both the primary and secondary data have been collected and used for the purpose of the study. The data were supplemented by observations, discussions and interviews with the various entrepreneurs of tourism.

A. Collection of Secondary Data

The secondary data needed for the study have been collected from the published and unpublished sources. They are as follows.

- Publications of Government of India
- Publications of Government of Kerala
- Research reports published by the World Travel and Tourism Council (WTTC)
- Research Reports published by the Ministry of Tourism, Government of India
- Asia Pacific Journal of Tourism Research
- Journal of Hospitality and Tourism Research
- Journal of Tourism and Hospitality and Management
- Research Dissertations at MPhil and PhD levels.
- Seminar/ Conference Proceedings
- Working Papers
- Periodicals
- Books related to the study area
- News Papers
- Websites of related organizations

B. Collection of Primary Data

For reviewing the services and facilities, marketing practices and strategies, Initiatives and support of the Government, banks & business associations and for identifying the issues and challenges in respect of the tourism entrepreneurs in unorganized sector in the State of Kerala, the primary data were collected and analyzed.

The primary data have been collected from the entrepreneurs of the following two tourism related businesses.

1. Hotels
2. Travel Agency Business.

These two tourism related business have been selected due to their predominant role in providing employment and services in unorganized sector in the State.

1.9.3. Selection of Sample Hotel and Travel Agency Entrepreneurs

A. Sampling Design

The sampling design adopted for the present research work has been explained below.

I. Population

An earnest effort has been initiated by the researcher to get the list of Hotel and Travel agency business entrepreneurs in unorganized sector in Kerala with a view to collect the data about their population. It has been found that the exact data regarding the number of entrepreneurs functioning in the hotel and travel agency business in unorganized sector in the State are not available. The researcher has visited important tourism centres and contacted the office bearers of the associations of entrepreneurs in both hotel and travel agency business in unorganized sector in the State and sought their help for identifying the entrepreneurs. The office bearers of the hotel Associations stated that 1,352 members are functioning in Kerala under unorganized Sector (as on 31/07/2017). Similarly, in the opinion of office bearers of Travel agency Association in Unorganized sector, 1,292 entrepreneurs are their members. But, the details of No. of members in each district in the State are not available. From the available secondary sources, the entrepreneurs in both the hotel and Travel agency business are heavily concentrated in the three districts of Kozhikode, Ernakulam and Thiruvananthapuram. Hence, the sample entrepreneurs were selected from these three districts.

II. Determination of Sample Size

In order to calculate the sample size of entrepreneurs of Hotel and Travel agency business in unorganized sector in Kerala, the US National Education

Association Statistical table and formula developed by Krejcie and Morgan (1976) have been applied. It is calculated below.

$$S = \lambda^2 NP (1-P) \div d^2 (N-1) + x^2 P (1-P)$$

S = Required Sample Size

λ^2 = The table value of chi-square for 1 degree of freedom at the desired

Confidence level (.10 = 2.71, .05 = 3.84, .01 = 6.64, .001 = 10.83)

N = The population size

P = The population proportion (assumed to be .50 since this would provide the Maximum sample size)

d = The degree of accuracy expressed as a proportion (.05)

As per the above calculation, the sample size of Hotel entrepreneurs is arrived at 299 and that of Travel agency entrepreneurs is found 296. It is rounded as 300. Therefore, an equal number of 300 each have been selected as sample size in the case of both the hotels and travel agency entrepreneurs. Altogether 600 sample entrepreneurs were selected as sample for the investigation. The details are presented in Table 1.1.

Table 1.1

Selection of Sample Size of Entrepreneurs in Hotel and Travel Agency Business

SL No.	Business of Entrepreneurship	Population (as on 31/07/2017)	No. of Samples Calculated	No. of Samples Selected
1.	Hotel	1,352	299	300
2.	Travel Agency	1,292	296	300
Total		2,644	595	600

Source: Primary Data

The method of Simple Random Sampling through lottery method has been adopted for the selection of sample entrepreneurs.

It is found that in the State different types of tourism entrepreneurs are operating their business on the basis of form of the unit and mode of operation. According to the form of business organization, the Tourism units may be classified into four categories namely partnership, family business, proprietorship and private Ltd. Likewise, on the basis of mode of operation of business, the unit can be classified as independent, chain, network and Franchisee. Therefore, for examining whether there is any significant difference among the entrepreneurs and to conduct a comparative study, while selecting the entrepreneurs in both the hotel and travel agency special care has been taken to include entrepreneurs belonging to various groups according to the form of business organization and mode of operation of business. A picture of the sample Hotel entrepreneurs selected according to the form of business is exhibited in Table 1.2.

Table 1.2
Selection of the Sample Hotel
Entrepreneurs According to the Form of Business

SI No.	Form of Business	No. of Entrepreneurs	Per cent
1.	Partnership	79	26.33
2.	Family Business	79	26.33
3.	Proprietorship	87	29.00
4.	Private Ltd	55	18.34
Total		300	100.00

Source: Primary Data

The classification of the sample Hotel Entrepreneurs according to the Mode of Operation is shown in Table 1.3.

Table 1.3

**Selection of the Sample Hotel
Entrepreneurs According to the Mode of Operation**

Sl No.	Mode of Operation of Business	No. of Entrepreneurs	Per cent
1.	Independent	122	40.67
2.	Chain	72	24.00
3.	Network	52	17.33
4.	Franchisee	54	18.00
Total		300	100.00

Source: Primary Data

The details of sample entrepreneurs selected from Travel Agency business on the basis of form of business are given in Table 1.4.

Table 1.4

**Selection of the Sample Travel Agency Business
Entrepreneurs According to the Form of Business**

Sl No.	Form of Business	No. of Entrepreneurs	Per cent
1.	Partnership	96	32.00
2.	Family Business	64	21.33
3.	Proprietorship	79	26.34
4.	Private Ltd	61	20.33
Total		300	100.00

Source: Primary Data

Table 1.5 exhibits the classification of the selected entrepreneurs of Travel Agency business on the basis of mode of operation of business.

Table 1.5
Selection of the Sample Travel Agency Business
Entrepreneurs According to the Mode of Operation

SI No.	Mode of Operation of Business	No. of Entrepreneurs	Per cent
1.	Independent	120	40.00
2.	Chain	86	28.67
3.	Network	45	15.00
4.	Franchisee	49	16.33
	Total	300	100.00

Source: Primary Data

1.9.4. Tools/ Instruments for Primary Data Collection

A structured questionnaire was developed and used as the instrument for the collection of primary data from the sample entrepreneurs of hotel and travel agency businesses. The questionnaire starts with demographic details of entrepreneurs, followed by questions relating to services and facilities, marketing practices and strategies, Initiatives and support from government, banks & business associations and issues & challenges of tourism entrepreneurs. The questionnaire used for data collection is shown in Appendix.

1.9.5. Method of Analysis Followed and the Variables Used

The present study aims to review the existing services and facilities provided by the tourism entrepreneurs; their marketing Practices and strategies; Initiatives and support from Government, Banks & Business associations for tourism entrepreneurship development. It also covers the issues and challenges faced by tourism entrepreneurs. To fulfill these objectives, the following four main variables have been used.

1. Services and Facilities
2. Marketing Practices & Strategies
3. Initiatives & support from Government, Banks and Business associations
4. Issues and challenges

The method adopted for the analysis and the variables used are given in the following pages.

1. Review of Services and Facilities

The various services and facilities offered by the tourism entrepreneurs of hotel and Travel agency business for the benefit of Tourists have been examined in detail for this purpose. For conducting a comparative analysis and to examine whether there is any significant difference among the tourism entrepreneurs, their form of business unit wise and mode of operation wise analysis has been done with the help of selected variables.

The scaling technique was used to convert the qualitative data into quantitative one. Scaling is a method which changes attributes (a series of qualitative facts) into variables (a quantitative series). It is a procedure for assignment of numbers or symbols to subjective abstract concepts. Hence, the researcher used a five-point Likert's scale on the measuring instrument. The variables used for the analysis are given in Table 1.6.

Table 1.6
Variables used for analyzing the Services and Facilities

SI No.	Dependent Variables	Independent Variables	
1	Services of Hotels	1.	Food and Beverages
		2.	Room service
		3.	Conference Hall
		4.	Shopping
		5.	Swimming Pool
		6.	Emergency Medical Services
		7.	Linkage with Tour Operators and Government
		8.	Others

SI No.	Dependent Variables	Independent Variables	
2	Facilities of Hotels	1.	Restaurant and Coffee Shop
		2.	Air Condition
		3.	Fitness Centre
		4.	Parking Facility
		5.	Laundry Facilities
		6.	Banquet Hall
		7.	Secretarial Service
		8.	Night Club
		9.	Accommodation Facility
		10.	Child Care Facility
		11.	Gym
		12.	Spa
		13.	Travel Desk
		14.	Games
		15.	Telephone Facility
		16.	Shopping Facility
		17.	Outdoor Pool
		18.	Beauty Parlor
		19.	Medical Facility
		20.	Wi-Fi/Internet Facility
		21.	Valet Service
		22.	Others
3	Type of Food	1.	Indian
		2.	Chinese
		3.	Continental
		4.	Fast Food
		5.	Other
4	Travel Agency Services	1.	Air Ticket
		2.	Visa Processing
		3.	Railway Booking
		4.	Tour Packages
		5.	Tourist Guides
		6.	Hotel and Accommodation Booking

SI No.	Dependent Variables	Independent Variables	
		7.	Pick and Drop Arrangements
		8.	Wildlife Safari Arrangements
		9.	Overnight Camping Arrangements
		10.	Airport Transfers
		11.	Travel Insurance
5	Tour Operating Services	1.	Accommodation Services
		2.	Transport/Car Hire Services
		3.	Catering/ Restaurant Services
		4.	Travel Guiding Services
		5.	Sight Seeing
		6.	Shopping Services
		7.	Recreational Services
		8.	Insurance Services
		9.	Others
6	Facilities/ Activities of Travel Agencies	1.	Sightseeing
		2.	Cultural
		3.	Music
		4.	Beauty Spa
		5.	Nature Seeing
		6.	Shopping
		7.	Religious Trip
		8.	Adventure
		9.	Sports
		10.	Corporate Meeting
		11.	Others

2. Evaluation of Marketing Practices and Strategies

The various practices and strategies followed by the tourism entrepreneurs of hotel and travel agency business for the promotion of marketing have been analyzed to achieve the third objective of the study. In this case also, a comparative analysis on the basis of form of business organization and mode of operation has been done. The variables used for the analysis are presented in Table 1.7.

Table 1.7**Variables Used for the analysis of Marketing Practices and Strategies**

SI No.	Variables	Implementation	
1	Cost Leadership	1	Cost reduction through adoption of product design of competitive firms.
		2	Using of less expensive resource inputs.
		3	Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity.
		4	Securing of economies of scale through high volume sales.
		5	Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements.
		6	Locating activities in areas where costs are low or government help and support are available.
		7	Following of the operation system of experienced firms to reduce the costs.
		8	Standardization of products or resource inputs.
2	Differentiation	1	Creation of better products superior to that of competitors in terms of design, technology, performance etc.
		2	Offering of superior level of service.
		3	Following of superior distribution channels.
		4	Creation of strong brand name through design, innovation and advertising
		5	Superior product promotion.
3	Focus	1	Focusing on a particular group of buyers.
		2	Specializing in particular geographic destinations.
		3	Catering for the benefits required by a particular group of buyers.
		4	Resort destinations targeting particular market segments.

3. Assessment of Initiatives and Support of Government, Banks and Business Associations

For this Purpose, a comparative analysis on the Initiatives and Support of Government, Banks and Business Associations for the tourism entrepreneurship development in unorganized among both the hotel and travel agency business have been attempted with the help of selected variables. Form of businesswise and mode of operation wise analysis have been attempted. The variables used for the purpose are given in the following table.

Table 1.8

Variables Related to Initiatives and Support of Government, Banks and Business Associations

	Dependent Variable		Independent Variables
1	Government Initiatives and support	1.	Support from state government
		2.	Efficient tax administration
		3.	Suitable regulations
		4.	Support from the local bodies
		5.	Government interventions
		6.	Financial support
		7.	Scheme training to entrepreneurs
		8.	Involvement of government in Tourism activity
		9.	Marketing assistance
		10.	Adequate government involvement
		11.	Suitable Power tariff
		12.	Minimization of Official formalities
		13.	Suitable Government policies
2	Initiatives and Support of Business Associations	1.	Information on entrepreneurship support initiatives
		2.	Support for establishment
		3.	Legal framework regulation
		4.	Elimination of Competition
		5.	Support during unpredicted rainy season and dry season

		6.	Training facilities
		7.	Marketing support
		8.	Adoption of suitable Business techniques
		9.	Elimination of Middlemen or brokers
3	Initiatives and Support of Banks	1.	Provision of more fund
		2.	Streamlining the procedures to overcome the existing procedure

4. Identification of Issues and Challenges

The Issues and Challenges experienced by the tourism entrepreneurs of hotel and travel agency business in unorganized sector are identified. Thereafter, a comparison has been done among the various types of tourism entrepreneurs according to their form of organization and mode of operation in the case of both the entrepreneurs of Hotel and Travel Agency. The following variables are used for the analysis (Table 1.9).

Table 1.9
Variables used for Identifying Issues and Challenges

SI No.	Dependent Variable		Independent Variables
1	Regulatory Issues	1.	Tax System and Tax rates
		2.	Regulatory Framework
		3.	Transparency
		4.	Existing Bankruptcy Laws
		5.	Competition Law
		6.	Property Rights Regulations
		7.	Copy Rights Regulations
		8.	Trade Mark Regulations
		9.	Cost for Business Regulations
		10.	Procedure for Business Regulations
2	Financial Issues	1.	Shortage of Fixed Capital
		2.	Personal Savings and Resources
		3.	Problem of availing Loan
		4.	Securities and Credibility for Debt Financing
		5.	Business Experience

		6.	Skill for Debt Financing
		7.	Credit Scoring Methodologies and Regulations
		8.	Financial Document Procedures
		9.	Application for Funding
		10.	Awareness of Start-up Funding Facilities
3	Operational Problems	1.	Coordination
		2.	Infrastructure
		3.	Skill
		4.	Cost Containment
		5.	Skilled Staff
		6.	Competition
4	Marketing Issues	1.	Inadequate Marketing and Promotion measures
		2.	Guests Sophistication
		3.	Market Access
		4.	Similar Businesses/Competition
5	Technological Issues	1.	Interactive Reservation System
		2.	Yield Management
6	Personal Issues	1.	Health Problems
		2.	Dual Role- family and business
		3.	Opposition from Family
7	Training Problems	1.	Time to Attend Training
		2.	Training Cost
		3.	Distance to Training Centre

1.9.6. Conceptual Model Developed

The conceptual framework of the present study is given in Fig.1.1.

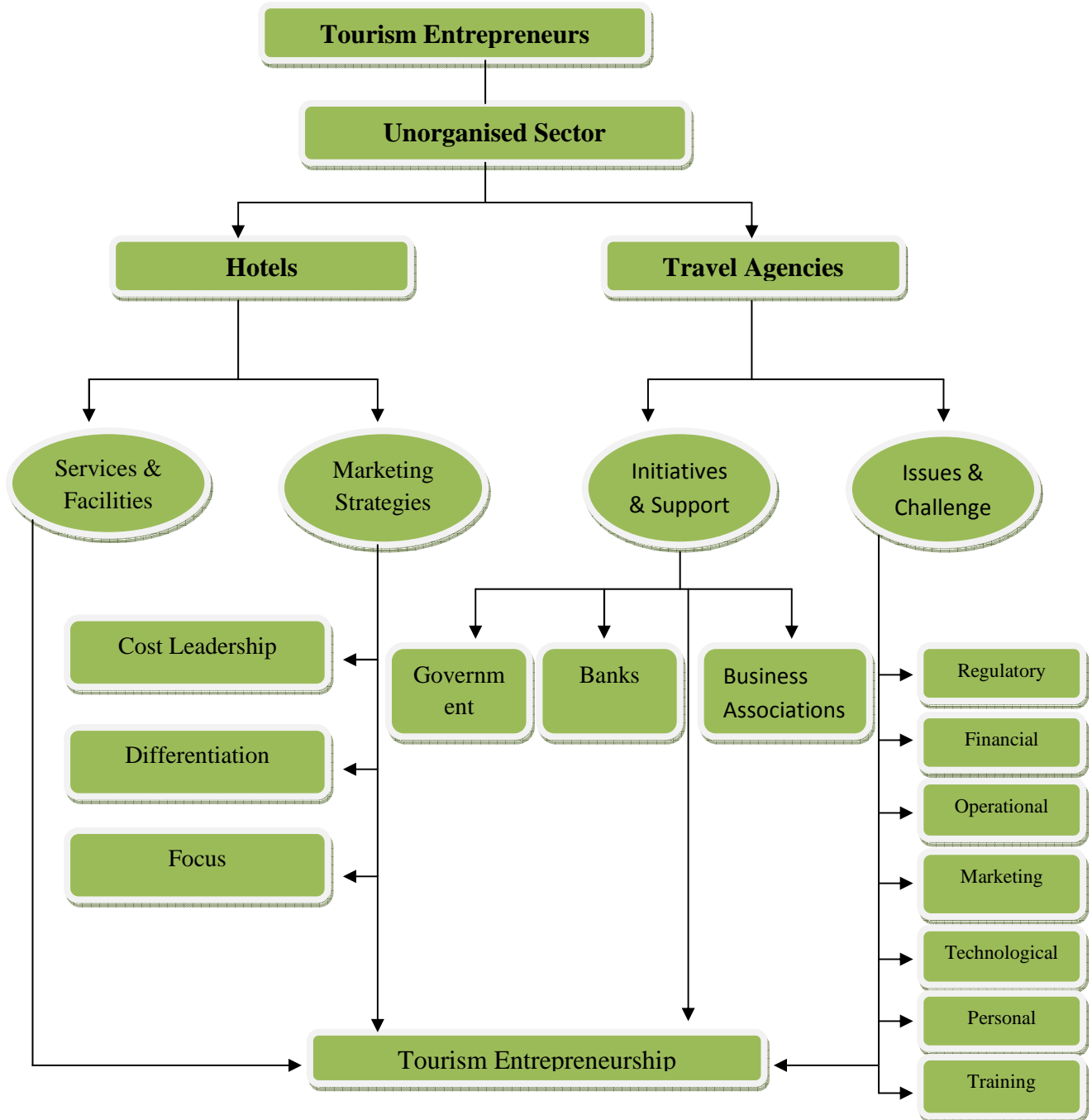


Fig. 1.1 Conceptual Model of the Study

1.9.7. Pilot Study and Pretest

For finalization of the questionnaire, the pre testing was done among 60 respondents, 30 from the Hotel entrepreneurs and 30 from the Travel agency entrepreneurs. The questionnaire was also cross-checked by the experts in the field like academicians, Hotel managers, Travel agency business entrepreneurs, surveyors and their suggestions are incorporated within it. After a pilot study, suitable modifications were incorporated into the questionnaire and finalized. Thereafter the work of collection of primary data from the sample entrepreneurs was done.

The work of data collection has started during August 2017 and completed in April 2018 covering a period of 9 months.

1.9.8. Reliability and Validity Testing

For the scale evaluation, reliability and validity testing are generally applied.

A Reliability Testing

Reliability testing is very essential for the validation of the scale. A measure is said to be reliable when it elicits the same response from the same person when the measuring instrument is administered to that person successively in similar or almost similar circumstances (Bajpai.N). In this study, questions relating to opinion from the interview schedules of entrepreneurs were also tested for reliability using Cronbach's alpha test. As the Cronbach's alpha value is 0.71, the results can be presumed to be reliable. Thereafter, suitable changes were incorporated and the interview schedules were pre-tested and finalized. It is shown in Table 1.10.

Table 1.10
Reliability Statistics

		No. of Items	Hotels	Travel Agencies
			Cronbach's alpha	Cronbach's alpha
Marketing Strategies	Cost Leadership	6	.869	.902
	Differentiation	5	.818	.911
	Focus	4	.927	.879
Initiatives and Support	Government Support	13	.827	.859
	Business Support	9	.814	.738
	Bank Support	2	.799	.752
Issues and Challenges	Regulatory Issues	5	.799	.827
	Financial Issues	10	.852	.915
	Operational Problems	10	.901	.918
	Marketing Issues	6	.952	.798
	Technological Issues	4	.911	.787
	Personal Issues	2	.805	.926
	Training Problems	3	.927	.879

The table 1.9 shows that all the values of Cronbach's alpha are above the standard value 0.7. Hence, it is proved that the measurement scales have the internal consistency and scale is reliable.

B Validity Testing

The validity of a measurement scale means the ability of the measurement scale to measure what it is supposed to measure (Bajpai.N). In this study content validity and construct validity are tested.

1. Content Validity

The researcher inquired about the expert's opinion regarding the validity of the instrument. Hence, the researcher showed the questionnaire to the statistician, research supervisor, senior professors, Hotel entrepreneurs, Travel agency entrepreneurs and the senior colleagues in the field of research and ensures that all the questions are relevant and suitable for fulfilling the research objectives. The researcher also made an attempt to confirm that the instrument contained all the important items.

2. Construct Validity

Construct validity occurs when the measurement of construct correlates with the theoretical measurement. To achieve construct validity, both convergent and discriminant validity must be there. Both of this validity is checked during data analysis through Confirmatory Factor Analysis.

1.9.9. Normality Testing

Skewness and Kurtosis were used to find out the normality of the data. The values of skewness and kurtosis are within the limits prescribed i.e. ± 2.58 and ± 1.96 .

1.9.10. Tools Used for the Analysis of Data

The analysis of the data has been done with the help of Computer using SPSS. The tools employed for the analysis are briefly discussed below.

1. Mean, Percentage and Standard Deviation

Mean is used to derive the central tendency of the data. Percentages are used for comparing information of two different samples. Standard deviation is a measure that is used to quantify the amount of variation or dispersion of a set of data values.

2. One-Sample t Test

One sample t test is a statistical procedure used to determine whether a sample of observations could have been generated by a process with a specific mean.

3. Independent sample t Test

Independent sample t test compares the means of two independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different.

4. One Way ANOVA

One way ANOVA is used to determine whether there is any significant difference between the means of two or more independent groups.

5. Scheffe Post Hoc Test for Multiple Comparisons

Scheffe's test is a statistical test that is used to make unplanned comparisons, rather than pre-planned comparisons, among group means in an analysis of variance experiment.

6. Factor Analysis

Factor analysis is a statistical technique for identifying which underlying factors are measured by a much larger number of observed variables.

1.10. Limitations of the Study

The present study suffers from the following limitations.

1. Even though there are different types of tourism related businesses in unorganized sector, the present study covers only two major business namely hotels and travel agency. The study excluded all other forms tourism related businesses other than these two.

2. Most of the entrepreneurs provide data only from their memory without referring any authentic documents. Hence, there may be chances for biased data and will finally affect the result of analysis.
3. At the time of conducting an interview with Travel Agents, most of them are outside the business premises for canvassing the visitors. Hence, the researcher has conducted repeated visits to the organizations of Travel agents according to their convenience to collect data from them.
4. Certain entrepreneurs from Hotels and Travel agencies have shown reluctance in providing genuine data for certain questions for the study. In these cases, a rapport has been created by the researcher with them through frequent contacts in order to collect data from them.

1.11. Layout of the Research Report

The report of the study has been presented in eight chapters as shown below.

Chapter 1 Introduction

The first chapter is the introduction and covers the Significance of the Study, Statement of the research problem, scope of the study, objectives of the study, hypotheses, operational definition of terms and concepts, methodology and data base, method of analysis and the variables used, reliability and validity testing, tools used for the analysis, limitations of the study and chapter scheme of the Report.

Chapter 2 Review of Earlier Studies

This chapter presents a review of the available literature on the previous studies on the related area of research. The relevant studies conducted have been classified in to three heads namely State Level Studies, National Level Studies and International Level Studies and are presented in alphabetical order.

Chapter 3 Tourism Industry in Unorganized Sector in India - An Overview

In this chapter an overview of Tourism Entrepreneurship in Organized and Unorganized Sectors in India in General and in Kerala in particular with special reference to Hotels and Travel agency Businesses with the help of Secondary data.

Chapter 4 Services and Facilities

This chapter attempts to review and analyze the services and facilities offered by the hotels and travel agency entrepreneurs in unorganized sector in Kerala. Form of business organization wise and mode of Operation wise analysis have been attempted with the help of selected variables.

Chapter 5 Marketing Practices and Strategies

This chapter attempts to evaluate the marketing practices and strategies adopted by the hotels and travel agency entrepreneurs in Kerala. Form of business organization wise and mode of Operation wise analysis have been attempted to achieve this objective.

Chapter 6 Initiatives and Support of Government, Banks and Business Associations

This chapter discusses the initiatives and support of government Banks and business associations for the promotion of tourism entrepreneurship in unorganized sector in Kerala. Here also, form of business organization wise and mode of Operation wise analysis have been performed.

Chapter 7 Issues and Challenges

It deals with the identification of issues and challenges faced by tourism entrepreneurs among unorganized sector in Kerala with the help of form of business organization and mode of Operation wise analysis.

Chapter 8 Summary of Findings, Conclusions and Recommendations

The major findings, conclusions, recommendations and Scope for further research have been given in this chapter.

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Chapter 2

Review of Earlier Studies

The present research work attempts to examine the working of Tourism entrepreneurship in the unorganized sector with special reference to Hotels and Travel Agencies in the State of Kerala. The work investigates the services and facilities offered by the Tourism entrepreneurs and their marketing strategies. The work also tries to review the initiatives of government, banks and business associations for the development of Tourism entrepreneurship in the unorganized sector and to identify the issues and challenges of entrepreneurs of Hotels and Travel agencies in the State.

The researcher has made an attempt to review the related studies in the field. It is found that there are attempts on the part of individuals and institutions to review the various aspects of Tourism at the State, National and International levels. Hence, it is quite relevant to review the literature available in the field to identify the research gap. The present chapter is an attempt in this direction. For the convenience of presentation, the relevant studies conducted have been classified in to three sections.

Section A- State Level Studies

Section B- National Level Studies

Section C-International Level Studies

A brief review of available literature on the above mentioned sections is presented in alphabetical order in the following pages.

Section A

2.1 State Level Studies

Anna (1989) tried to assess the involvement of manpower in the women external industrial programmes in Kerala. The work also analysed the difficulties and problems faced by women entrepreneurs which impede the growth and smooth functioning of units. She found that women entrepreneur faces a number of problems relating to finance, raw materials, labour, power, technical and managerial guidance and state policy. She suggested that a need based distribution of raw materials will be more effective.

Bader (2010) attempts to explore Kerala's tourism business environment under the assumption that the identified results are utilized for improvements in future marketing plans by those operating in Kerala's tourism sector. The business environment of Kerala is operating in quite comforting regarding the utilized sources and analysis methods, threats like changing climate and economy are rather marginal, opportunities such as ageing tourist's changes in technology may attract more tourists.

Bose (2013) reviewed the efficiency of the various entrepreneurship promotional measures, being promoted by the Government and financial institutions in Kerala and also identifies the insufficiencies and flaws. She found that existing and potential women entrepreneurs are not fully making use of the available Government schemes including latest technological support through agencies instituted for the purpose.

D'cruz (2005) has made an attempt to identify the psychological factors that govern enterprise development of women entrepreneurs in Kerala. Also examined the extent and nature of familial influence in the choice of their entrepreneurial career and investigate the educational, religious, familial and social background of

the entrepreneurs. The study found that personal traits like economic, independence, self-reliance, and need for achievement helped entrepreneurial success.

Embran (2003) examined the major concerns involved in entrepreneurship development among women. He also examined the factors that inhibit and obstruct women from advancing in the field of entrepreneurship and from availing of the opportunities open to them. Assessing the effects of socio-economic environment on the development of women entrepreneurship in Kerala, assistances provided by the government are mainly financial assistance aimed to attract women to start new units. She suggested that the potential entrepreneurs should be selected and provides training on the basis of their entrepreneurial traits and management attitude.

Emmanuel (2004) analysed the nature of entrepreneurship by looking into the aspects of motivation patterns of successful and unsuccessful entrepreneurs and also differentiate the socio-economic characteristics of successful and unsuccessful entrepreneurs in Kerala. He also examined the status of small scale rubber based manufacturing firms and to see the dynamics of entrepreneurship of the region. Through the study it was found that successful entrepreneurs adopted a lot more technological changes than unsuccessful entrepreneurs and they are self-starters. He suggested that Government of Kerala and Rubber Board should jointly come forward to set up a consultancy organisation to provide feasibility reports of rubber products and to impart entrepreneurship motivation training to entrepreneurs.

George (2003) attempted to investigate the problems connected with the tourism industry and formulate appropriate, apt and practical solutions to them and ascertain the possibilities of application of modern management techniques and methods in the formulation of policies, plans and programmes for the development of tourism in Kerala. He tried to suggest the ways and means of integrating the function of the department of tourism, other government agencies, local self-governments and private entrepreneurs the promotion of tourism in Kerala. He found that Kerala has inherent weakness in planning, administration, establishment and quality of staff in the management of tourism industry and also found that Kerala fails to assure best quality tourist hospitality on important services.

Haseena (2014) identified the problems faced by women entrepreneurs in Kerala. She found that the major constraints faced by women entrepreneurs are lack of finance, lack of knowledge about institutions working for entrepreneurship development, non-availability of skilled labour, diligent selection of raw material, lack of time to attend the training etc.

Jyotirmoy (2011) made an attempt to identify the implementation of programmes of DTPCs, and also for assessing the effectiveness of different programmes in the promotion of tourism in Kerala. He found that the programmes of DTPC are not effective from the perspective of tourists and the host community.

Muhammed and Jagathiraj (2008) made an attempt to analyze the major challenges faced by Kerala tourism industry and also explore the possibilities of application of modern management techniques and methods in the formulation of policies, plans and programmes for the development of tourism in Kerala. He recommended that the frame new law and regulations so as to protect the industry and tourists.

Narayan and Geethakutty (2003) made an attempt to measure the level of success of women in agribusiness. An Entrepreneurial Success Index (ESI) was developed for the study and it was used to understand the extent of success of entrepreneurs. The work identified the major problems faced by the women entrepreneurs to understand the difficulties faced by women to succeed in agribusiness. They found that the majority of women entrepreneurs belonged to the food processing industry followed by floriculture and the most important problem faced by the women entrepreneurs were the high price of the raw materials, which was followed by the shortage of self-finance for fixed, and working capital and its high rate of interest.

Santha (2007) reviewed the socio-economic status and problems of the women entrepreneurs and assessed the role and involvement of Government agencies and financial institutions in the development of women entrepreneurship in Kerala and Tamil Nadu. Most of the women entrepreneurs in Kerala and Tamil Nadu have no access to information and communication technology even after

entering business. Moreover, with regard to the awareness of Government agencies, women entrepreneurs in Kerala are better.

Section B

2.2 National Level Studies

Ahuja (2012) made an attempt to review tourism entrepreneurship by rural women and the social aspects of this entrepreneurship. The barriers and opportunities deriving from the socio-economic factors prevailing in India that affect the growth of rural women entrepreneurship have also been examined. Illiteracy is very high among rural women is one of the major reason for lack of confidence, even on indigenous network in rural tourism seems to be emerging to contribute to regional and rural development.

Bhat and Qadir (2004) analysed the foreign tourists' expectations and perceptions regarding the quality of tourism services in Kashmir. A modified SERVQUAL instrument was used. They found that the foreign tourists came to Kashmir valley with higher expectations and left the destination with higher perceptions.

Dar and Mir (2013) made an attempt to identify the potential of entrepreneurship among youth in Kashmir. He found that there are various barriers to entrepreneurship like government setup, financial problems, and social factors, and also found that there is less knowledge among people about EDI's and other scheme offering institutes. The government is also providing various facilities and schemes for existing and prospective entrepreneurs. Government is more responsible as compared to other factors like lack of education, access to financial institutions, and social factors are the barriers of entrepreneurship.

Das (2000-2001) examined the problems of women entrepreneurs faced during the setting up and continued operation of their businesses, and the work family conflicts that these women faced and also looked at their reasons for starting a business and the self-reported reasons for their success. The study was limited to

two states Kerala and Tamil Nadu. She found that the start-up problems faced by women in developed world may be similar but there are important differences in other areas. Some of these differences may be due to socio-cultural differences between India and other nations.

Dash and Kaur (2012) attempted to study the factors contributing to the promotion of young entrepreneurs to start up their own enterprise. The result of exploration signifies that most of the young entrepreneurs even though had other occupational opportunities chose entrepreneurship as a career because they aspire to be independent and to earn more money.

Gopinathan (2010) analysed the impact of women entrepreneurs on family with respect to standard of living. And also identify the key drives of economic independence of women entrepreneurs. She found that the key drivers for entrepreneurship were monetary benefits as most of the respondents were from financially weak family background. She suggested that the formation of professional bodies where the entrepreneurs could come together and establish linkages for mutual benefit.

Gurnani (2014) examined the financial problems faced by women entrepreneurs during start-up stage and running up of their enterprise and to measure success achieved by women entrepreneurs. An analyses in to the attitude of different financial institutions towards women in providing loan to them led to the number of findings related to the obstacles faced by women entrepreneurs during start-up stage and running up of their enterprise.

Kandel (2011) examined the impact of village tourism on local culture; for which changes that the role of tourism in promoting and revitalizing traditional culture. The study concluded that the flow of international tourists to the Sirubari region is remarkably have occurred or occurring these days have also observed closely. It focuses on the village tourism and its influence over the Gurung society, and also identifies low; the full impact of tourism on the culture has not yet been realized.

Khani F, Rezwani.M.R and Imeni (2011-2012) aimed to evaluate the indicators for entrepreneurship, characteristics of entrepreneurship were compared among youth in Kandovan village as a tourism destination and Eskndan (non-touristic village) both located in the same rural district with the same condition. It was also found that the amount of risk taking among Kandovans youth is higher than Eskandans youth. And also found that the confidence of Kandovan young people is higher than Eskndan youth, which is due to the performance of tourist from different countries and regions and cultural interactions with different people in rural areas and increased communication with the outside world and increase awareness of rural youth.

Lokhande (2005) identified the problems and difficulties faced by socio-economically backward class entrepreneurs and also the study attempted to highlight on various demographic characteristics of the entrepreneurs. He found that the major problems of the entrepreneurs were related to infrastructure, finance and support services. The study suggested that appropriate education and entrepreneurial training programmes are needed to be introduced at school and college level, promotional and financial institutional network for supporting marginalised groups entrepreneurs also needs to be strengthened.

Mallya (2011) explored the traits of Indian entrepreneurs and differentiate successful Indian entrepreneurs from entrepreneurs. And also trace the success stories of selected successful Indian entrepreneurs' aims to identify their winning strategies for success in business. He suggested that both the central and state government should give wide publicity so as to reach the information to all the entrepreneurs about policies, incentives, schemes, programmes, etc. relating to small scale industries. And also suggested that the entrepreneurs should take proper training through the government and non- governmental agencies before starting a unit, this enables the entrepreneurs to protect their units from sickness.

Manisha (2014) made an attempt to know the socio-economic background of women entrepreneurs in small scale industries and to study the mode of decision making in the business by women entrepreneurs.

Meti (2013) evaluated the extent of knowledge and adoption of agro based entrepreneurship activities by the farm women through self-help groups and participation of farm women in training. An analysis in to the socio economic profile of farm women in Richur district concluded that the majority of the farm women have got the additional income by adopting the vermin composting on small scale basics. Majority of the farm women expressed that the social participation, self-confidence etc. in agro based entrepreneurship activities have been improved.

Mir (2014) made an attempt to find out the impact of tourism in the economic development of Jammu and Kashmir, and also find out the role of tourism in employment, income, regional development and infrastructure development. He found that the tourism has been an important source of economic development for Jammu and Kashmir economy. And owing to the growth of tourism industry in Jammu and Kashmir, employment, income, infrastructure and competition will improve, leading to the entry of new products in the market and thus resulting in better services.

Mishra (2014) aimed to investigate the influence of gender and locus of control on entrepreneurial orientation among youth. He found that a significant difference existed between internal locus of control and entrepreneurial orientation; and there was no significant difference in the entrepreneurial orientation based on gender differences.

Muralidhar (2010) has made an attempt to identify the type of entrepreneurs and evaluate the performance of each entrepreneur with regard to economic variables and their strategies. The impact of the government support system found a positive response of entrepreneurial attributes and strategies towards acquiring high performance resulting in a leading way to boost up the economy in developing countries.

Nayyar, Sharma, Kishtwaria, Rana and Vyas (2007) made an attempt to ascertain the financial, marketing and production constraints faced by women in their enterprises and analyse their health status and work place facilities. Women entrepreneurs faced constraints in aspects of financial, marketing production, work

place facility and health problems, tough competition from larger and established units were the remarkable identification.

Nongsiej and Shimray (2017) reviewed the charisma of tourism business in reducing unemployment and also elucidate the vitality of tourism industry. And attempted to explain the role of tourism entrepreneurs' roles for the development of different attracts areas.

Patel (2012) has made an attempt to review the progress made by India's tourism industry in the planning era, and the emerging issues under globalization. The work also attempted to identify the problems and challenges of the country as well as the pitfalls in tourism planning in India. He suggested developing sustainable tourism in India enhancing security, stepping up investment and boosting infrastructural activities should be on the top of the agenda.

Samani (2008) tried to understand the impact of economic factors of women entrepreneurship development in food processing activity and to know about the problems faced by women entrepreneurs engaged in food processing work. The extent to which women entrepreneurs engaged in the food processing have been successful in entrepreneurship.

Saxena (2012) analyzed the problems faced in growth of rural entrepreneurs in India. And also aims to find out the remedies to solve the problems of rural entrepreneurs. He found that the shortage of finance and raw materials, illiteracy, lack of training and experience are main problems faced by rural entrepreneurs in India.

Sidhu and Kaur (2006) examined entrepreneurial empowerment strategies based up on the participation of rural women in farm and home system. Rural women play a vital role in farm and home system, direct and indirect contribution at the farm and home level along with livestock management operations has not only helped to save out also led to increase in family income.

Sing (2013) identified the problems and constraints being faced by women as entrepreneurs in selected manufacturing industry and examined the managerial

capabilities and studies the training needs of women in manufacturing business for achieving growth in their enterprises.

Thaker (2004) recognized the major constraints which are responsible for the low quality of services which follows the low standard of education, manpower shortage and other fair facilities. The study suggests experts in the field and all the tourism information bureaus be adequately staffed and equipped to satisfactorily perform their function. Existence of better liaison and the pre require and in-require training programmes which will results fruitfully.

Trived and Soni (2013) made an attempt to study to understand the value chain in tourism and the initiatives of Tourism Corporation of Gujarat Limited in promoting tourism. And also investigate the resources in which the entrepreneurial initiatives can commensurate and also try to conceptually highlight the rich resources which have capability of providing economic revenue in the state. They found that the perspective of hoteliers in Sasan Gir highlighted the development of tourism in this area has many positive implications for the local community in this area socially as well as economically.

Valdez (2009) examined the socio-economic impact of tourism and entrepreneurship in the cityhood of Vigan and to assess the level of socio-economic impact of tourism and entrepreneurship in the existing business in it. He found that the female sector is more inclined entrepreneurs and risk takers than males. And also found that entrepreneurs perception extent on tourism and entrepreneurship have enhanced their socio-economic condition in the improvement in productivity , entrepreneurial skills, improved interaction with tourists and customers and increase in their income thus improve themselves and their lifestyle.

Wube (2010) identified the factors that affect the performance of women entrepreneurs in micro and small enterprises and the major characteristics of women entrepreneurs in MSEs and their enterprises. And also assess the supports given to women entrepreneurs in MSEs by TVET institutes in Dessie town. To analyse the key factors that affect the performance of women entrepreneurs in MSEs. The personal characteristics of women entrepreneurs in MSEs and their enterprise affect

their performance. And also found that conflicting gender roles, social acceptability and network with outsiders were the major social factors include access to policy makers, high amount of tax and interest, bureaucracies and red tapes, and over all legal and regulatory environments.

Section C

2.3 International Level Studies

Addinsall (2012) explored Aboriginal remote tourism entrepreneurship on country through a qualitative case study of UPTUYU Aboriginal adventures Oongalkada wilderness camp through examining the challenges faced by an Aboriginal remote tourism entrepreneur that may inhibit further remote tourism entrepreneurship on Western Australia.

Akhter and Sumi (2014) conducted a study on integration of all factors from theoretical perspective, the socio-cultural factors and entrepreneurial activity. The pertinent information has been explored by both qualitative and quantitative approaches quantifies the socio-cultural factors can influence both positively and negatively. The impact of socio-cultural environment on entrepreneurship poses a challenge about the need for its near values and orientation favourable.

Alawa and Dijesh (2014) identified the entrepreneurial skills required by secondary school graduates for success in the tourism industry in Cross River state, the entrepreneurial skills requirements of secondary school graduates in marketing products in tourism industry and implementing business plans. The study recommends the agricultural extension officers in the Ministry of Agriculture should use the identified entrepreneurship skill areas by the study to successful entry into the tourism industry.

Alhroot and Alhroot (2013) made an attempt to identify the entrepreneurship in tourism Jordanian significant impact factor on the economic and social development. And also identify the elements and benefits of tourism in Jordan. They found that Jordan is a leading country in tourism and distinct in the

Arab world and in whole world. And also found that the factors that help to attract tourists to the Kingdom, which increase tourism include; former nations of the past , the diversity of climate, religious and humanity sites that link civilizations etc.

Andullah and Sulaiman (2013) identified the factors that influence youth interest to become agricultural entrepreneur and to investigate the relationships of factors with the interest of youth to become entrepreneur. Through the qualitative method, the study examines the factors involving experience, expertise in the agriculture business. Major conclusion of the study points that the level of knowledge and education relatively insignificant in influencing the youths to become an entrepreneur.

Bakas (2014) conducted an investigation in to the gender and tourism development by exploring the economic relations associated with the services that maintain human life was criticised through the study. Recommendations include tourism development programs that offer incentives to female handicraft tourism entrepreneurs, to involve their male partners in entrepreneurship could provide a partial solution to crisis-induced male employment in Greece. And also policies that promote the recognition of women's role within family business will promote gender equality as women's labour will be perceived as more valuable.

Bauer (2013) focused on how entrepreneurs in high technology start-ups perceive and prioritize challenges posed by the context and start-up operates in. And also investigated if perceived challenges differ between entrepreneurs in different types of high technology start-ups and how the context of a start-up moderates the perceived challenges. He found that the high technology start-ups play an important role in providing a sustainable future and contribute to economic growth.

Bay and Ramussen (2010) made an attempt to reflect the educational background and social networks affecting the opportunity development for young entrepreneurs in Accra. The existence between education and social networks is relationships that sense the attendance at tertiary institutions or entrepreneurial training programmes enabling entrepreneurs to connect with the individuals in social networks who have a wide range of knowledge.

Biru (2006) assessed the situation of MSE operated by young entrepreneurs with specific emphasis on the manufacturing sector. And also identify factors that influence young people to take self- initiative to form MSEs. He found that the potential of entrepreneurial development in the MSE sector is not fully utilised because of various barriers, especially for those operated by young people, financial problems, lack of business infrastructure, lack of demand or market etc. He recommended that the national movement are enquired to make our culture conducive for the development of entrepreneurship and emergence of innovative youth.

Blichfeldt (2009) reviewed the innovativeness and entrepreneurship in tourism by means of a single case study of one SMTE that is entrepreneurial. The work projects the question of its innovativeness independent or does it rely on networks and collaborative efforts. He found that the case company has experienced continuous growth due to the owners' deliberate search for growth opportunities.

Bohn (2013) in contrast to the relationship between lifestyle entrepreneurs and their tourism products with a regional focus on Finnish Lapland was made in the study. He found that a well-developed yet personalised website and customer relationships are central for lifestyle entrepreneurs in marketing their tourism products.

Bosworth and Farrell (2011) identified the role of in-migrant owners of small tourism firms in promoting entrepreneurship in developing competition in the tourism economy of Northumberland. They suggest that the contemporary rural development relies on a range of policy mechanisms coming together including planning, business support and community development. The right combination of these can then promote further development in the rural tourism sector.

Brikend A and Nedelia (2013) aims to give a theoretical overview of the classical and contemporary business strategies that can be implemented on a more or less modified form by tourism companies in different countries.

Brouder (2013) aims to gain a better understanding of the evolutionary processes of tourism development in peripheral areas. A selection of challenges to tourism development in Northern Sweden with a supply side perspective focusing on tourism firms was also examined. Moreover, it was found that tourism firms not only contribute to their local settings through economic means but also by enhancing the local leisure space. And also some entrepreneurs will travel great distances to certain protected areas if the area has unique attributes which customs value and these entrepreneurs must be consider protected areas by the managers.

Byamukama (2014) identified the socio-economic factors that adversely affect the viability of black African entrepreneurial activities in the tourism sector in the Ganteng province of South Africa.

Chipfuva, Chishamiso and Muchanje (2012) have made an attempt to examine the challenges faced by women entrepreneurs in the tourism sector in Zimbabwe. They found that the women entrepreneurs face different cultural, educational, technological and social challenges than men in establishing and developing their own enterprises.

Edwards (2003) has made an attempt to identify the challenges facing Maine's nature based tourism enterprises. It also examined its policy needs of sustainability, growth, development and support of nature based tourism within the state. The work identified the key elements and principles of ecotourism being applied in selected exemplary nature based tourism enterprises. An ecotourism destination as best served Maine and many also noted that in order for Maine to promote itself as an ecotourism destination it must be willing to invest in the product that is the resources.

Egziabher (2015) evaluated the service quality and customer satisfaction of three star hotels in Addis Ababa. He found that the hotel guests' perceptions of service quality provided by the hotel industry were lower than their expectations. He recommended that the hotels should provide continuous training to the employees on issue like responsiveness, confidence and communication skills to improve their customers.

Entwistle (2008) emphasized the importance of developing sustainable, independent business centres to serve the needs of youth entrepreneurs. Focusing on a case study of youth entrepreneurship in Haiti, it examines the existence of an abundance of young people in rural developing nations who have limited opportunities for gainful employment.

Evelyne, Kangogo, Musiege and Manyasi (2014) assessed the perception of customer satisfaction on the services of hotel industry and to examines the challenges influencing customer satisfaction in the hotel industry and also suggest the ways of overcoming the challenges. They found that there is good customer satisfaction in the hotel industry in the Western tourism circuit in Kenya.

Fatai (2011) assessed the socio economic contribution of tourism development on the host community. He found that the coastal line of Lagos as a tourist attraction has positive socio-economic impact on the people of the area in terms of income generation, job creation, infrastructural development and positive elements.

Ferrari, Jimenez and Vargas (2010) analysed the integration of environment in management of rural tourism entrepreneurs. Though a Partial Least Square Model (PLS), researchers estimate several latent factors related to various aspects of business management and, in second phase, using the FIMIX-PLS algorithm to achieving a segmentation of entrepreneurs according to the structure of relationships obtained; which may allow identification of which factors are more related to an entrepreneurial management.

Frigell and Gustuvsson (2009) made an attempt to investigate the role of networking for social entrepreneurs in executing their businesses. They found that the social entrepreneurs' network with different sectors, corporations with an interest in working innovatively with CSR should realise the critical role of interacting with a more diversified set of actions, focussing efforts on innovative collaborations with the non profit sector.

Gejin (2014) reviewed the instruments which can stimulate sustainable entrepreneurship. He found that the subsidies and education both have a positive effect on the performance of unemployed when starting a business. And also found that comparing the start-ups of former wage earnings, the performance of the former unemployed is less satisfying as they lack behind in growth and innovation.

Gwija, Eke and Gervaselwu (2014) identified the specific factors inhibiting the development of youth entrepreneurship in the Kayelitsha community in the Western Cape. And also determine the prospects of youth entrepreneurship development. The youth owned businesses in the community experience had some hardships in obtaining start-up capital; as a result they end up using their own little funds to set up their business venture. Another issue found was that of the rigid red-tape to such aspects such as simplicity of the business registration process, costs, business regulations and laws.

Hickie (2012) investigated in how young entrepreneurs are able to build high performing businesses. The study also establishes the necessary human capital which all of the young entrepreneurs developed prior to start up or during the early stages of their ventures. The study contributes to the debate about whether general human capital is most important to entrepreneurs, finding that for young entrepreneurs developing pre-start up general human capital is particularly significant.

Hollick and Braun (2005) examined the key characteristics of tourism entrepreneurs and argued that these characteristics of tourism entrepreneurship drive from the lack of barriers to entry accompanied by the very low skill base of industry entrants. They found that the majority of new tourism entrepreneurs had no knowledge of the sector they wanted to work in and it was a matter of happenstances that anyone advised them to get some first and experience in the field.

Hussain, Bhuiyan and Bakar (2014) examined the relationship between entrepreneurship development and poverty alleviation constructed on empirical reviews. The study initiated the entrepreneurial process which was important in the successful entrepreneurs' development from an extremely unpromising and

constrained environment. The main highlights involve the shortcomings of the current poverty alleviation strategy of the world. Another major aspect accessed were the Government policies which have no significant effect on the development of entrepreneurial activities in the country and mostly those which the beneficiaries do not derived maximum satisfaction, the direct correlation between the small and medium entrepreneur with the economic growth and poverty has also been summed up.

Ingram (1990) evaluated the role of indigenous entrepreneurs in the development of tourism industries in Cook Islands and Fiji and also focuses on the dynamics and internal structure of the Cook Islands and Fiji Tourism industries. Also evaluates the tourism policies and role of government in tourism development and which support and encourage indigenous entrepreneurs. He found that tourism policies were quite well developed, however in several instances the implementation of these policies were found to be lacking and also tourism policies had not been adequate.

Jaafar, Ing and Sukarno (2011) identified the problems faced by the small and medium budget hotel operators. They found that most of small and medium budget hotel operators agreed on the difficulties in getting financial assistance and training from the government.

Kroon, Klerk and Dippenaar (2003) made an emphasis on the business people's contribution towards enhancing entrepreneurial skills and determining of their perception and its role. Business people recognise the role they play but do not feel an obligation towards involvement with schools in order to invest in the community and the responsibility they have in developing the next generation of entrepreneurial employees and potential entrepreneurs. The recommendations involve the management of a youth entrepreneurial leadership programme should be locally driven and community based as an efforts to add more to outcomes based education.

Lee (2012) examined the value creation of a social enterprise and what is the advantage of the social enterprise if entrepreneur wants to invest in it. Further

analyses the benefits and competitive advantage between social enterprise and traditional business. She found that there is a significant value creation compared with traditional businesses as they create distinct competitive advantages with the value chain framework.

Lordkipanidze, Brezet and Backman (2005) analysed the entrepreneurship factor in sustainable tourism development and also to identify ways of enhancing entrepreneurship in tourism.

Mitra (2008) made an attempt to identify the motivation that sustains social involvement of commercial enterprises, issues relating to factors that determine corporate social involvement, presenting from a business perspective, both the advantages and disadvantages resulting from this involvement. Social innovation's role in social entrepreneurship by establishing conceptual meaning of terms like creativity and innovation for understanding better social innovation and its implications sustaining this process of entrepreneurship and focusing on how corporate social responsibility become an important factor in triggering the process of social entrepreneurship.

Modinootsile (2005) examined the possibilities and constraints that small entrepreneurs in handicrafts enterprises in Ngami land district face in terms of establishment, growth and development of their activities. And also analyse the measures that could be taken to overcome the constraints that they face. The problem surrounding small handicraft enterprises are linked to poor access to finance and lack of education and training, moreover suggested that tourism strategies should effectively address the problems of these activities it seeks to embraces. Suggestions new strategies and policies are needed that will contribute to the ability of the small handicrafts entrepreneurs to increase the control they have over their activities as well as their relation with each other.

Mugobo & Ukpere (2012) analysed the challenges and opportunities facing rural entrepreneurs in South Africa in general and the Western Cape Province in particular. They found that the entrepreneurs in the Western Cape still face challenges such as business and technical skills, limited access to finance and

sustainable markets, shortage and high cost of materials etc. They recommend that the government needs to come up with comprehensive legislation and policies spearhead and support rural development through rural entrepreneurship.

Mureithi (2010) has made an attempt to identify the barriers facing youth entrepreneurs who work in or aspire to work in the tourism sector. The tourism and hospitality sector is attractive due to many opportunities available for jobs and business. The results also highlight a difference in the perception of barriers between the existing and perspective entrepreneurs. The study identifies the motivation factors or influences for entrepreneurs to start up a business in tourism.

Nani (2011) identified the challenges that urban Zimbabwean women entrepreneurs faced. The study also revealed some challenges that women entrepreneurs still have to contend with in the market environment. He found that women were excluded from actively participating in politics and in decision making. Economically, women were denied ownership of resources such as land and were thus dependent on men who were regarded as bread winners. Socio culturally, women are more confident than they were historically and can now challenge men on religious issues.

Naybakk and Hansen (2008) study investigates how entrepreneurial attitude influences innovativeness and performance in Norwegian nature-based tourism enterprises. Results point to potential policy actions that could positively impact rural development as well as individual firm actions that may enhance performance. Study findings support the existence of three aspects of entrepreneurship in nature-based tourism enterprises in Norway: opportunity recognition, risk taking and innovativeness.

Nkechi, Emehlkechukwu and Okechukwe (2012) reviewed Nigeria's growing unemployment situation and how it increasingly dwindle the potentials of the country. The major problems of entrepreneurship and thus proposing some plausible strategies that can promote effective entrepreneurship were also identified. They found that the government should make entrepreneurship sellable to the people by inculcating it in to the educational curriculum at every strata of the educational

sector and also utilize a remodelled NYSC scheme to educate the youths, the essence and need for entrepreneurship development especially on a practical basis was further investigated.

Ohamad, Ibrahim, Muda, and Moklism, (2013) have examined the relationship between government supports and sustainability of tourism entrepreneurs in Malaysia. Tourism entrepreneurs who are selected in their study are found to be home stay entrepreneurs. They found that the tourism based in each respective state in Malaysia to play their role in order to sustain the home stay entrepreneurs and the programme.

Okungu (2012) explored the factors influencing performance of youth group MSEs in Kisumu West District. And also to assess the performance of MSEs undertaken by youth groups in Kisumu West District and to determine challenges faced by these groups. He found that most of the youth group MSEs had not operated for more than three years, majority of them were performing well and most critical barriers faced by youth group MSEs include competition, insecurity and lack of capital and managerial problems. He recommended that the youth group MSEs should be sustained by capacity development through seminars, workshops to enhance the managers with managerial and mitigation strategies.

Othman and Rosli (2011) analysed the impact of tourism on small business performance operating at four main tourist destinations. The gap attempts to identify the influencing factors over the performance of small tourism business with the special reference to impact on tourism. The findings consolidated that tourism is an important catalyst for entrepreneurial development also justifying the government efforts in promoting and developing general and island tourism.

Padurean, Nica and Nistoreanu (2015) tried to determine the immediate effects of accessing the funds available under the Regional Operational Programme for the tourism business environment, as a catalyst for entrepreneurship in the respective industry. And also observes the current economic context of tourism in terms of the specific indicators, a closer look was taken into the use of the structural funds under the ROP throughout the period of 2007-2013.

Pettitt (1989) considers innovation in the tourism sector as its major aspect. The study focused on the marketing innovation strategies and approaches within the tourism sector. The study concludes that the role of the entrepreneurs appears central to the innovative activity. They acted on an idea source, appraisal, and implementer of new ideas with little external support. The innovation potential of an organization reflects closely the entrepreneurial style of the key players and the ability to attract the necessary resources to capitalize on the ideas that have been located.

Phoummasak, Kongmanila and Changchun (2014) examined the socio-economic impact of tourism and entrepreneurs, the development of ventures that seeks to improve the lives of the townsfolk. The potential for economic gain has a direct and positive effect on resident support for tourism and influences the way residents evaluate the impacts of tourism.

Rahman (2010) evaluates the strategies that can be taken to maximise the opportunities and benefits and minimise the threats of tourism to the local community. The study absorbs the significant socio-cultural changes and changes in people's perception about education, women's empowerment and attitude of people caused by demonstration effects, along with the leakage of earnings for Cox's Bazar to other parts of the country and therefore the income coming from tourism is within.

Raluca (2012) identified the premises and challenges of the entrepreneurship in Romanian rural areas and to elaborate relevant solution for public policy in order to conduct to robust rural economy as a result of entrepreneurial expression. She found that there are strong credentials for entrepreneurs in rural economy, such as determined factors with social, economic, educational aspects.

Rao (2004) focused on the roles of cultural values and entrepreneurial disposition displayed by the three ethnic groupings assessment on the basis of ethnicity whether business and tourism students studying at tertiary level exhibit similar entrepreneurial dispositions. The mentioned significant factors that have influenced entrepreneurship among the groups include values of materialism and capitalism.

Rattanawong and Suwanno (2014) have made an investigation in the relationship between the antecedents affecting service innovation. The factors that had direct effects on service innovation were marketing orientation and human resource practice, which had the highest influence. It can be seen that human resource is the factor that plays a very important role in service innovation.

Redl (2013) aims to identify if young tourist would be a potential market segment for culinary tourism, understanding the culinary tourism more attractive and popular to young people and how the image and marketing of culinary tourism would need to change in order to attract this particular segment.

Schof (2006) made provided a clearer and more comprehensive picture of youth entrepreneurship in general and of the concrete barriers and incentives to youth enterprise start-ups in particular. And also to examine a range of key constraints that impede young people in different countries from starting and maintaining successful business and at the same time also identify incentives, initiatives and measures that could improve the situation and thus contributing to the knowledge about creation of youth employment opportunities through entrepreneurship development.

Shaw (2011) analysed the entrepreneurs managing their emotions during business situations and how this has implication for their performance. And also examined the interactional process in which emotion management emerges and so how entrepreneurs make sense of their situation, how they make sense of what they take into account and their external display of managed feelings.

Ssendi (2013) made an attempt to understand the experiences of the studied poor rural female entrepreneurs in the process of undertaking micro-enterprise in rural Tanzania and explores the process of undertaking entrepreneurial activities in rural settings.

Stenvall (2014) examined the relationship between social business and tourism in terms of social and economic empowerment of communities, as well as promoting grass roots level Arab-Israeli partnership and coexistence. He found that

the tourism as a catalyst for encouraging Israeli domestic tourism as well as international tourism to Arab communities, Which advanced cross-cultural understanding and toleration in the purpose towards civic equity.

Tibon P. (2012) attempted to identify the needs of the Filipino youth as a traveller by identifying factors, in terms of motives, that could affect the travel choices of the students. The identified market segments among the selected Filipino youth market were based on motivation and activity performances. The study seeks to enhance the knowledge of tourism entrepreneurs with regard to experience sought by the Filipino youth when they travel.

Welmilla, Weerakkody and Ediriweera (2011) investigated the impact of demographic factors of owners on small and medium business development in tourism in Sri Lanka. He found that there is a relationship between demographic factors and development of SMEs in tourism industry in Sri Lanka which is evidential that among the relationships, all relationships were positive.

Woldenga (2012) examined how young entrepreneurs in high tech start-ups frame strategic decisions and seeks to identify how different types of decisions or situations affect the application of different types of logics and explore how and why these frames change over time if they do. He found that a proactive logic for creating and developing strategies dominated. And also identified that a relation between the application of a specific logic and different types of situations, such as an uncertain market situation, and different types of decisions , such as channel, pricing, product portfolio and exit/entry decisions.

Yang J., Ryan and Zhang (2014) focused on how outsider entrepreneurs maintain harmonious guanxi with stakeholders especially the government in an ethnic minority area of less developed Western China. He found that outsider entrepreneurs need to balance between standards required by industry associations and sound guanxi, between bureaucratic arrangements and business practice, between economic profit and lifestyle with in a guanxi-dominated society.

Yang (2007) analysed the perceptions and objectives of the main stakeholders like tourism entrepreneurs, tourists, government and ethnic people towards ethnic tourism in Xishungbanna. And also identify the main socio-cultural issues in ethnic tourism that need to be addressed through more effective ethnic tourism planning. He found that the production and commodification of ethnic culture is often accompanied by tension among economic, political, and cultural goals. Economic motives often outweigh other goals on tourism development.\

2.4. Identification of the Research Gap

Thus, from the foregoing review of literature on Tourism area, it is clear that none of the studies and research works had made any attempt to conduct a detailed investigation on Tourism entrepreneurship in the unorganised sector in Kerala with special reference to Hotels and Travel agency. Further, no attempt has been made to study the services and facilities of Tourism entrepreneurship in the unorganised sector and to identify the issues and challenges of these entrepreneurs. Moreover, no attempts have been done to examine the initiatives and support of government, banks and Business associations to promote unorganised Tourism sector in Kerala and the marketing strategies of Tourism entrepreneurs in the unorganised sector. Therefore, in this context, the present study is a novel attempt undertaken by the researcher to fill the gap.

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Tourism Entrepreneurship in India - An Overview

The main theme of the present research work is on Tourism entrepreneurship among unorganized sector in the state of Kerala. Hence, it is quite relevant to examine a theoretical frame work of Tourism industry in India in the unorganized sector. The present chapter is an attempt in this direction.

3.1 Introduction

Wealthy people have always travelled to distant parts of the world to see work of art, new cultures, great buildings, learn new languages and to taste different cuisines. Tourism is a service product. In India, Tourism is presently the third largest export industry. Natural beauty, location and climate are the driving factors of the development of the tourism sector. Tourism is an instrument of cultural and socio-economic development. It contributes to sustainable human resources development in poverty alleviation, employment generation and environmental regeneration in remote and backward areas.

Tourism industry is a labour intensive industry in India. It provides employment opportunities both skilled and unskilled. It generates foreign exchange, increases income, creates increased gross national product and also can stimulate infrastructural development. Among the service industries in India, Tourism is the

most important industry. It has generated a number of economic and social benefits. For many developing countries, particularly the small country, they are mainly dependent on tourism. The tourism offers a more reliable source of income. The factors such as larger paid holidays, shorter working days, population growth, need for relief from tensions of modern life and increase in general awareness among people for travelling are some of the favourable factors for the growth of tourism.

The tourism in India is one of the most important sectors in terms of its contribution to the growth of the nation. Tourism is a multi segment industry whose products are consumed on the spot. It is an industry with no clear boundaries. It is a group of businesses that provide services and facilities for consumption by tourists. The economic approach looks at the effects of tourism on the economy of the country. Tourism can make positive contribution to the economic development of a region, but the economic effect is variable as it depends on the stage of development and the structure of the respective national economy, as well as the growth rate and the type and form of tourism. The environmental approach bring out the fact that for the development of tourism it is important to study what role the environment plays and what aspects of the environment are to be taken in to consideration while developing the tourism sector of any country. Socio- cultural approach focuses on the social effects of tourism on the population, which receives the tourists. The behavior attitude of tourists can create mistrust and dissatisfaction in the minds of the local population. While planning for the development of tourism, the local people's interest is a serious factor.

3.2 Tourism - The Concept

The term tourism and tourists were first used as official terms in 1973 by the League of Nations. Tourism is a pleasure travel and is a rapidly growing industry. It is both an industry and a response to a social need. It is the practice of travelling for pleasure, the business of providing tours and services for tourists. Travel and tourism is one of the world's leading industries in terms of revenue generation. A wide array of interests like religion, adventure, culture, education, sports, health and business drives can be achieved through tourism. Tourism has been an effective

instrument for generating employment, enhancing environment, earning revenue and foreign exchange, preserving culture and tradition. Tourism provides stability in an economy. The concept of Tourism has been stated by different experts in different ways and is shown in Table 3.1.

Table 3.1
Tourism Concept

Author	Concept
McIntosh and Goldener	Tourism is the sum of phenomena and relationships arising from the interaction of tourists, business players, host governments and host community in the process of attracting and hosting those tourists and other visitors.
Hermann Von Schullard	Tourism is the sum total of operations, mainly of an economic nature, which directly relate to the entry, stay and movement of foreigners inside and outside a certain country, city or a region.
Hunziker and Krapf	Tourism as people who travel the sum of phenomena and relationships arising from the travel and stay of non-residents, insofar as they do not lead to permanent residence and are not connected with any earning activity.
Lanfa	Tourism is a temporary movement of people to destinations outside their normal work and subsistence, activities undertaken during their stay in those destinations and the facilities created to meet their needs.
Mathieson and Wall	Tourism is the sum of the phenomena and relationships arising from the interaction of tourists, business supplier, host governments and host communities in the process of attracting and hosting these tourists and other visitors.

3.3. Tourist- the Concept

Traveler is any person visiting a place for pleasure, for family reasons, for leisure or for health for a period of at least 24 hours but not more than one year. Tourists are those persons who are travelling for domestic reasons, pleasure, entertainment, leisure, health, convention and business purposes. According to the WTO, tourists are people who travel to and stay in places outside their usual environment for not more than one consecutive year for leisure, business, and other

purposes not related to the exercise of an activity remunerated from within the place visited.

3.4 Characteristics of Tourism

As per WTO, the main characteristics of tourism are,

- Tourism arises from a movement of people to and their stay in various destinations.
- There are two elements in all forms of tourism: the journey to the destination and the stay including activities all the destination.
- The journey and the stay take place outside the usual place of residence and work, so that tourism gives rise to activities, which are distinct from those of the resident and the working population of the places, through which the tourist travels and in which they stay.
- The movement to destination is of temporary short term character, with the intention of returning to the usual environment within a few days, weeks or months.
- Destinations are visited for purpose other than taking up permanent residence or employment.

3.5 Different Forms of Tourism

Tourism is of different forms. They are inbound tourism, outbound tourism, domestic tourism, national tourism, internal tourism and international tourism. Inbound tourism means visits to a country by non residents of that country. Outbound tourism means visits by the residents of a country to another country. Domestic tourism is meant for the tourists belonging to their normal domicile or to the areas in their own country and does not need any documentation for travel. It involves travelling by the residents of the given country within their own country. Internal tourism comprises domestic tourism and inbound tourism (Kumar 2010). National tourism comprises outbound and domestic tourism. International tourism

comprises inbound and outbound tourism. The different forms of tourism are shown in Fig. 3.1.

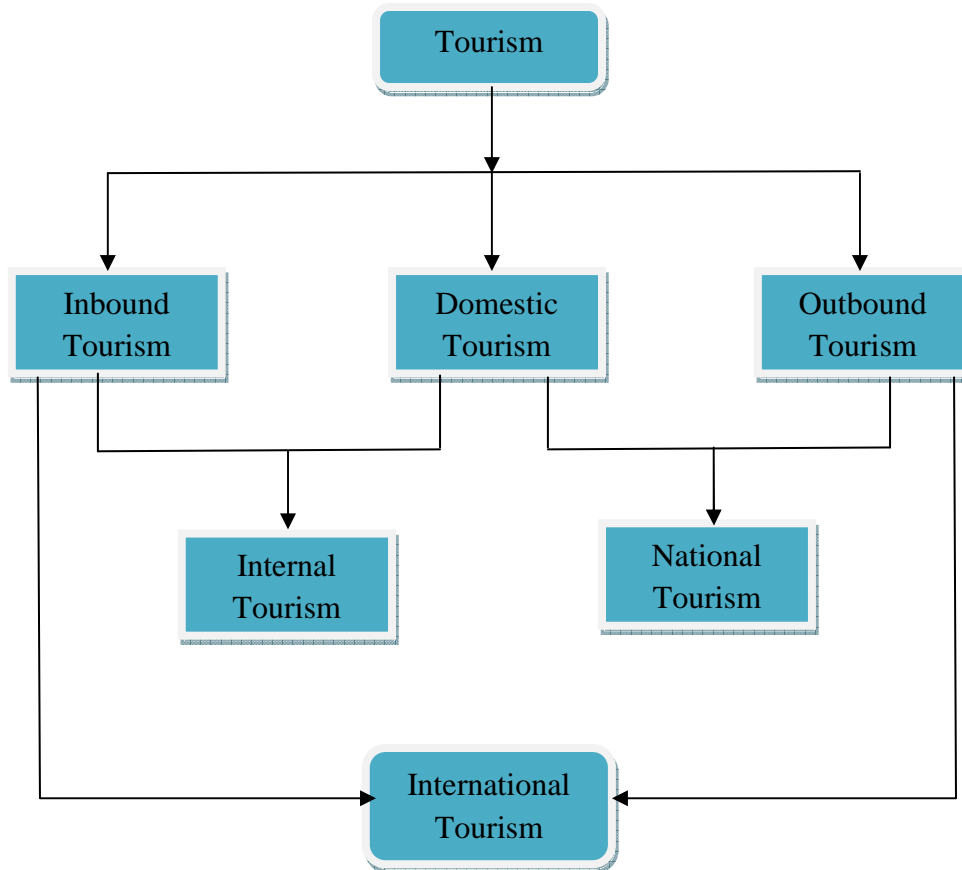


Fig. 3.1 Different Forms of Tourism

3.6. Impacts of Tourism

Tourism has both the positive and negative impacts. Some the major impacts are given below.

- Increases income.
- It is a labour intensive industry.
- Helps to increase GNP.
- Generates more foreign exchange.
- Can be built on existing infrastructure.

- Spreads development and helps to achieve diversity in economy.
- Develops an infrastructure that will also help stimulate local commerce and industry.
- Can be developed with local products and resources.
- Tends to be one of the most compatible economic development activities available to an area complementing other economic activities.
- Has a high multiplier impact.
- Increases governmental revenues.
- Reinforces preservation of heritage and tradition.
- Provide tourist and recreational facilities that may be used by a local population.
- Broadens educational and cultural horizons and improves feelings of self work.
- Improves the quality of life related to a higher level of income and improved standards of living and promote a global community
- Provides employment for artists, musicians and other performing artists because of visitor interest in local culture, thereby enhancing the cultural heritage.
- Justifies environmental protection and improvement.
- Promotes international understanding and peace.
- Breakdown religious barriers, language barriers, class barriers and racial barriers.
- Creates a favorable worldwide image for a destination.
- Causes inflation.

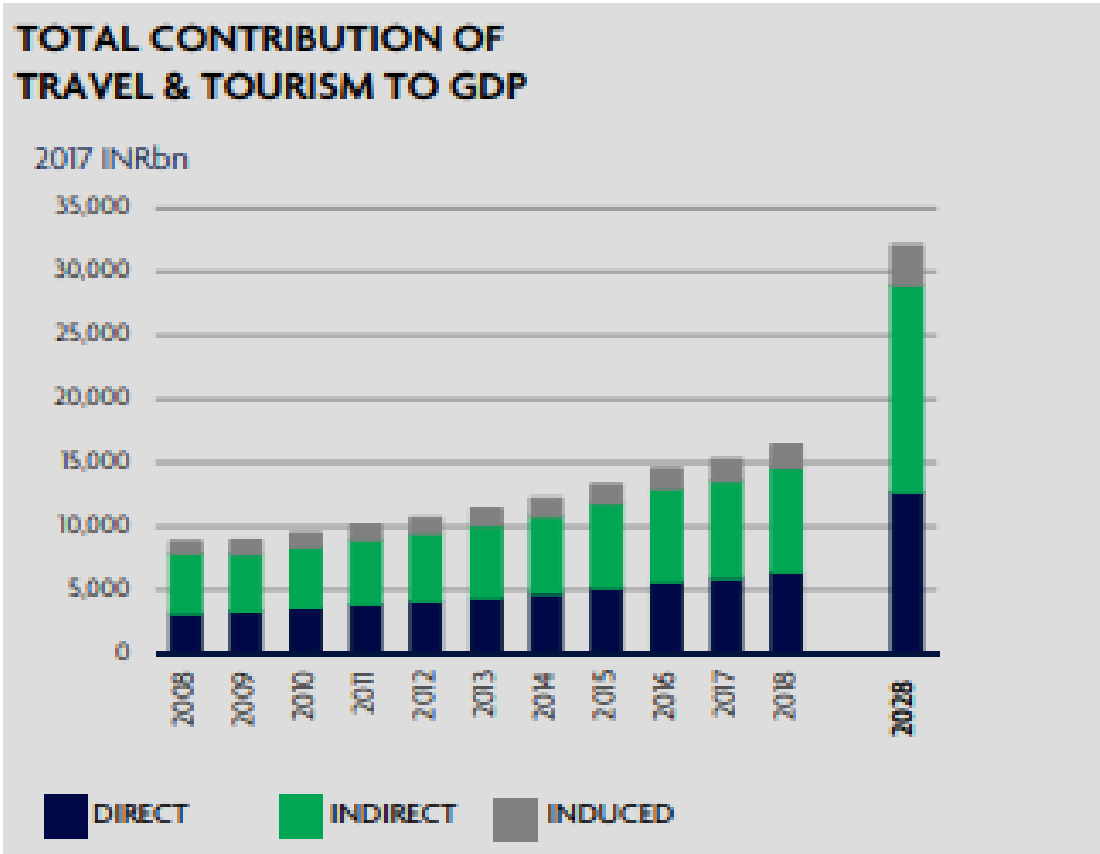
- Develops excess demand for resources.
- Threatens family structure and creates misunderstanding.
- Create social problem.
- Degrades the cultural environment.
- Creates conflict in the host society.
- Commercialize culture, religion and the arts.
- Create the difficulties of seasonality.
- Increases vulnerability to economic and political changes.
- Can result in unbalanced economic development.
- Contributes to disease, transportation problems and economic fluctuation.
- Degrades the natural physical environment and creates pollution.

3.7. Tourism Industry in India

Today, Tourism is a regular, organized and reoriented promising industry having a flow of human contracts. Tourism has become a popular global leisure activity. Tourism industry includes transportation services and hospitality services. A Transportation service consists of cruise ships, airlines, taxi cabs etc. Hospitality services includes accommodations like hotels, resorts and entertainment venues like casinos, music venues, amusement parks, shopping malls, theatres etc. Tourism industry is recognized by the products which are required to satisfy the demand for travel, food, beverage and accommodation away from home. As an industry, tourism has many components comprising the overall “travel experience”. Along with transportation, it includes food and beverage services, accommodation, entertainment, shops, heritage tours, aesthetic and special events (Kumar, 2010).

As one of the world’s largest economic sectors, Travel & Tourism creates jobs, drives exports and generates prosperity across the world. In our annual analysis

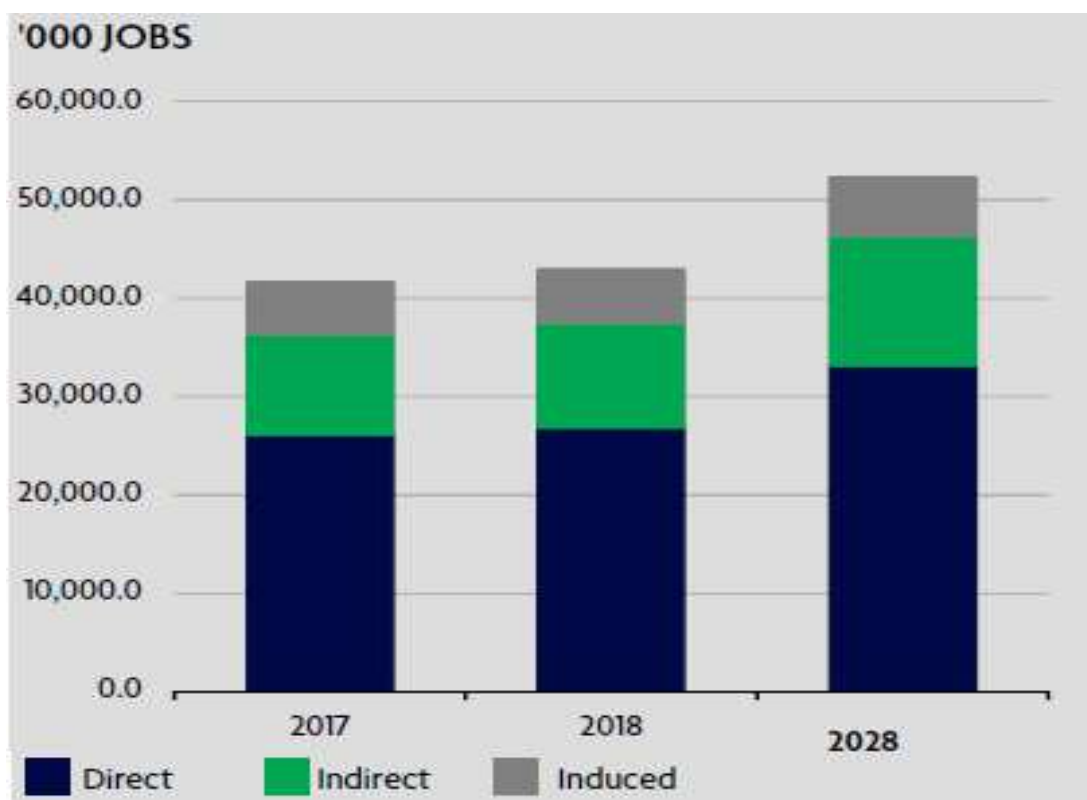
of the global economic impact of Travel & Tourism, the sector account for 10.4% of global GDP and 313 million jobs, or 9.9% of total employment in 2017. The year 2017 was one of the strongest years of GDP growth in a decade with robust consumer spending Worldwide.



Source: WTTC 2018 Annual report

Fig.3.2 Total Contribution of Travel and Tourism to GDP in India

Figure 3.2 shows that total contribution of Travel and Tourism to GDP including wider effects from investment, induced impacts and the supply chain was 9.4% of GDP in 2017. It is forecasted to rise by 9.9% of GDP in 2028. Total contribution of Travel and Tourism to employment in India was 41,622,500 jobs in 2017 i.e., 8.0% of total employment. It is forecasted to rise by 8.4% of employment in 2028. The contribution of travel and tourism to employment in India is given in Fig 3.3.



Source: WTTC 2018 Annual report

Figure 3.3 Total contribution of Travel and Tourism to Employment in India

1. Tourism Related Businesses

Tourism industry is a mixture of private and public organizations that are actively involved in the production, development and marketing of products and services that may provide the needs of tourists. The major businesses related to Tourism are as given below.

- Travel and Tour Operators
- Hotels
- Motels
- Backpacker's Hostels
- Guest Houses

- Bed and Breakfast
- Travel and Tour Agencies, Sub Agencies
- Guiding Services
- Traditional Cuisine- Restaurants, Cafes, Food Stalls, Outlets etc
- Transport and Transfer Services for Tourists- Cruise Ships, Airlines, Taxi Cabs etc
- Horse, Camel, Elephant riding
- Tourist Campsites/ Picnic Sites
- Houseboats
- Camping Equipment Hire
- Boat Station
- Traditional Bars
- Cultural Centers
- Dance and Theatre Groups

Tourism industry or tourism sector is the sum of those industrial and commercial activities producing goods and services wholly or mainly consumed by foreign visitors or by domestic tourists. As a service industry, tourism has numerous tangible and intangible elements. Major tangible elements are accommodation, transportation and other components of hospitality industry. Major intangible elements include relaxation, rest and the opportunity to meet new people and experience other cultures, or simply to do something different and have an adventure. The United Nations source identified seven industrial areas concerned with tourism. These were,

1. Government agencies concerned with tourism
2. Accommodation
3. Travel agents and Tour operators
4. Restaurants
5. Manufactures of handicrafts and souvenirs designed for visitors and related outlets
6. Passenger transport enterprises
7. Establishments providing facilities for recreation and entertainment of visitors

Technology plays an important role in the hospitality and tourism sector. Information technology allows streamlined and faster communication between tourism businesses and travelers. Both business and travel customers can benefit from advances in reservation, communication, guest service systems etc. Technology eliminates the need for multiple entry systems and reduces the need to file large amounts of paperwork. Technology helps to easier storage, save time, improved sharing of information and automation.

India's tourism and hospitality industry has emerged as one of the key sectors driving the country's economy. Growth in India's travel and tourism industry is the second fastest worldwide. India being rich in natural and cultural heritage is likely to experience its share in global tourism. Travel and tourism industry in India is marked by government presence. Each state has a tourism corporation, which runs a chain of rest houses or hotels and operates package tours and the central government runs the ITDC.

In India 10.4 million foreign tourists visited in the year 2017. It witnessed 14 percentage increases over the previous year. Further, 5.51 million Non residents of India and 15.54 million international tourists arrived in the same year. The Table 3.2

shows that the details of arrival of foreign tourists, Non residents of India and International tourists during the year 2000- 2018 (till June).

Table 3.2

**Inbound Tourism: Arrivals of Foreign Tourists,
Non Residents of Indians and International Tourists 2000-2018 (till June)**

Year	FTAs in India (in million)	Percentage(%) change over previous year	NRIs arrivals in India (in million)	Percentage (%) change over the previous year	International Tourist Arrivals in India (in million)	Percentage (%) change over the previous year
2000	2.65	6.7	-	-	-	-
2001	2.54	-4.2	-	-	-	-
2002	2.38	-6.0	-	-	-	-
2003	2.73	14.3	-	-	-	-
2004	3.46	26.8	-	-	-	-
2005	3.92	13.3	-	-	-	-
2006	4.45	13.5	-	-	-	-
2007	5.08	14.3	-	-	-	-
2008	5.28	4.0	-	-	-	-
2009	5.17	-2.2	-	-	-	-
2010	5.78	11.8	-	-	-	-
2011	6.31	9.2	-	-	-	-
2012	6.58	4.3	-	-	-	-
2013	6.97	5.9	-	-	-	-
2014	7.68	10.2	5.43	-	13.11	-
2015	8.03	4.5	5.26	-3.1	13.28	1.4
2016	8.80	9.7	5.77	9.7	14.57	9.7
2017	10.04	14.0	5.51	-4.5	15.54	6.7
2018(P) (Jan-June)	5.16	7.9@	-	-	-	-

Source: Ministry of Tourism, Government of India

In 2017, India earned Foreign exchange to the tune of Rs. 177874 crores from tourism, which is 15.4 percentage change over the previous year. Table 3.3 shows the foreign exchange earnings from tourism in India during 2000-2018 (till June).

Table 3.3

**Foreign Exchange Earning, in Rs. crore
from Tourism in India 2000-2018 (till June)**

Year	FEEs from Tourism in India (in Rs. Crore)	Percentage (%) change over the previous year
2000	15626	20.7
2001	15083	-3.5
2002	15064	-0.1
2003	20729	37.6
2004	27944	34.8
2005	33123	18.5
2006	39025	17.8
2007	44362	13.7
2008	51294	15.6
2009	53754	4.8
2010	66172	23.1
2011	83036	25.5
2012	95607	15.1
2013	107563	12.5
2014	120367	11.9
2015	134844	12.0
2016 ^{cs}	154146	14.3
2017 ^{cs}	177874	15.4
2018 ^{cs} (Jan-June)	95713	12.2 [@]

Source: Ministry of Tourism, Government of India

2. Different Types of Tourism in India

The ministry of Tourism and Culture, Government of India recently launched a campaign called 'Incredible India' in order to encourage different types of tourism in India. Following are the various types of tourism in India.

A. Adventure Tourism

Adventure tourism is a type of tourism involving travel in adventurous sports or rugged regions such as mountaineering and climbing. Various kinds of adventure on air and water can be enjoyed in India. The various kinds of adventure tourism in India are;

- Manali, Shimla, Nainital and Mussoorie: Skiing
- Bikaner, Jaisalmer and Jodhpur: Camel safari

- Badami, Manori rocks, Kabbal and Kanheri caves: Rock climbing
- Ganga, Bhagirathi rivers and Alaknanda: Rafting in white water
- Garhwal, Jammu and Kashmie, Himachal Pradesh: Mountaineering
- Para-guiding and
- Trekking

B. Agri - tourism

Agri - tourism is farm based tourism for helping to support the local agricultural economy. It involves any agriculturally based activity that brings visitors to a farm and that includes a wide variety of activities like feeding animals, picking fruits, staying on the farm etc.

C. Cultural Tourism

Cultural tourism is visiting historical or interesting cites and experiencing their cultural heritages. Cultural tourism in India includes various cultures in festive, dance, architectures, music, traditional customs, food and languages. The most popular states in India for cultural tourism are;

- Kerala: Mohiniyattam, Kathak, Kathakali dance forms
- Tamil Nadu: Maravadi, Jallikattu, dance festival at Chidambaram
- Utter Pradesh: Mathura, Taj Mahal
- Uttarakhand: Temples in Kumaon and Garhwal
- Rajasthan: Marwar festival, Camel festival, Pushkar festival

C. Eco-tourism

Eco-tourism is a tourism which has minimal impact on the environment such as rainforests, safaris, national parks and hiking. Places such as Himalayam region, Kerala, north-east India, Lakshadweep Islands and Andaman and Nicobar Island are

some destinations in India where tourists can participate in eco-tourism related activities. The major national parks in India for eco-tourism are;

- Utter Pradesh: Corbett national park
- Madhya Pradesh: Kanha national park
- Gujarat: Gir national park
- Madhya Pradesh: Bandhavgarh national park
- Rajasthan: Ranthambore national park.

D. Health Tourism

India is one of the popular health tourist destinations. With Ayurveda, yoga, allopathy, meditation and other systems of medicines, India offers a unique basket of services to tourists.

E. Heritage Tourism

Heritage tourism is concerned with historical or industrial cities. The most popular heritage tourism destinations in India are

- Maharashtra: Ellora-Ajatha
- Agra: Taj Mahal
- Tamil Nadu: Mahabalipuram cave temple, Madurai Meenakshi temple
- Rajasthan: Mandawa castle
- Madhya Pradesh: Khajuraho temple
- Utter Pradesh: Lucknow
- Delhi: Juma masjid, Tughlaqabad fort, Humayun's tomb

F. Spiritual Tourism

The Eastern part of the world is considered to be very spiritual with many of the new age Gurus and their hermitages. This gives rise to another form of tourism product called spiritual tourism.

G. Wildlife Tourism

India has a rich forest cover which has some beautiful and exotic species of wildlife-some of which that are endangered and very rare. This has boosted wildlife tourism in India. Most popular wildlife tourism destinations in India are

- Keoladeo Ghana national park
- Sariska wildlife sanctuary
- Jin Corbett national park

H. Pilgrimage Tourism

India is famous for its temples, churches, mosques. This type of tourism is one of the most rapidly growing sector in the Country. The most popular pilgrimage tourism destinations in India are;

- Himachal: Vaishno Devi
- Andhra Pradesh: Tirupathi
- Kerala: Sabarimala
- Golden temple
- Char Dham
- Mathura Vrindavan

I. Responsible Tourism in India

India has an abundant scope to emerge as a responsible tourism destination. To develop India as a responsible tourism destination, IIRT works in collaboration

with the Government, local communities and private sector. Some of the successful responsible tourism projects of India are;

- Kerala: Anakkara Spice tourism village in Idukki
- Sunderban: Sunderban jungle camp
- Samtha Plateau: Awake and shine

J. Business Tourism

Business tourism means travel for business purpose. Business Tourism can be divided into three sections ;(a) Training for goods to be resold on a wholesale basis (b) Conduct business transaction e.g. visiting a client, contract negotiation (c) Attending a conference, exhibition or event associated with their business.

Since the research is concentrated on the unorganized Tourism sector in the state of Kerala, it is highly relevant to examine a brief profile of the same with reference to Kerala. That has been attempted in the following pages.

3.8. Tourism in Kerala

Kerala the state on the south west coast of India lies snuggled between the Western Ghats in the east and Arabian Sea on its west. Kerala's unique cultural characteristics are reflected in its architecture, dance, music, language spoken, festive, traditional beliefs, customs and foods of Kerala. Kerala is one of the India's largest developed tourism destinations. Kerala is nicknamed as one of the "10 paradise of the world". Kerala is famous especially for its Ecotourism initiatives. Its unique culture and traditions, coupled with it varied demography, has made it one of the most popular tourist destinations in India.

Popular attractions in the State include the beaches at Kovalam, Kappad, Muzhappilangad, Cherai and Varkala; the hill stations of Munnar, Thekkady, Nelliampathi, Ponmudi and Wayanad; Forts like the Bekal Fort in Kanhangad and St. Angelo's Fort in Kannur and the National Parks or Wildlife Sanctuaries at Periyar and Eravikulam. The Backwaters region, an extensive network of interlocking

rivers, lakes and canals that centre on Alleppey, Kumarakom, and Punnamada also witness heavy tourist traffic. Heritage sites, such as Hill Palace, Mattanchery Palace are famous. Cities such as Kochi, Kozhikode, Thrissur and Trivandrum are popular centres for shopping. The Grand Kerala Shopping Festival (GKSF) claimed to be Asia's largest shopping festival was started in the year 2007. Since then, it has become an annual shopping event being conducted in the December-January period. The state's tourism agenda promotes ecologically sustained tourism, which focuses on the local culture, wilderness adventures, volunteering and personal growth of the local population (Manoram, 2014).

Today, Kerala is the most acclaimed tourist destination in India with its distinctive God's own country branding. Tourism is considered to be the biggest contributor to the growth of service sector in Kerala. Kerala's principal tourism products can be classified into six categories. They are

- (1) Cultural/ Heritage/ Religious sites and events
- (2) Beaches
- (3) Hill stations
- (4) Backwaters
- (5) Ayurveda
- (6) Wildlife sanctuary

The major components of tourism industry in Kerala are identified as transportation, restaurants, travel agency, accommodation, ecotourism house boats, health and tourist shopping.

Table 3.4**District wise Foreign and Domestic Tourist Arrivals in Kerala (2017)**

Sl. No.	District	Foreign	Domestic
1	ALAPPUZHA	75037	433456
2	ERNAKULAM	453973	3285088
3	IDUKKI	42285	1090086
4	KANNUR	5123	695655
5	KASARAGOD	1115	263459
6	KOLLAM	6227	381829
7	KOTTAYAM	32350	468593
8	KOZHIKODE	13106	932345
9	MALAPPURAM	18451	520832
10	PALAKKAD	1711	474180
11	PATHANAMTHITTA	2003	164494
12	THIRUVANANTHAPURAM	420719	2505333
13	THRISSUR	10775	2642546
14	WAYANAD	8995	815624
TOTAL		1091870	14673520

Source: Department of Tourism, Government of Kerala

Table 3.4 shows that the district wise domestic and foreign tourist arrivals in Kerala in 2017. The district of Ernakulam ranks the first in terms of the number of foreign tourists and domestic tourists arrived in 2017. The district of Palakkad occupied the lowest rank in the case of foreign tourists arrived. Similarly, the Pathanamthitta district ranks lowest in terms of domestic tourists arrived in 2017.

Table 3.5**Trends in Domestic and Foreign Tourist Arrivals during the Last 10 Years**

YEAR	DOMESTIC	% Variation over previous year	FOREIGN	% Variation over previous year
2008	7591250	14.28	598929	16.11
2009	7913537	4.25	557258	-6.96
2010	8595075	8.61	659265	18.31
2011	9381455	9.15	732985	11.18
2012	10076854	7.41	793696	8.28
2013	10857811	7.75	858143	8.12
2014	11695411	7.71	923366	7.60
2015	12465571	6.59	977479	5.86
2016	13172535	5.67	1038419	6.23
2017	14673520	11.39	1091870	5.15

Source: Official Records of Department of Tourism, Govt. of Kerala.

Table 3.5 shows that the foreign Tourist arrival to Kerala during the year 2017 is 10,91,870 showing an increase of 5.15% over the previous year's figure of 10,38,419. Domestic Tourist arrival to Kerala during the year 2017 is 1,46,73,520 showing an increase of 11.39 % over the last year's figure 1, 31,72,535.

Foreign exchange earnings for the year 2017 are Rs.8392.11 crores showing an increase of 8.29 % over the figures of year 2016 Rs 7749.51 Crores. Total Revenue (direct & indirect) from Tourism during 2017 is Rs 33383.68 Crores, showing an increase of 12.56 % over previous year's figure Rs 29658.56 Crores. Table 3.6 presents the earnings from Tourism during last 10 years.

Table 3.6**Earnings from Tourism in Kerala**

Year	Foreign Exchange Earnings (Rs. In Crores)	% Variation over previous year	Total Revenue generated from Tourism (Direct & Indirect) (Rs. In Crores)	% Variation over previous year
2008	3066.52	16.11	13130.00	14.84
2009	2853.16	-6.96	13231.00	0.77
2010	3797.37	33.09	17348.00	31.12
2011	4221.99	11.18	19037.00	9.74
2012	4571.69	8.28	20430.00	7.32
2013	5560.77	21.63	22926.55	12.22
2014	6398.93	15.07	24885.44	8.54
2015	6949.88	8.61	26689.63	7.25
2016	7749.51	11.51	29658.56	11.12
2017	8392.11	8.29	33383.68	12.56

Source: Office Records, Department of Tourism, Government of Kerala

3.9 Tourism Entrepreneurship

Tourism entrepreneurship is a key driver of economic growth and job creation. Entrepreneurship is considered as a critical factor in tourism development, both regionally and globally. Tourism entrepreneurship has been recognized as the basic way to provide strategic support for maintaining business development especially in rural areas. (Koh & Haltten, 2014).

Tourism industry is a diverse group of businesses including lodging and accommodations, travel services, transport services, food and restaurant services etc. The tourism sector is a coming together of various suppliers of services to offer people a complete tourist experience. Hotel Industry, Travel agency and Tour operators play a vital role in the promotion of tourism. Today, the travel and tourism industry is one of the biggest and most dynamic industries in the world. The major investment opportunities in the area of tourism are given below.

Table 3.7**Tourism Investment Opportunities in Kerala**

Sl No.	Tourism Attractions	Investment Opportunities
1	Accommodation	Hotels, resorts, bed & breakfast, guest houses, home stays, camping facilities, caravans, heritage homes, house boats, etc.
2	Travel and Tours	Travel agencies, tour operators, tourist taxi and transport operators.
3	Transportation	Operation of aircrafts, luxury coaches and cars, boats, steamers, etc
4	MICE Facilities	Meeting hubs, convention centres in backwaters, beach hill resorts, trade fairs, event organizers, etc.
5	HRD Institutions	Manpower training centres, guide training centres, management training institutes, etc
6	Souvenir Shops	Handicraft shops, souvenir shops, ethnic boutiques, traditional jewellery centres, manufacturing units.
7	Information Facilitation	Information kiosks, guide agencies, publishing of maps, guides, etc.
8	Science Tourism	Planetariums, Science & Technology museums, theme show theatres, 3D motion stimulators, 4-screen multiplex, amphitheatre, etc.
9	Film Shoot Facilitation	Production houses, location scout teams, light equipments, Unit/ production vans, crew/ man power agencies.
10	Way side Amenity Centres	Restaurants, motels, pay-and-use toilets, snack bars , utility shops
11	Wellness Centres	Ayurveda centres, wellness spas, health clubs, treatment centres, exclusive packages, etc.
12	Beach side Entertainment	Waterskiing, surfing, snowboarding, canoeing, yachting, diving, underwater aquarium, recreational boat industry, sea food restaurant etc.
13	Backwater Amenities	Backwater cruises, resorts, floating restaurants, floating cottages, water sport facilities like skiing, speed boats, yacht & cruisers, recreational facilities like angling and fishing

Sl No.	Tourism Attractions	Investment Opportunities
14	Hill Station Facilities	Herbal gardens, plantation tours, tree houses, golf courses, angling, cycling, boating, paragliding, rock climbing, recreational facilities like rope ways/cable cars.
15	Jungle Attractions	Environmental friendly accommodation, tree houses, multi cuisine, restaurants, plantation tours, wild life safaris, spice tours, boat cruises, elephant safaris, bird watching, etc.

Source: Tourism Investment Opportunities, Department of Tourism (2009)

3.9.1. Form of Business of Tourism Enterprises in the Unorganized Sector

In Kerala Tourism business operate in four forms of organization. These are explained below.

1. Partnership Business

A partnership business is a non incorporated business that is formed between two or more people. Each partner is jointly liable for the debt of the partnership.

2. Family Business

Family business is a business that is owned or run by members of a single family. It is a commercial organization in which decisions are influenced by multiple generation of a family.

3. Proprietorship Business

A proprietorship business is a business owned and operated by a single individual and in which there is no legal distinction between the owner and business entity.

4. Private Limited Business

A private limited business is a type of privately held small business entity, in which owner liability is limited to their shares. And it becomes an independent legal structure when it incorporates.

3.9.2 Mode of Operation of Tourism Enterprises

In the State in unorganised sector Tourism industry operates in four modes according to its operation style.

1. Independent Ownership

These businesses are on ownership basis and do not have any affiliation or contract through any other property. They do not have any tie up with any other organization with regards procedures, policies and financial obligation.

2. Chain Ownership

These types of enterprises that administrates through a unique management and number of enterprises located in different areas. They can be total or partial owners of the enterprise and manage their administration, promotion and marketing.

3. Franchise

It is the authorization given by a company to another company or individual to sell its unique products and services and use its trade mark according to the guideline given by former, for a specific period of time and a specific place, utilizing the brand name, image and goodwill for a certain fee.

4. Network

Network means enterprises that establish a mutually beneficial relationship with other business people and potential clients or customers.

3.9.3. Initiatives and Support of Government, Bank and Business Associations for Tourism Entrepreneurs

Travel and Tourism in India is marked by considerable government initiatives and presence. Each state has a tourism corporation which runs a chain of hotels, restaurants, rest houses and operates package tours. The central government runs India Tourism Development Corporation (ITDC). Today most of the state

tourism agencies serve merely as a catalyst or coordinator for tourism development, supporting initiatives of private tourism industry.

The Ministry of Tourism, Government of India implements a number of schemes for Indian entrepreneurs working in the tourism sector. The following are the prominent schemes of Central Government for the tourism entrepreneurship development.

Table 3.8
**Various Central Government Schemes
of Entrepreneurship Development in Tourism**

Schemes	Objective
Capacity building for service providers	Scheme capacity building for service providers or institutes
Hotel Accommodation	Scheme for hotel accommodation
Creating employee skills	Training programme in tieup with the army to create employable skills
Marketing development assistance	Scheme for marketing development assistance for hoteliers, travel agents, tour operators etc
Motels accommodation	Scheme for motels accommodation hotel and restaurant approval
Publicity and marketing	Scheme of publicity and marketing posters, brochures and banners
Rahul Sankrityayan Paryatan Puraskar Yojana	Schemes for Indian author in Hindi on Indian tourism
Refresher courses for regional level guides	Scheme for refresher courses for regional level guides training
Stand alone restaurants	Approval of restaurants to ensure standardized world class services
Tented accommodation	Voluntary scheme for project approval and classification of tented accommodation
Timeshare resorts	Voluntary scheme for star classification of fully operational TSR in categories-5,4 and 3 star
Travel trade	E recognition for travel trade service providers

The state of Kerala is one of India's largest developed tourism destinations. The major components of tourism industry in Kerala are identified as hotel and restaurant, transportation, travel agency and tour operating companies, houseboat, health, ecotourism and tourist shopping. In Kerala, Department of Tourism, Government of Kerala is the nodal agency promoting tourism-related activities within the state. The Government's policy is to promote tourism in a big way since Kerala has the potential to attract people from all over the world. Tourism has emerged as a more powerful catalyst for economic development of the State.

Kerala is one of the earliest states in India to announce industry status for tourism in 1986 and announce various incentives and subsidies to attract investment. These early 14 Hill station facilities, Herbal gardens, plantation tours, tree houses, golf courses, angling, cycling, boating, paragliding, rock climbing, recreational facilities like rope ways/cable cars. 15 Jungle attractions Environmental friendly accommodation, tree houses, multi cuisine restaurants, plantation tours, wild life safaris, spice tours, boat cruises, elephant safaris, bird watching, etc. 79 efforts were aimed at creating the investment friendly atmosphere for tourism in the state needed for the industry to grow. This increased the investment opportunities for potential investors. Main lending institutions in Kerala like Kerala Financial Corporation (KFC), Tourism Financial Corporation of India (TFCI) and Kerala State Industrial Development Corporation (KSIDC) play an important role in funding the tourism projects. State also adopted many proactive measures to stimulate investment in tourism industry like a system for fast track clearance of tourism projects, subsidies, technical guidance, marketing assistance and support in availing loans (Kokkranikal and Brum, 2002).

The major initiatives taken by the government of Kerala for the promotion of tourism in Kerala are given below.

- Providing incentives to private sector.
- Sufficient allocation of funds in the State budget.
- Formation of Kerala Travel Mart (KTM)

- Appointing professional promotional agencies.
- Participating in all the major international events.
- Conducting several road-shows at national and international levels.
- Creation of attractive and dynamic website
- Giving training to travel agents/tour operators/guides and taxi drivers.
- Coordinating various agencies functioning in the promotion of tourism.
- Certification of tourism products.
- Formation of well-planned tourism information centres.
- Giving stress on environment protection
- Providing basic amenities at tourist places

Government of Kerala has taken several initiatives for attracting tourism entrepreneurs among unorganized sector in the state and has succeeded in getting several awards and other recognitions for being one of the leading tourism destinations in Kerala. The state financial institutions provide various avenues for unorganized sectors in tourism industry. Kerala State Industrial Development Corporation offers a wide range of promotional support services including preparation of feasibility reports, technology and manpower resources, providing funds and project management support. It provides finance to unorganized sectors in tourism industry. Kerala Financial Corporations has also formulated short term and long term loans for the new and existing organizations in unorganized sector. KFC offers schemes for tourism. There are special schemes for hotels, resorts, convention centres, fairs and exhibitions, acquisition of existing hotel or tourist resorts and take over bank credit are included in it. There are schemes for modernization, expansion, diversification, take over loan facilities for entrepreneurs of tourism especially unorganized sector. Government through various institutions provides support for

tourism entrepreneurs among unorganized sectors especially hotel entrepreneurs and travel agency owners.

3.10 Kerala's Tourism Vision 2025

The Kerala Government has recently adopted the 'Tourism vision 2025', which sets the road map for long term tourism planning in the state.

Objectives of Kerala Tourism vision 2025

- To make tourism Kerala's core competency sector
- To generate employment and enhance productivity
- To promote and market Kerala tourism products at national and international level there by making Kerala a premier global tourism
- To define and endorse the role of the Government as a catalyst facilitator for the growth of tourism industry
- To rationalize tourism related legislations and policies of the Government so that it is tourism friendly and promotes tourism growth
- To create awareness and tourism consciousness among the people in general and among the taxi drivers, policemen, bus conductors, porters, customs and emigration officers, and others with whom tourists interact there by removing prejudices and misconceptions and to make Kerala society a tourism friendly society.
- To develop and improve roads, drinking water supply, electricity and power supply, sewage and sanitation systems, signage's, transport systems like road, rail, sea, inland water and air for selected tourist centers
- To promote sustainable and eco friendly tourism in the state based on the carrying capacity of the destinations
- To conserve and preserve the art, culture and heritage of the state

- To develop and promote new innovative tourism products, lesser-known destinations, art forms, cruises, monuments and handicrafts
- To identify conserve and preserve special tourism zones
- To develop and promote KITTS, KIHMS, and IHMCT in to institutions par excellence in India and regulate the syllabi and training facilities of other institutions to maintain the quality standards
- To involve PRIs and NGOs in the development of tourism infrastructure and tourism awareness

3.11. Tourism Marketing Strategies

Strategies are the means or the game plan by which enterprise mission is put in to practice and objectives achieved. In the Tourism business, the need and significance of marketing strategy arises on account of following factors.

- ✓ To identify ideal customer
- ✓ To identify target to achieve from marketing efforts
- ✓ To articulate what sets needed apart from competitors
- ✓ To have an action plan to achieve the goals and objectives
- ✓ To better understand the market place
- ✓ To help to focus on the most important tactics
- ✓ To measure ROI

3.11.1 Classification of Business Strategy

When talking about types of strategies, it is almost impossible not mentioning Porter's and Ansoff's approach. Michael Porter (1985) determines three major types of generic business strategies: cost leadership, differentiation and focus. The focus strategy on the other hand can be differentiation focus and cost focus. The generic strategies as they are presented by Porter are shown below.



Fig. 3.4 Porter's generic strategies

1. Cost Leadership Strategy

The main idea behind the cost leadership strategy is the ability of companies to produce with lower costs compared to their competitors. The basis on which companies can manage to produce with lower costs can vary depending on the industry and the capabilities of the company itself. From this point of view the usage of economies of scale, access to raw material at a lower cost, technology are some of the factors that can enable the company to implement the cost focus strategy.

2. Differentiation Strategy

According to the differentiation strategy, the company tries to differentiate itself from its competitors. The points of differentiation include the characteristics of the product, the capacities of the company to market the product, the capacities of the company to distribute the product to its customers.

3. Focus Strategy

The main idea behind the focus strategy is the company narrowing its competitive scope. In other words the company should determine specific market niches in which it is going to compete and be better than other companies within that market niche. From this point of view cost focus and differentiation focus would be the two main approaches for the company.

Each generic strategy is fundamentally different approach for creating and sustaining a competitive advantage, combining the type of competitive advantage a firm seeks and the scope of its strategic target. Usually, a firm has to make a choice among them, or it will become stuck in the middle. The benefits of optimizing a firm’s strategy for a particular target segment (focus) cannot be gained if a firm is simultaneously serving a broad range of segments (cost leadership or differentiation). Sometimes a firm may be able to create two largely separate business units with the same corporate entity, each with a different generic strategy (Porter, 1985, pp. 17).

Evans, Campbell and Stonehouse (2003), determine possibilities for the implementation of Porter’s generic strategies in travel and tourism. That is displayed in Table 3.9.

Table 3.9

Implementing Porter’s generic strategies in travel and tourism

Strategy	Implementation
Cost Leadership	1. Cost reduction through adoption of product design of competitive firms.
	2. Using of less expensive resource inputs.
	3. Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity.
	4. Securing of economies of scale through high volume sales.
	5. Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements.
	6. Locating activities in areas where costs are low or government help and support are available.
	7. Following of the operation system of experienced firms to reduce the costs.
	8. Standardization of products or resource inputs.
Differentiation	1. Creation of better products superior to that of competitors in terms of design, technology, performance etc.
	2. Offering of superior level of service.

Strategy	Implementation
	3. Following of superior distribution channels.
	4. Creation of strong brand name through design, innovation and advertising
	5. Superior product promotion.
Focus	1. Focusing on a particular group of buyers.
	2. Specializing in particular geographic destinations.
	3. Catering for the benefits required by a particular group of buyers.
	4. Resort destinations targeting particular market segments.

3.12. Functioning of Tourism Industry in Kerala

The tourism industry in the State functions in two sectors namely organized or formal sector and unorganized or informal sector. The institutions functioning in the tourism sector are shown in Fig. 3. 5.

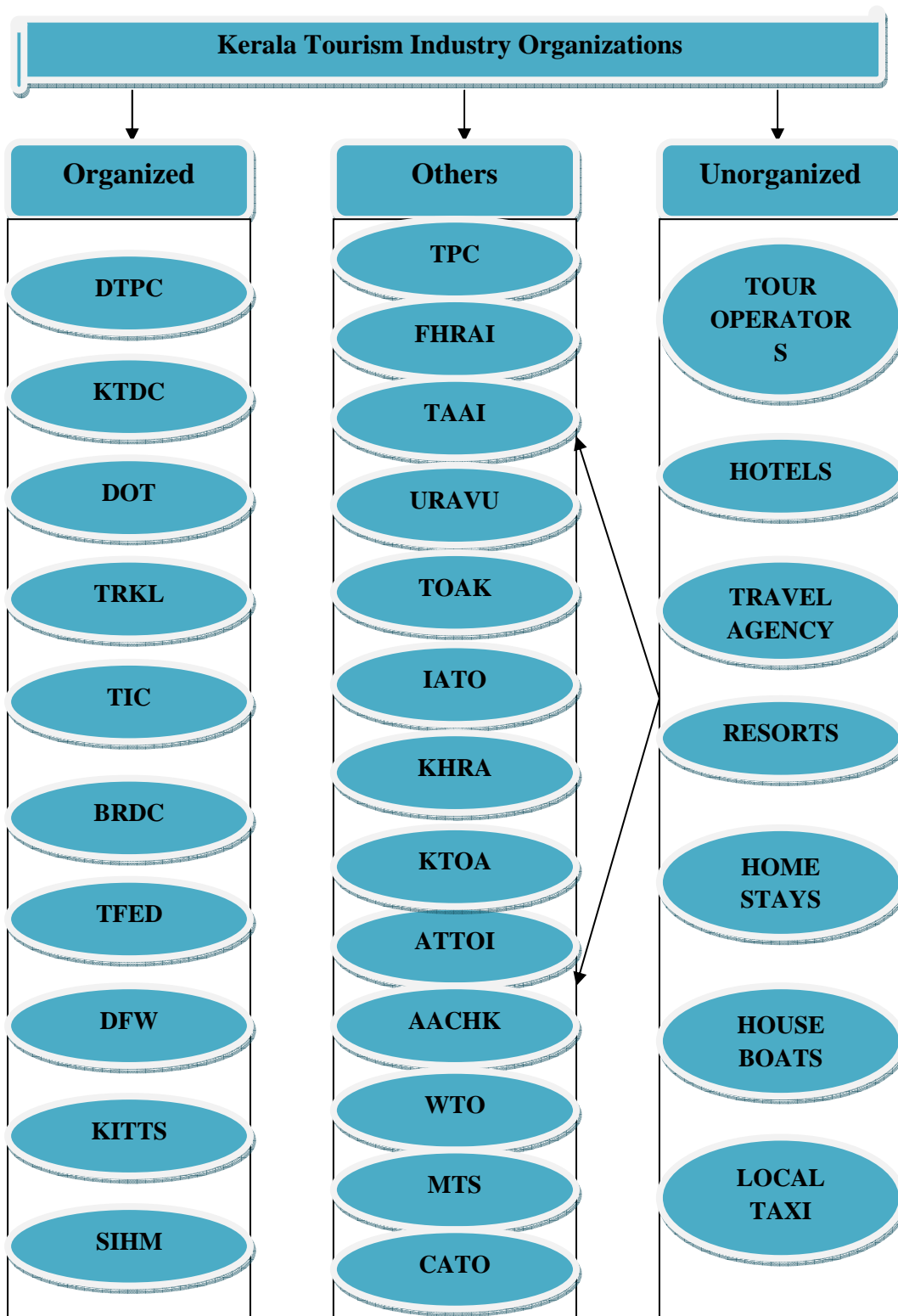


Fig. 3.5 Organizations Working in Kerala Tourism Industry

3.12.1 Organized Sector of Tourism

The sector which is registered with the government is called an organized sector. In this sector, people get assured work and the employment terms are fixed and regular. A number of Acts apply to the enterprises, schools and hospitals covered under the organized sector. Entry into the organized sector is very difficult as proper registration of the entity is required. The sector is regulated and taxed by the government. There are some benefits provided to the employees working under organized sector like job security, various allowances and perquisites. They get a fixed monthly payment, working hours and hike on salary at regular intervals. A brief of the various organizations in tourism industry in Kerala is as follows;

1. District Tourism Promotion Council (DTPC)

District Tourism Promotion Council is a governing body and the chairman of this body is the District collector and the members include tourist experts and officers that are selected by the government. The DTPC councils have been formed with the purpose of fully utilizing the tourism potential of the state through sustained efforts and by coordinating various government departments, voluntary agencies and other interested in travel and tourism. DTPC provide information such as easiest route to a particular place and other such details. DTPC's are there in every district and so it is to get information of a place in a particular district from the DTPC in that district. They also conduct tours.

2. Department of Tourism (DOT), Government of Kerala

Department of Tourism is a major government ministry under Kerala government. It is prime regulatory agency that overviews and supervises entire tourism activities of the state. It is considered as independent department and a field agency. The department is headed by minister, supported by a principal secretary. The department has a director and two additional directors. There is a council consisting of key tourist players and government officials, which advises the government.

3. Kerala Tourism Development Corporation (KTDC)

The Kerala Tourism Development Corporation (KTDC) is a public sector undertaking that conducts and regulates the tourism activities in the Indian state of Kerala. The agency also operates resorts, hotels and tourist rest houses in key locations in the state. Its official slogan is “Official host to God’s own country”. KTDC owns more than forty properties ranging from heritage five star resorts to budget accommodation, managed under five brands in hotel category and two in non hotel hospitality category. Following are the list of hotels, resorts and accommodation under KTDC;

Table 3.10
List of KTDC Hotels, Resorts and Accommodation

KTDC Hotels	District
Hotel Chaithram	Thiruvananthapuram
Hotel Garden House	Palakkad
KTDC Golden Peak	Thiruvananthapuram
Ktdc Nandanam Hotel	Thrissur
Ktdc Pepper Grove Hotel	Wayanad
Periyar House	Idukky
Suvasam Lake Resort	Eranakulam
Hotel Samudra	Thiruvananthapuram
Water Scapes Resort	Kottayam
Tea Country	Idukky
Bolgatty Palace Hotel	Eranakulam
Aranya Nivas	Idukky
Malbar Mansion	Kozhikode
Lake Palace	Idukky
Hotel Mascot	Thiruvananthapuram
Thanneermukkom Ayurvedic Lake Resort	Alappuzha
Motel Aaram	Alappuzha
Motel Aaram	Kozhikode

KTDC Hotels	District
Motel Aaram Erumayoor	Palakkad
Motel Aaram Vaikkom	Kottayam
Beakl Beach Camp	Kasargod
Tamarind Easy Hotel Neyyar	Thiruvananthapuram
Tamarind Easy Hotel Kalady	Eranakulam
Tamarind Easy Hotel Mannarkkad	Palakkad
KTDC Yatri Nivas Peerumedu	Idukky
Ktdc Yatri Nivas	Kannur
Motel Aaram Palaruvi	Kollam
Motel Aaram Kuttipuram	Malappuram
Motel Aaram Punalur	Kollam
KTDC Tamarind Easy Hotel	Kollam
KTDC Tamarind Hotel Thirunnelly	Wayanad
KTDC Tamarind Easy Hotel	Thrissur
KTDC Tamarind Easy Hotel Parassinikadavu	Kannur
Tamarind Hotel Nilambur	Malappuram
Tamarind Hotel	Alappuzha
Mangalya Accommodation	Thrissur

Source: Office Records of KTDC

4. Tourist Resorts Kerala Limited (TRKL)

Tourist Resorts Kerala Limited is the agency for tourism investment promotion and infrastructure development in Kerala. TRKL is working towards creating various investments, development and partnership models to catalyze growth in the tourism sector. Further, in view of broadening its area of operation, Government of Kerala decided to restructure TRKL as Kerala Tourism Infrastructure and Investment Company Limited.

5. Tourist Information Centre (TIC)

Kerala tourism operates information centers in various Indian states. Tourist visiting Kerala can contact information centers functioning in all districts and major

destinations. TIC provides information on the area's attractions, maps, lodging and other items relevant to tourism to the visitors.

6. Bekal Resorts Development Corporation (BRDC)

Bekal Resorts Development Corporation is a prestigious project in Kerala. It was formed for the implementation of Bekal Tourism project. BRDC provide support and assistance for almost all the new ventures happening in and around Bekal. BRDC focuses on planned, environment friendly and ecologically viable methods of development.

7. Kerala Institute of Tourism and Travel Studies (KITTS)

Kerala Institute of Tourism and Travel Studies is the autonomous institute under the Department of Tourism, Government of Kerala catering to the needs of the global tourism industry. KITTS provide quality educational service and training programmes to develop professional and competent personnel for travel, tourism and hospitality industry taking in to account the present and futuristic requirement of the tourism sector.

8. State Institute Hospitality Management (SIHM)

State Institute Hospitality Management is a joint venture by the Ministry of Tourism, Government of India and Government of Kerala is committed to the pursuit of excellence in hospitality education.

9. Department of Forest and Wildlife Kerala (DFW)

Department of Forest and Wildlife is a law enforcement agency for the state of Kerala. The department concerns on the entity of the human beings with the survival of each species in its habitant.

10. Kerala State Cooperative Tourism Federation Limited (TFED)

Kerala State Cooperative Tourism Federation Limited is a Kerala Government owned agency under cooperation department offer low cost, value for money tour packages in Kerala. It include Kerala diamond tour packages, Kerala

platinum tour packages, Kerala gold tour packages, Kerala silver tour packages, Malabar maharaja tour packages, honeymoon packages, houseboat cruises, eco tours, traditional ayurvedic health treatment etc.

3.12.2 Unorganized Sector Tourism

The unorganized sector is one that is not incorporated with the government and thus, no rules are required to be followed. This sector comprises of small scale units or enterprises are not registered with the government. The sector which is not registered with the government and whose terms of employment are not fixed and regular is considered as unorganized sector. In this sector, no government rules and regulations are followed. Entry to such sector is quite easy as it does not require any affiliation or registration. The government does not regulate the unorganized sector and hence taxes are not levied. This sector includes those small size enterprises, workshops where there are low skill and unproductive employment. The working hours of workers are not fixed. Moreover, sometimes they have to work on Sundays and holidays. They get daily wages for their work, which is comparatively less than the pay prescribed by the government.

Unorganized sector constitutes a pivotal part of the Indian economy in terms of employment and its contribution to the GDP, savings and capital formation. More than 90 percent of workforce is in unorganized sector and nearly 50 percent of GDP are accounted from the sector. A high proportion of economically and socially weaker sections of society are engaged in the informal economic activities in India and Kerala. The National Commission for Enterprises in the Unorganized Sector (NCEUS) has been set up as an advisory body and a watchdog for the informal sector to bring about improvement in the productivity of these enterprises for generation of large scale employment opportunities on a sustainable basis, particularly in the informal/unorganized sector. The unorganized sectors play a very crucial role in development of tourism industry.

Following are the various business groups in unorganized sector of the tourism industry.

1. Tour Operators

A tour operator controls, books and devises the whole trip. Tour operators are the holiday companies assemble the different parts of a holiday, by dealing with hotels and other accommodation providers, airlines, coach companies and other travel service companies. They put together all the different components that make up a holiday and sell them as packages to the consumers.

2. Hotels

Hotels are an important component of the tourism product. They contribute to the overall tourism experience through the standards of facilities and services offered by them.

3. Travel Agencies/ Travel Agents

Travel agents are the business groups who sell holidays and other travel products to wide range of customers. Tourism is impossible without travel agencies. Travel agencies have linkage with hospitality sectors, transportation sectors and other service providers.

4. Resorts

Resort is a place providing recreation and entertainment especially to vacationers. Resorts can be classified into different types such as luxury resorts, beach resorts, island resorts, golf resorts, lake resorts, ski resorts, mountain resorts, spa resorts, tropical resorts, fishing resorts eco tourism resorts etc.

5. Home stays

Home stays offer all types of travelers an alternative and affordable place for stay. Home stays allows the tourist to rent a room or the whole house from a local family in the visiting country.

6. Houseboats

A houseboat is a boat that are designed or modified to be used primarily as a home. It is a unique transformation of a simple concept of boats on water. House boats were an important mode of transportation in coastal Kerala just because of its accessibility to the remote areas.

7. Local Taxi

In Kerala local taxi arranges a properly planned and executed tourist taxi packages to explore the most wanted tourist destinations in the God's own country. Kerala tourist taxi is one of the leading taxi operators in Kerala.

3.12.3 Other Sectors of Tourism

A good number of organizations have been set up to promote the tourism industry. Following are the various organizations functioning to encourage and support tourism industry.

1. Tourism Professional Club (TPC)

The Tourism Professional Club is a nonprofit membership based organization that provides up to date market intelligence and privileged services to corporate and individual members that contribute to the development of the Kerala travel and tourism market both inbound and outbound.

2. URAVU

URAVU is a non government organization that aims at developing programs for sustainable employment and income generation in rural areas. It is a wing of the State Bamboo Mission formed under the Development of Industries in 1996.

3. Federation of Hotel and Restaurant Association of India (FHRAI)

Federation of Hotel and Restaurant Association of India is the voice of the hospitality industry. It provides an interface between the hospitality industry, academics, political leadership, international associations and other stakeholders.

4. Travel Operators Association of Kerala (TOAK)

Travel Operators Association of Kerala is the largest represented body of the tourist vehicle owners in Kerala, protecting the interest of the vehicle owned travel operators. Travel Operators Association of Kerala has conducted many activities for the benefit of the members joining hands with leading vehicle leaders in Kerala.

5. Kerala Travel Operators Association (KTOA)

Kerala Travel Operators Association is the association of travel operators in Kerala working for the promotion of tour packages.

6. Travel Agents Association of India (TAAI)

Travel Agents Association of India is a professional coordinating body of different segments of the travel and tourism industry. It is a non commercial and non profit making organization. TAAI is recognized as the main representative body of the travel and tourism industry.

7. Indian Association of Tour Operators (IATO)

Indian Association of Tour Operators is the national apex body of the tourism industry. It is the association of expert inbound and outbound tour operators whose members are approved by Ministry of Tourism, Government of India.

8. Kerala Hotel and Restaurant Association (KHRA)

Kerala Hotel and Restaurant Association is the apex organization of the Kerala hospitality industry. With its membership extending from the major hotel groups, heritage hotels, boutique hotels, large, medium and smaller sized hotels, it represents the entire spectrum of the industry.

9. Association of Tourism Trade Organizations of India (ATTOI)

Association of Tourism Trade Organization of India is a non government and non profitable organization committed to promote tourism in various sectors. ATTOI is also here to bridge the gap between countries and instrumental in

promoting tourist destinations abroad to the mass market with in India. ATTOI is the first tourism industry associate to incorporate in to its business charter a commitment to responsible travel and sustainable tourism.

10. Association of Approved and Classified Hotels of Kerala (AACHK)

Association of Approved and Classified Hotels of Kerala was established with an object to protect the legitimate rights and ameliorate the problems of the owners or license holders including bar hotels and to represent the problems and difficulties faced by the members and the public, before the government, self governing bodies or before concerned authorities and seek remedies on them in time.

11. Wayanad Tourism Organization (WTO)

Wayand Tourism Organization is a nonprofit organization registered in India. WTO aims to initiate and support meaningful steps that lead to growth of tourism in Wayand. This involves innovative and professional management of the Wayanad brand, and development of Wayand tourism resources and capabilities.

12. Confederation of Accredited Tour Operators (CATO)

Confederation of Accredited Tour Operators is an umbrella body of Government of Kerala approved tour operators. This initiative was part of a mission to find credible partners in catering hospitality services for excellence and there by promoting tourism in Kerala.

13. Malabar Tourism Society (MTS)

Malabar Tourism Society is a nonprofit organization started in 2019 for promoting travel and tourism in Malabar region of Kerala. MTS members are travel agents, tour operators, hotel managers who are working in the Malabar region of Kerala.

3.13. Components of Tourism Industry

The major components of the tourism industry are shown in Fig.3.6.

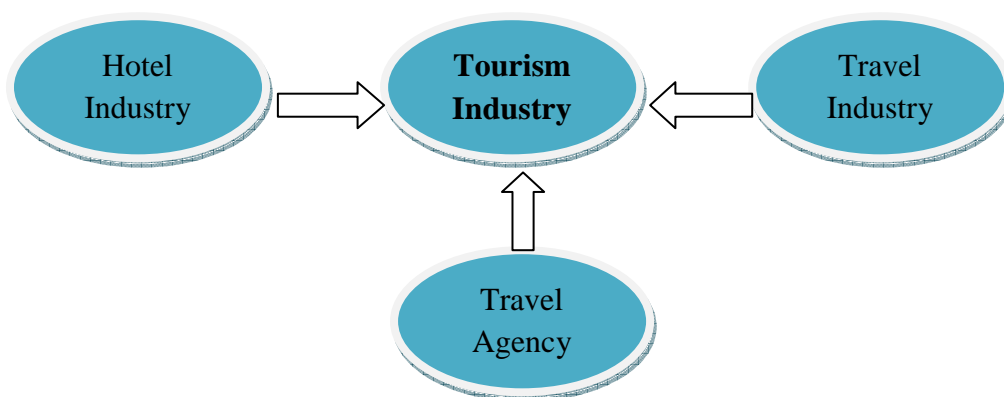


Fig. 3.6 Classification of Tourism Industry

The Tourism industry can be mainly classified in to three, Hotel and accommodation industry, Travel and tour operating agency and Travel industry or transportation enterprises.

3.13.1 Hotel Industry

The hospitality industry is an important component of the Tourism industry. It is an inclusive term for hotels and food establishments. The hotel industry comprises a major part of the Tourism industry. Historically the industry is viewed as only as a foreign exchange earner providing luxury service. The industry today contributes directly to employment and indirectly facilitates tourism and commerce.

Hotel industry in India has witnessed tremendous boom in recent years. The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options. In recent years, government has taken several steps to boost travel and tourism which have benefited the hotel industry in India. These include the reduction in excise duty on aviation turbine fuel, abolishment of the inland air travel tax, removal of a number of restrictions on outbound chartered flights including those relating to frequency and size of aircraft.

The hotel industry plays an important role in providing facilities for entertainments, recreations and the transaction of business for meetings and conferences.

Table 3.11

Number of Approved Hotels and Hotel Rooms in India as on June 2018

S. No.	Category of Hotels	No. of Hotels	No. of Rooms
1	One Star	6	236
2	Two Star	43	955
3	Three Star	442	15619
4	Four Star	253	14611
5	Five Star	158	19791
6	Five Star Deluxe	160	35672
7	Apartment Hotels	1	126
8	Guest House	5	73
9	Heritage Hotels	14	238
10	Bed & Breakfast Establishment	720	3576
	Total	1802	90897

Source: Ministry of Tourism, Government of India

A hotel fulfills the following objectives.

- To maximize food and beverage revenue with excellent meals.
- To maximize revenue through efficient room occupancy.
- To give safe quality service.
- To earn from other minor departments using the synergy of activities.

1. Types of Hotels

Hotels can be classified in to various types based on location, size of property, length of stay, level of service, theme, target market, star system and ownership. Table 3.12 shows the various types of hotels.

Table 3.12
Types of Hotels

Type of Hotels	Concept
Based on Location	
City Centre Hotels	Hotels located on the heart of city within a short distance from business centre, shopping arcade.
Suburban Hotels	They generally have high traffic on weekend. It is ideal for budget travelers.
Motels	Located primarily on highways, they provide lodging to highway travelers and also provide ample parking space.
Floating Hotels/ Floatels	Hotels which floats on water. Floatels are established on luxury liners or ship. It is located on sea, river or big lakes.
Airport Hotels	Hotels located in the boundaries of an airport.
Resort Hotels	These leisure hotels are mainly for vacationers who want to relax and enjoy with their family.
Boatels	A Houseboat hotel is referred as boatels.
Palace Hotel	Original palaces are converted into hotels
Bed and Breakfast Inns	A family may have an extra set of rooms in their home that they let out to tourists
Based on Size of Property	
Small Hotel	Hotel with less than 25 rooms
Average Hotel	Hotels which has 26 – 99 rooms
Medium Size Hotel	Hotels which has 100 - 299 rooms
Large Hotel	Hotel which have more than 300 rooms
Mega Hotel	Hotels with more than 1000 rooms
Based on Level of Service	
Budget/ Economy Hotel	Hotels meet the basic need of the guest by providing comfortable and clean room for a comfortable stay.
Mid Market Hotel	It is suite hotel that offers small living room with appropriate furniture and small bed room with king sized bed.

Type of Hotels	Concept
Luxury Hotel	These offer world class service providing restaurant and lounges, dining facilities and meeting rooms.
Based on Length of Stay	
Transient Hotel	Hotel where guest stay for a day or even less, they are usually five star hotels.
Residential Hotel	Residential hotels are those there are equipped for longer stay. Hotel where guest can stay for a minimum period of one month and up to a year.
Semi Residential Hotel	Hotels incorporate features of both transient and residential hotel.
Based on Theme	
Ecotels	These are environment friendly hotels also use eco friendly items in the room.
Boutique Hotels	To describe intimate, luxurious and even peculiar hotel environments
Spas	Hotel which provide therapeutic bath and massage along with other features of luxury hotels.
Based on Target Market	
Convention Hotel	Hotels have large convention complex and cater to people attending a convention and conference.
Suite Hotel	These hotels offer rooms that may include compact kitchenette.
Business Hotel	Hotels specialize in providing business related facilities and amenities for the business and corporate traveler.
Casino Hotel	Hotel with predominantly gambling facilities comes under this category they have guest room and food.
Based on Star System	
One Star Hotel	Typically smaller hotels managed by the proprietor
Two Star Hotel	The hotel is usually small to medium size and conveniently located to moderately priced attractions.
Three Star Hotel	Hotels offer spacious accommodations that include well appointed rooms, decorated lobbies.
Four Star Hotel	Mostly large formal hotels with reception areas, front desk services and bell desk service.

Type of Hotels	Concept
Five star Hotel	Hotels that offer only the highest level of accommodations and services.
Five Star Deluxe Hotel	Hotel that offer ultimate luxury facilities
Based on Ownership	
Condominium Hotel	Hotels developed on joint ownership basis
Chain Hotel	A chain is usually classified as operating under a management contract or as a franchise or referral group
Independent Hotel	Hotels do not have ownership or management affiliation with other properties.

According to Hotels and Restaurants Approval & Classification committee (HRACC) the following are the other type of Hotels.

1. One Star Hotel

These are smaller hotels managed by proprietor. The hotel often has more personal atmosphere. It is usually located near affordable attraction, major intersection and convenient transportation. Furnishings and facilities are clean but basic. Most will not have a restaurant on site but are usually within walking distance.

- The hotel should have at least 10 bed rooms to let out.
- 25% should have attached bathroom with a bathroom for every four of the remaining room.
- 25% of the bathroom should have western style WCs
- Reception counters with a telephone and a telephone for the use of guest.

2. Two Star Hotel

The building should be constructed and the locality and environs including the approach suitable for good hotel. There should be a reception counter with a telephone. All public and private rooms should be fully air conditioned and should

be well equipped with support quality There should be experienced, courteous and efficient staff in smart and clean uniforms.

- Should have at least 10 rooms to let out with at least 75% should attached bathrooms with showers.
- At least 25 % of the rooms should be air conditioned.
- Telephone in each room and telephone for the use of guest and visitors and provision for a radio or relayed music in each room.
- Carpets, curtains, carpets, luxury furniture of high standards fittings etc.

3. Three Star Hotel

Typically these hotel offer spacious accommodation that include well appointed staff and decorated lobbies. Bell desk services are generally not available. They are located near business area for immediate approach and environs should be of highest standard. There should be well equipped, well furnished and well maintained dining room/restaurant on the premises.

- Should have at least 20 rooms let out with attached bathrooms with long baths or most modern shower chamber.
- At least 50 % of the rooms should be air conditioned and the furniture and furnishings such as carpets, curtains etc. should be very good standard..
- There should be a receptionist, cash and information counter attended by highest qualified trained and experienced personnel and conference facilities.
- There should be provision for reliable laundry and dry cleaning services. 24 hrs housekeeping at the hotel should be of the highest possible standard and these should be plentiful supply of linen ,blankets etc which should be of the highest quality available
- Telephone in each room. and telephone for the use of guest and visitors and provision for a radio or relayed music in each room

4. Four Star Hotel

Façade, Architectural features and general construction of the hotel building should have distinctive qualities. The locality including the immediate approach and environs should be of highest standard. There should be a receptionist, cash and information counter attended by highest qualified trained and experienced personnel and conference facilities.

- Should have at least 25 rooms let out with attached bathrooms with long baths or most modern shower chamber.
- At least 50 % of the bathroom must have long baths or the most modern shower chambers with 24 hrs service of hot and cold running water.
- There should be a special restaurant dining room where facilities for dancing are also available.
- Telephone in each room and telephone for the use of guest and visitors and provision for a radio or relayed music in each room.

5. Five Star Hotel

Façade, Architectural features and general construction of the hotel building should have distinctive qualities. The locality including the immediate approach and environs should be of highest standard. There should be a receptionist, cash and information counter attended by highest qualified trained and experienced personnel and conference facilities.

- Should have at least 25 rooms let out with attached bathrooms with long baths or most modern shower chamber.
- At least 50 % of the bathroom must have long baths or the most modern shower chambers with 24 hrs service of hot and cold running water.
- There should be provision for reliable laundry and dry cleaning services. 24 hrs housekeeping at the hotel should be of the highest possible standard and

these should be plentiful supply of linen, blankets etc which should be of the highest quality available.

- Adequate parking space and swimming pool.
- Offer both international and Indian cuisine and the food & beverage services should be of the highest standards
- 24 hrs services for reception information and telephone

2. Structure of Hotels

A hotel's organizational structure depends largely on the quality, competence and hierarchy of its staff. At the top of the hotel pyramid is the hotel's Chief Executive Officer (CEO). Underneath the CEO is the management staff, headed by the hotel general manager. The general manager, who oversees all hotel operations on a daily basis, may hire an assistant manager to help with his countless duties and supervision. Underneath the general manager, a hotel may have a catering director, restaurant manager, wine manager, human resources director, administrative director, front office manager, etc. Underneath the managerial staff are the employees who work in food and beverage services, marketing and sales, room service, housekeeping and maintenance. The size of the hotel and the type of services it offers determines the complexity of its organizational employee structure.

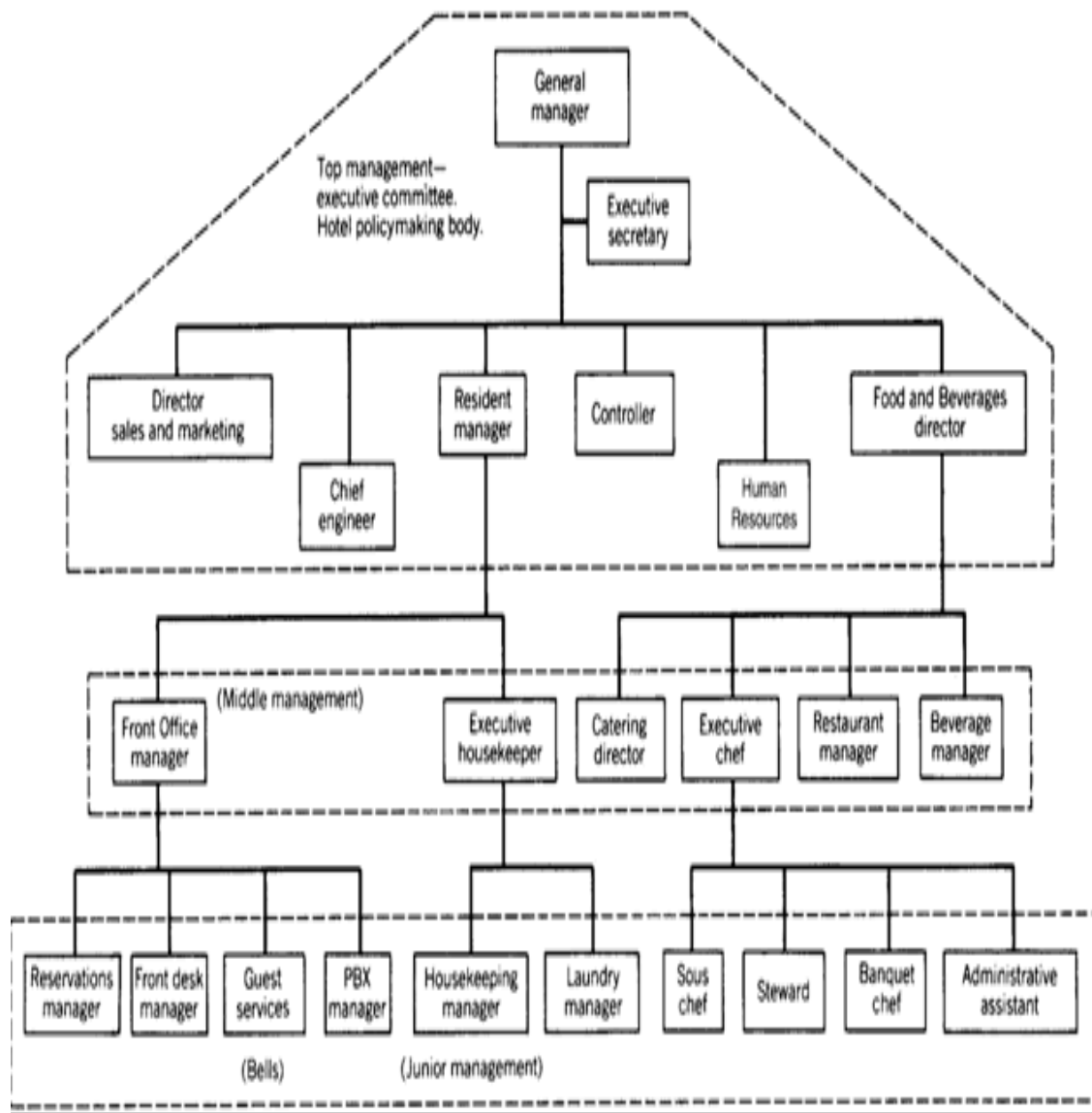


Fig. 3.7 Structure of Hotel Departments



Fig. 3.8 Hotel Organization Chart

3. Major Players in the Indian Hotel Industry

The major players in Indian hotel industry are given below.

1. Indian Hotels Company Limited – Taj Group

The Indian Hotels Company and its subsidiaries are collectively known as Taj Hotels Resorts and Palaces, recognized as one of Asia's largest and finest hotel company. Incorporated by the founder of the Tata Group, Jamsetji N Tata, the company opened its first property, The Taj Mahal Palace Hotel, Bombay, in 1903. The Taj, a symbol of Indian hospitality, completed its centenary year in 2003. Taj Hotels and Resorts and Palaces comprise 59 hotels at 40 locations across India with an additional 17 international hotels. The company has had a long standing commitment to the continued development of the Indian tourism and hospitality industry (Rao & Raju, 2013).

2. EIH Limited – The Oberoi Group

The company owns and operates about 20 luxury hotels, about 10 mid range hotels and 2 inland cruises; The Oberoi group operates primarily in India, but also in Australia, Egypt, Indonasia, Mauritius and Saudi Arabia. Most of the company's luxury properties bear the Oberoi banner. The Oberoi Group is also operates luxury cruises of the Nile River and India's Kerala region (Rao & Raju, 2013).

3. ITC Hotels Limited – ITC Welcome Group

ITC Welcome Group Hotels, Resorts and Palaces is today one of India's finest hotel chains, with its distinctive logo of hands folded in the traditional Namaste is widely recognized as the ultimate in Indian hospitality. With more and more hotels being added at strategic destinations, the group has joined hands with the Sheraton Corporation to strengthen its international marketing base (Rao & Raju, 2013).

4. Indian Tourism Development Corporation – The Ashok Group

ITDC was established in 1966 as an autonomous public sector corporation, entrusted with the task of helping develop tourism infrastructure and promoting India as a tourist destination. The ITDC Ashok Group of hotels chains manages some of the best five star and luxury tour hotels in the Indian hospitality industry. The ITDC Ashok Group of hotel chains manages 33 hotels in 26 different tourist destinations all over India. The management of Ashok Group believes in offering the best in the hospitality industry and the staff at each of the hotels run by the group is especially trained to be courteous and efficient (Rao & Raju, 2013).

5. The Hotel Corporation of India

The HCI is a public limited company wholly owned by Air India Limited and was incorporated on July 8 1971 under Companies Act 1956 when Air India decided to enter the hotel industry in keeping with the then prevalent trend among world airlines.

6. The Leela Group

The Leela Group founded in 1957 by Capt. C.P Krishnan Nair, the Rs.4.5 billion Leela Group is engaged in the business of readymade garments and luxury hotels and resorts. The Leela Kampinski, Mumbai and The Leela, Goa are two of the best hotels in India and have also won considerable international acclaim.

7. The Bharat Hotels Group

The Bharat Hotels Group is a major player in India's tourism and hotel sector. It operates its hotels under 'THE GRAND' banner and its present portfolio of hotels incorporates 14 luxury hotels in the five star deluxe segments.

8. Jaypee Hotels Limited

Jaypee Hotels Limited primarily engages in the ownership and operation of hotels in India. Jaypee Hotels Limited is a subsidiary of Jaiprakash Associates

Limited. The company owns three star and five star deluxe hotels in Agra and New Delhi.

4. Services and Facilities of Hotels

Now a days, people choose to stay in the hotel not only for accommodation, some of the tourists would choose a particular hotel because of its unique services given or special facilities that other hotel might not have or might not provide as good services compared to other competitor hotel. The services and facilities will attract more guests and tourist to stay in the hotel. With good facilities and services it will gain reputation for the hotel and keep the guests and tourist to stay with pleasure and will visit us again next time during vacations or business trips.

1. Services

A service is an economic activity that creates value and provides benefit to customers at specific times and places by bringing about a desired change, in or on behalf of, the recipient of the service. More humorously services have also been described as something that can be bought and sold, but which cannot be dropped on your foot. The various services offered by Kerala hotels are as follows;

- Food and Beverages
- Room Services
- Conference Hall
- Sopping Services
- Swimming Pool
- Emergency Medical Services
- Linkage with Tour Operators and Government
- Other Services.

2. Facilities

Facilities are building pieces of equipment or extra benefit that are provided for a particular purpose. Facilities are places that provide extra benefit to the customers. Hotel facilities are those features attached to a hotel for customer's

convenience, enjoyment or comfort. Following are the various facilities provided by the hotels;

- Restaurant and coffee shop
- Accommodation Facility
- Shopping Facility
- Air Condition
- Child Care Facility
- Outdoor Pool
- Fitness Centre
- Gym
- Beauty Parlor
- Parking Facility
- Spa
- Medical Facility
- Laundry Service
- Travel Desk
- Wi-Fi or Internet Service
- Banquet Hall
- Games
- Valet Service
- Secretarial Service
- Telephone
- Night Club
- Other Facilities

3.14. Travel Agency

Travel agency plays an important role within the Travel and Tourism industry. They are the retail arm of the Tourism industry, selling a wide range of Tourism products and travel services to the public. Travel agency is one of the service intensive industries and indispensable among the Tourism business. The

travel agency is a link between the customers, i.e., traveler or tourist and the principle suppliers, i.e., primary service providers such as hotels, airlines, tour wholesalers etc. It is the first step for anyone considering travel, especially to a distant place, i.e., tourist destination, in order to make travel arrangements. The primary job of a travel agency is to provide easy and trouble free travel to the traveler. Travel Agent is a person, firm or corporation qualified to provide tours, transportation, hotel accommodations, meals, cruises, transforms, sightseeing and all other elements of travel to the public as a service.

3.14.1. Types of Travel Agency

The different types of Travel agency are presented in Fig.3.9.



Fig. 3.9 Types of Travel Agency

According to the International Institute for the unification of private law (UNIDROIT), travel agency can be divided in to two categories, Intermediary Travel agency and Organizing Travel agency. In addition to this classification, travel agency can also be classified in to wholesale travel agency, Retail travel agency, online agency, Offline agency, Full service agency, Commercial agency, Implant agency and Group or incentive agency.

1. Intermediary Travel Agency

An intermediary travel agency undertakes as intermediary to act for another, in obtaining either a journey or a stay possible in return for the price for the services.

2. Organizing Travel Agency

An organizing travel agency undertakes to organize for the public, a journey or stay comprising a series of services.

3. Wholesale Travel Agency

A wholesale travel agency specializes in putting together tour offerings, which marketed to the public through a network of retail agents or airlines. This agency does not deal directly with the consumers. A wholesale travel agency may design tour packages marketed under agency's name, or may take land packages already assembled by a ground operator and combine them with air or a surface transportation to form new packages.

4. Retail Travel Agency

The retail travel agency or retailer sells travel services directly to customers or tourists. Retail travel agent acts as agent. The functions of a Retail Agent are quotes fares, rates; makes reservations; arranges travel tickets and accommodation; arranges travel insurance, foreign currency, documents and accepts payments.

5. Online Travel Agency

Travel Agency which provides travel information through online mode by own websites are known as online travel agency. Many agencies have started their

own website with details of the travel information. These websites use high end technology travel solutions which help them to deal with the latest updates and details of thousands of hotels, flights and car rental services. The leading top Online Travel Agency of India includes Makemytrip.com, Yatra.com, Cleartrip.com, Travelguru.com, and Travel.indiatimes.com.

6. Offline Travel Agency

Offline travel agency takes place face to face and telephonic deals without interference of computers and internet. As most of the travel agencies are older in business and it is traditional method.

7. Implant Agency

Implant agency is a type of travel agent that is located in the premises of corporate offices to make travel arrangements of employees. It is a registered travel agent appointed as per the agreements.

8. Group / Incentive Agency

Group agency or incentive agency is an emerging form of travel agency business that a specialized category of agent acts as intermediary to deal with bulk bookings for employees and clients of corporate houses.

9. Full Service Agency

Full service agency is a type of travel agent that deals with all kinds of services. It may be called as complete travel agents. Apart from being an accredited agent of IATA or any other principal service providers, this full-service travel agent owns the transport fleets and charter flights and cruises.

10. Commercial Agency

Commercial agency is a category of unconventional travel agency that deals with business travel. It books convention centers and stalls in exhibition center. It also arranges venue for conducting small and large meetings.

3.14.2. Functions of a Travel Agency

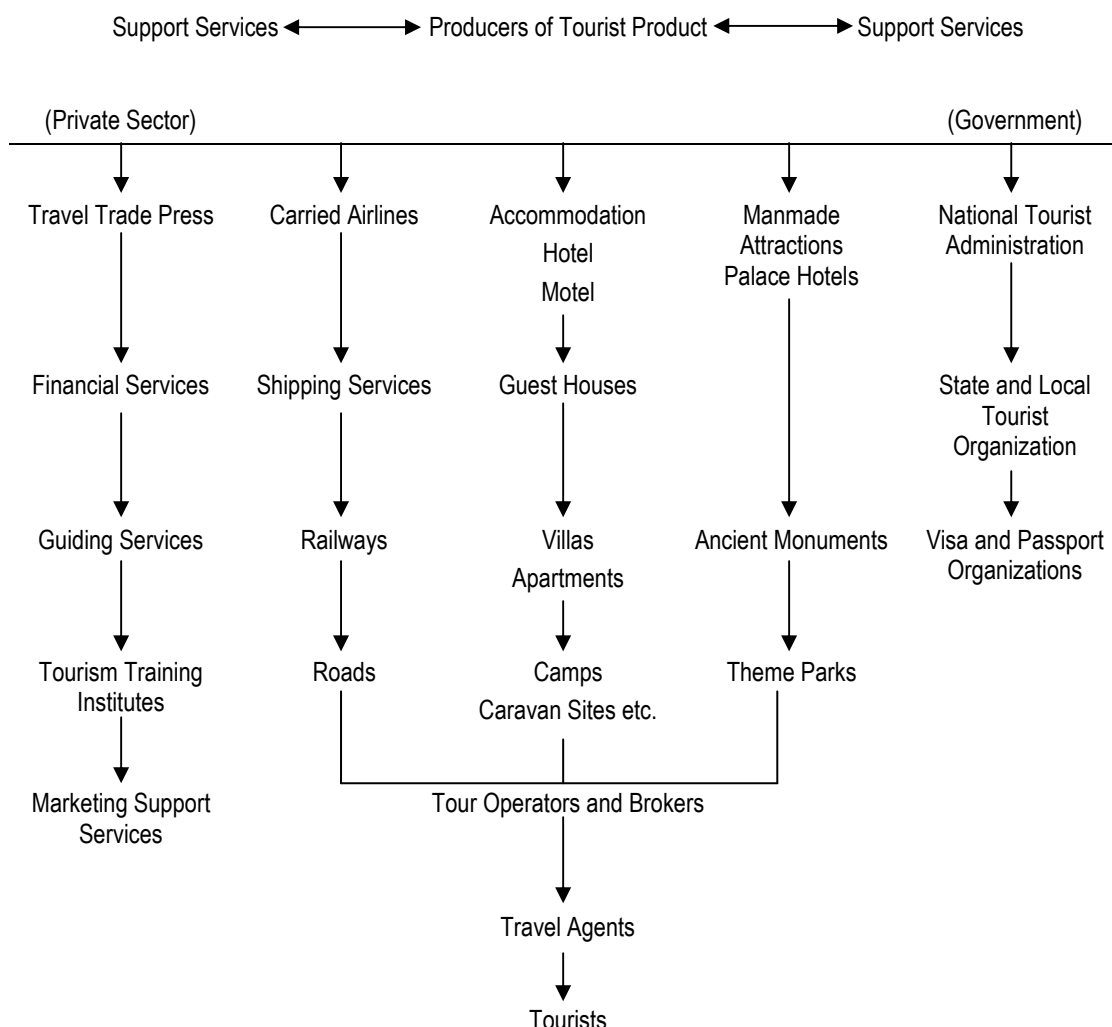


Fig. 3.10 Distribution Functions of a Travel Agency

3.14.3. Major Players in Indian Travel Agencies

The major players in Indian Travel agencies are listed below

1. Cook & Kings Tours
2. Thomas Cook India Pvt. Ltd
3. SOTC Tour and Travels/ Kuoni Travels
4. Rao Travels
5. Southern Tours and Travels Pvt. Ltd.

3.14.4. Services and Facilities of Travel Agency

A good travel agent or travel agency provides invaluable services and facilities for customers to save money and time. Travel agents are paid through a combination of service fee from their clients, and commissions from their suppliers including most hotels, cruise lines, tour companies, transportation enterprises etc.

1. Services

The various services provided by the travel agent or travel agency are as follows.

- Air ticketing
- Visa Processing
- Railway Booking
- Tour Packages
- Tourist Guides
- Hotel and Accommodation Booking
- Pick and Drop Arrangements
- Wild Life Safari Arrangements
- Over Night Camping Arrangements
- Airport Transfers
- Travel Insurance

2. Facilities or Activities

The facilities or activities or trips provided by the travel agent or agency are listed below.

- Sight Seeing
- Cultural

- Music
- Beauty Spa
- Nature
- Shopping
- Religious
- Adventure
- Spots
- Corporate Meeting
- Other Facilities

3.15. Tour Operation Business/ Tour Operators

Tour operation business is an important constituent of the tourism industry. The tour operation business is defined as an organization, firm or company which buys individual travel components separately from different suppliers and assemble them in to package tours by adding certain value and selling them within their own price tag to the public directly or through middle men or agents. The tour operation business is integrated with other tourism businesses as it is a linking point between the tourists and other service providers.

Table 3.13

Number of Approved Operators in India recognized by Ministry of Tourism as on June 2018

S.No.	Operator	Nos.
1	Travel Agent	195
2	Inbound Tour Operator	467
3	Tourist Transport Operator	102
4	Adventure Tour Operator	47
5	Domestic Tour Operator	133
	Total	944

Source: Ministry of Tourism, Government of India

3.15.1. Types of Tour Operators

The major types of Tour operators are briefly explained below.

1. Inbound Tour Operators

Inbound tour operators handle inbound foreign tourists in the host country. They provide them various services on their arrival and departure such as transfer, accommodation, transportation, sightseeing, entertainment, currency, insurance services etc. They are known as inbound tour operators or incoming tour operators as they specifically operate for handling incoming foreign tourists or guests. Inbound tour operators make tour packages individually or in collaboration with foreign tour operators.

2. Outbound Tour Operators

They sell package tours highlighting the destinations in foreign countries. These operators are specialized in designing and promoting multi-national tours. Like inbound tour operator, outbound tour operator sells a package tour to an individual or a group of people of a country to another country or a number of countries for a temporary period. They arrange travel documents, transportation and hotels and sightseeing, inbound tour operators/ground operators provide accommodation, transportation, local sightseeing and other services.

3. Domestic Tour Operators

Domestic tour operator is one which conducts tour within the country. Domestic tour operators operate within the boundary of home country and cater the diverse needs of individuals and group travelers like inbound and outbound operators. They promote tour packages both through their own outlets and other retail travel agents.

4. Ground Operators

Ground operator is otherwise known as reception operator or destination management operator or handling agencies. These operators are generally expected

to provide arrangements and ground logistics at a particular destination. Thus, a ground operator provides the services required by large tour companies and they do not have a local branch/office.

3.15.2. Structure of Tour Operation Business

The details of the structure of Tour operation business are presented in Fig.3.12.

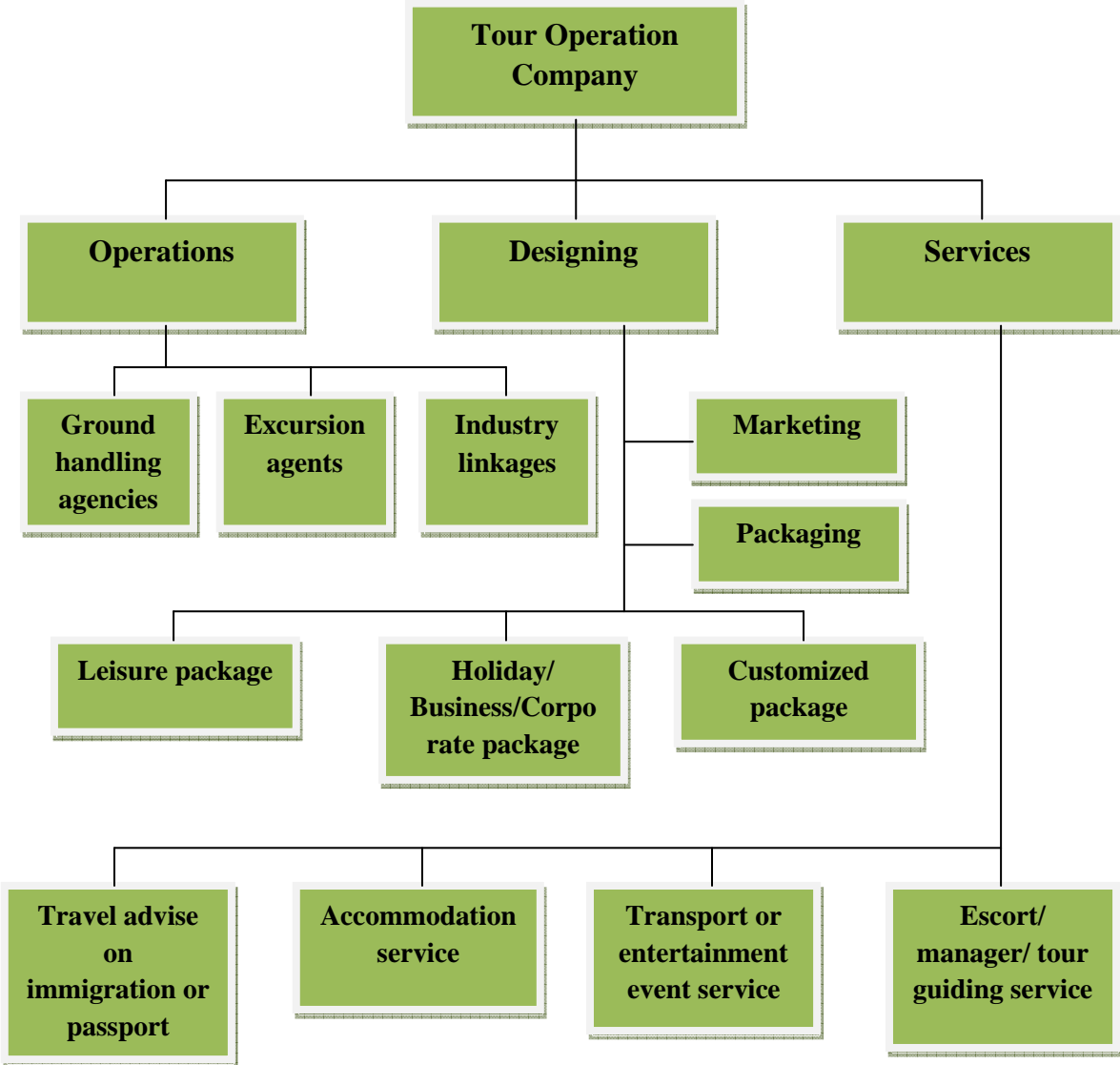


Fig.3.12 Organization Structure of Tour Operation Business

3.16 Travel Industry/ Transportation Enterprises

The transportation is an essential part of the tourism industry and it plays an important role as well. Travel industry or transportation enterprises play an important role in India's national economy. The transportation sector is vital to the success of tourism industry. Transportation links tourists with various tourist attractions. Transportation needs for tourism promotion and tourism development among others, to be maintenance of the existing roads, construction of more roads, rail track, air and sea transportation. The tourist's travel experience starts and ends with transportation, Transport is the one of the main factor promoting the growth of tourism in Kerala state.

3.16.1. Mode of Transportation in Tourism Industry

The various modes of transportation are presented in Fig.3.13.

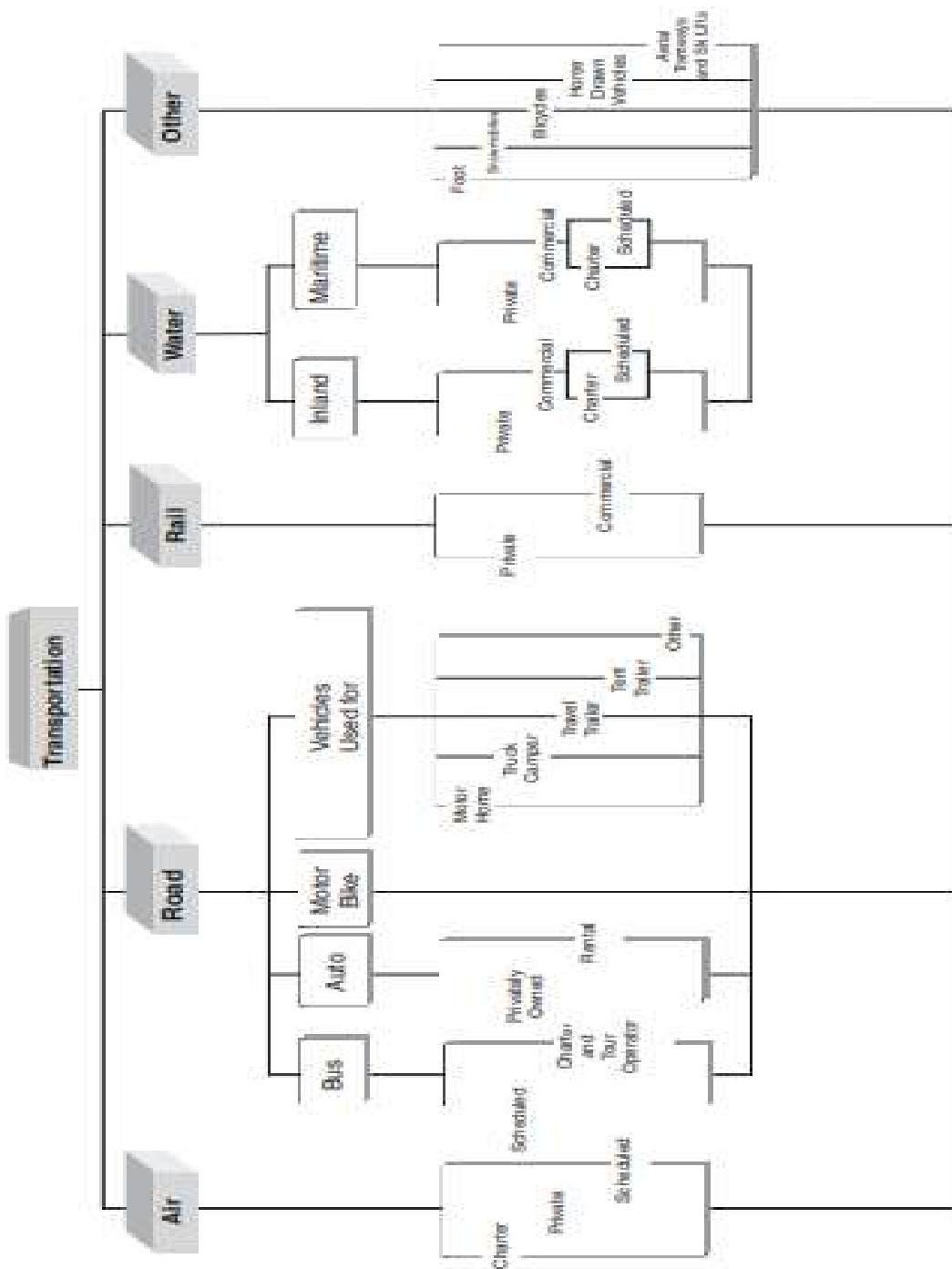


Fig.3.13 Modes of Transportation

Source: (Goeldner & Richie, 2009)

1. Road Transport

The majority of the places of tourist interest are well connected by roads. Under road transport travelers use the modes transportation such as bus, rental car, auto etc.

2. Rail Transport

A large number of home tourists especially on long route journey prefer to travel by rail rather than road. The main reason is that the tourist find rail to be more comfortable and economical. Train transportation for tourism takes two forms, business travel and combined leisure.

3. Water Transport

Water transport is an important mode of transportation in tourism industry. It includes boat travel, cruise travel, ferry travel and yachting. Water transport consists of inland and maritime.

4. Air Transport

Air transport improves quality of life by the broadening people's leisure and cultural experience. It provides a wide choice of holiday destinations around the world and an affordable means to visit distant friends and relatives. Air transport helps to improve living standards and alleviate poverty for insurance through tourism.

Tourism entrepreneurs such as owners from hotels and accommodation industry, travel and tour operating agency and travel industry or transportation enterprises play a dominant role in promotion of tourism in India and Kerala. The theoretical background relating to Tourism entrepreneurship among unorganized sector has been discussed in the present chapter. Among the objectives of the research work, the first one is to review the existing facilities and services provided by the Tourism entrepreneurs in the unorganized sector in Kerala. That has been attempted in the next chapter.

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Chapter 4

Services and Facilities

In the previous chapter, a theoretical framework of tourism entrepreneurship in the unorganized sector in India in general and in Kerala in particular covering its various aspects has been narrated in detail. The first specific objective of the present research work is to review the existing facilities and services offered by the tourism entrepreneurs in the unorganized sector in Kerala with reference to hotels and travel agency business. The present chapter attempts to accomplish this.

4.1. Methodology and Database

In order to fulfill first specific objective, nature of business wise and mode of operation wise analysis have been attempted in the case of both hotels and travel agencies. The analysis has been done with the help of certain specific variables. For the purpose of analysis, data have been collected from the selected 300 entrepreneurs of hotel business and 300 entrepreneurs from travel agency business in the State of Kerala with the help of a pretested structured questionnaire. The analysis of the data collected has been performed with the help of the mathematical tool of percentages.

For the purpose of discussion, the chapter is divided into two sections. Section A deals with the services and facilities of hotels and section B is concerned with that of travel agencies.

Section A

Services and facilities of Hotel Entrepreneurs

A. Missing Values

In statistics, missing data or missing values occur when no data value is stored for the variable in an observation. Missing data are a common occurrence and can have a significant effect on the conclusions that can be drawn from the data. The data collected from 315 respondents using structured questionnaire was entered in SPSS 21.0 software. Missing responses were noticed in 11 cases, hence removed.

B. Outliers

An outlier is an observation point that is distant from other observations. An outlier may be due to variability in the measurement or it may indicate experimental error; the latter are sometimes excluded from the data set. An outlier may cause serious problems in statistical analysis. In this study, outliers were noticed in 4 cases, hence removed. Ultimately, data from 300 respondents were used for analysis.

4.2. Results and Discussion

The results of the analysis based on the primary data collected are presented in the following pages.

4.2.1. Profile of the Sample Hotel Entrepreneurs

Before entering into the analysis based on objectives, it is quite relevant to examine a profile of the selected sample hotel respondents. That has been presented below.

The Demographic Profile of the sample Entrepreneurs of Hotel Business is presented in Table 4.1.

From the table 4.1, it is observed that all the sample respondents (100%) are males. It is seen that 36.6 per cent of the respondents are in the age group of 31-40 years and 35 per cent of respondents belong to the age group of 41-50 years. The lowest share of respondents is from the age group of up to 30 years (6.7%).

Table 4.1
Demographic Profile of Sample Hotel Entrepreneurs

Variables		Hotel Entrepreneurs	
		No. of Respondents	Per cent
Gender	Male	300	100
	Female	0	0
	Total	300	100
Age Group	Up to 30 years	20	6.7
	31-40	110	36.6
	41-50	105	35
	51 & Above	65	21.7
	Total	300	100
Educational Background	Up to 12 Standard	60	20
	Graduate	110	36.7
	Post Graduate	70	23.3
	Specialization	20	6.7
	Any Other	40	13.3
	Total	300	100

Source: Survey Data

As regards educational background, 36.7 per cent of respondents are graduates and 23.3 per cent of the respondents are with post graduation qualification. It is seen that 20 per cent of the entrepreneurs have the educational background up to 12 Standard. Only 13.3% of sample hotel entrepreneurs are found to have other qualifications. Likewise, 6.7% of the sample respondents have the specialization qualification.

The services and facilities offered by the sample hotel entrepreneurs have been discussed with the help of selected variables in the following pages.

4.2.2. Services Provided by the Hotel Entrepreneurs

The details of services provided by the sample hotel entrepreneurs are shown in Table 4.2.

Table 4.2
Service of the Sample Hotel Entrepreneurs

Sl No	Services	No. of Hotel Entrepreneurs	Per cent
1	Food and Beverages	297	99
2	Room services	283	94.33
3	Conference Hall	230	76.66
4	Shopping services	173	57.66
5	Swimming pool	215	71.66
6	Emergency Medical services	227	75.66
7	Linkage with tour operators and government	146	48.66
8	Others	228	76

Source: Primary data

From the above table, it is clear that a majority of the sample hotels provide the services of food and beverages (99%) and Room services (94.33%). At the same time, 76.66% of the hotels provided the facility of conference hall and 75.66% of hotels arranged emergency medical services and other services. In addition to these different services, swimming pool, shopping and linkage with tour operators and government are provided by the hotels. In this case, the percentage share is 71.66, 57.66 and 48.66 respectively. It can be shown diagrammatically in the Fig.4.1.

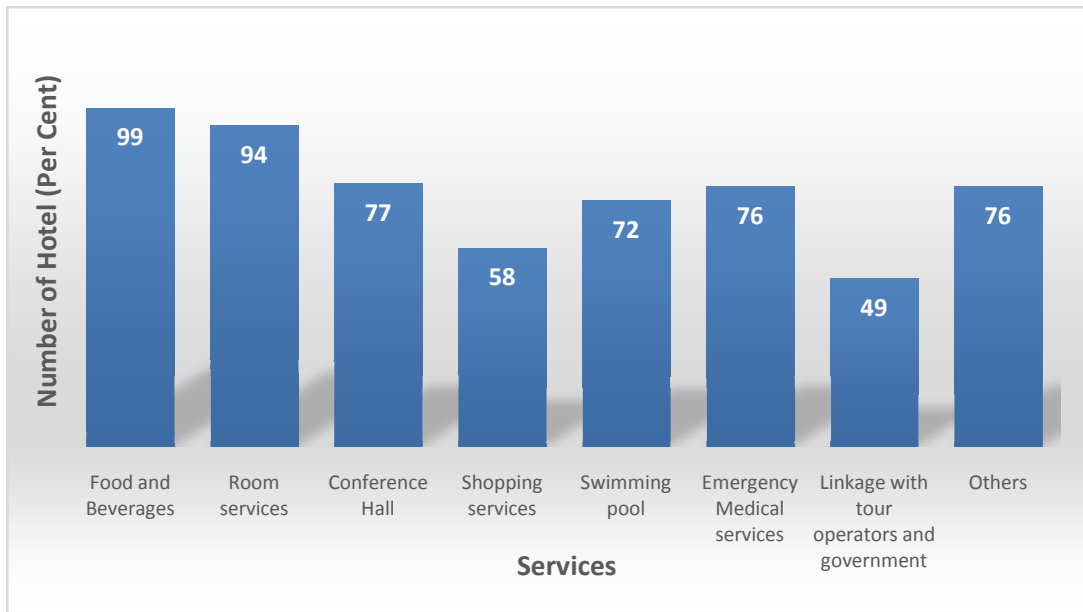


Fig.4.1 Service of the Sample Hotel Entrepreneurs

4.2.3. Services of Hotels According to the Form of Business

The services provided by the sample hotels according to their form of business are given in Table 4.3.

Table 4.3**Form of Business wise Classification of
Selected Hotel Entrepreneurs Showing their Services**

Services	Form of Business				Total
	Partnership (No.)	Family business (No.)	Proprietorship (No.)	Private Ltd. (No.)	
Food and Beverages	78 (26.26)	77 (25.93)	87 (29.29)	55 (18.52)	297 (100)
Room services	72 (25.44)	72 (25.44)	84 (29.69)	55 (19.43)	283 (100)
Conference Hall	60 (26.08)	59 (25.66)	66 (28.69)	45 (19.57)	230 (100)
Shopping Services	50 (28.90)	42 (24.28)	50 (28.90)	31 (17.92)	173 (100)
Swimming pool	57 (26.51)	52 (24.19)	67 (31.17)	39 (18.13)	215 (100)
Emergency Medical services	58 (25.56)	57 (25.11)	69 (30.39)	43 (18.94)	227 (100)
Linkage with tour operators and government	35 (23.98)	41 (28.08)	41 (28.08)	29 (19.86)	146 (100)
Others	60 (26.32)	64 (28.08)	65 (28.50)	39 (17.10)	228 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

From the above Table it is clear that in the case of all the services provided, the form of proprietorship occupies a dominant position. In the case of shopping services, the partnership and proprietorship have the same percentage share (28.90%). At the same time, in the case of form of business for linkage with tour operators and government, the percentage share of the family business and proprietorship is the same (28.08%). As regards the room services provided by the hotels, it is seen that both partnership and family business occupies a significant role (26%).

4.2.4 Hotel Services According to the Mode of Operation

Services of hotels vary according to their mode of operation and the same has been given in Table 4.4.

Table 4.4
Mode of Operation wise Classification
of Selected Hotel Entrepreneurs Showing their Services

Services	Mode of Operation				
	Independent (No.)	Chain (No.)	Network (No.)	Franchise (No.)	Total
Food and Beverages	121(40.74)	71(23.90)	51 (17.17)	54 (18.19)	297 (100)
Room Service	110(38.87)	70(24.73)	52 (18.38)	51 (18.02)	283 (100)
Conference Hall	88 (38.27)	58(25.21)	42 (18.26)	42 (18.26)	230 (100)
Shopping Services	65 (37.57)	39 (22.54)	30 (17.35)	39 (22.54)	173 (100)
Swimming Pool	81 (37.68)	53(24.65)	39 (18.14)	42 (19.53)	215 (100)
Emergency Medical Service	90 (39.64)	52(22.91)	42 (18.50)	43 (18.95)	227 (100)
Linkage with Tour Operators and Government	57 (39.04)	31(21.23)	30 (20.55)	28 (19.18)	146 (100)
Others	88 (38.60)	53(23.24)	42 (18.42)	45 (19.74)	228 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

It is found that independent form of business occupies a significant role in the case of all the services provided. Next to this, chain form of business is dominant in respect of the various services. Compared to independent and Chain form of business, the percentage share of network and franchise form of business is comparatively low in the case of all the services provided.

4.2.5. Facilities Provided by the Hotel Entrepreneurs

The various facilities provided by the sample entrepreneurs are exhibited in Table 4.5.

Table 4.5
Facilities Provided by the Sample Hotel Entrepreneurs

SI No.	Facilities	No. of Sample Hotel Entrepreneurs	Per cent
1	Restaurants and coffee shop	297	99
2	Accommodation	281	93.66
3	Air condition	239	79.66
4	Child care Facility	224	74.66
5	Outdoor pool	195	65
6	Fitness centre	226	75.33
7	Gym	162	54
8	Beauty parlors	149	49.66
9	Parking	289	96.33
10	Spa	156	52
11	Medical	232	77.33
12	Laundry	241	80.33
13	Travel desk	173	57.66
14	Wi-Fi or internet	258	86
15	Banquet hall	194	64.66
16	Games	132	44
17	Valet	203	67.66
18	Secretarial	136	45.33
19	Telephone	150	50
20	Night club	88	29.33
21	Others	69	23

Source: Primary data

The above table indicates that among the various the various facilities provided by the sample hotels, the facilities of Restaurants and coffee Shop (99%), Parking (96.33%), accommodation (93.66%), Wi-Fi or internet (86%) and air condition (79.66) & laundry (80.33%) are the most important. The percentage share of hotels providing the service of medical facility is found to be 77.33. It is obvious that 65% of the hotels provide the facility of outdoor pool, banquet hall (64.66) and valet (67.66), etc. It is also clear that below 55 % of the hotels are accomplishing the facilities of gym, spa, and telephone facilities.

4.2.6. Hotel Facilities according to Form of Business

The various Services and Facilities offered by the sample hotels according to their form of business are given in Table 4.6.

Table 4.6
Form of Business wise Classification of
Selected Hotel Entrepreneurs Showing Various Services and Facilities

Facilities	Form of Business				
	Partnership (No.)	Family business (No.)	Proprietor- ship (No.)	Private limited (No.)	Total
Restaurants and coffee shop	78 (26.29)	78 (26.26)	86 (28.96)	55 (18.52)	297 (100)
Accommodation	71 (25.27)	72 (25.62)	83 (29.53)	55 (19.58)	281 (100)
Air condition	61 (25.52)	65 (27.20)	67 (28.03)	46 (19.25)	239 (100)
Child care Facility	63 (28.12)	54 (24.11)	65 (29.01)	42 (18.76)	224 (100)
Outdoor pool	53 (27.18)	42 (21.54)	61 (31.28)	39 (20)	195 (100)
Fitness centre	59 (26.11)	53 (23.44)	71 (31.42)	43 (19.03)	226 (100)
Gym	49 (30.25)	36 (22.22)	47 (29.01)	30 (18.52)	162 (100)
Beauty parlor	41 (27.52)	35 (23.49)	44 (29.53)	29 (19.46)	149 (100)
Parking	77(26.64)	74 (25.61)	83 (28.72)	55 (19.03)	289 (100)
Spa	45(28.85)	34 (21.79)	48 (30.77)	29 (18.59)	156 (100)
Medical	62(26.72)	59 (25.44)	69 (29.74)	42 (18.10)	232 (100)
Laundry	61(25.31)	58 (24.07)	72 (29.87)	50 (20.75)	241 (100)
Travel desk	41 (23.70)	49 (28.32)	48(27.74)	35 (20.24)	173 (100)
Wi-Fi or internet	64 (24.81)	68 (26.36)	77(29.84)	49 (18.99)	258 (100)
Banquet hall	54 (27.83)	47 (24.23)	55 (28.35)	38 (19.59)	194 (100)
Games	33 (25)	34 (25.76)	37 (28.03)	28 (21.21)	132 (100)
Valet	46 (22.66)	57 (28.08)	58 (28.57)	42 (20.69)	203 (100)
Secretarial	30 (22.06)	40 (29.41)	35 (25.74)	31 (22.79)	136 (100)
Telephone	37 (24.67)	46 (30.67)	38 (25.33)	29 (19.33)	150 (100)
Night club	17 (19.32)	31 (35.22)	20 (22.73)	20 (22.73)	88 (100)
Others	29 (42.03)	20 (28.98)	13(18.84)	7(10.15)	69 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

Table 4.5 shows that proprietorship form of hotel business occupies a significant place in the case of facilities like Restaurants and coffee shop (28.96%), Accommodation (29.53%), Parking (28.72%), Outdoor pool (31.28%), Air condition (28.03%) and Fitness centre (31.42%) occupy a significant place among the proprietorship form of business. Similarly, partnership form of business fares well in the case of facilities like restaurant & coffee shop, accommodation, Parking, Air condition, Child care Facility, Laundry, Child care facility and Wi-Fi or internet. Family business performs well in the provision of facilities like Restaurants and coffee shop, Parking, Air condition and Laundry. The role of Private Ltd is significant in providing facilities like accommodation and parking facilities.

4.2.7. Hotel Facilities according to Mode of Operation

The details of Services and Facilities offered by the sample hotels according to their mode of operation of business are given in Table 4.7.

Table 4.7
Mode of Operation wise Classification of
Selected Hotel Entrepreneurs Showing Various Facilities and Services

Facilities	Mode of Operation				
	Independent (No.)	Chain (No.)	Network (No.)	Franchise (No.)	Total
Restaurants and coffee shop	122 (41.08)	71 (23.91)	51 (17.17)	53 (17.84)	297 (100)
Accommodation	109 (38.79)	69 (24.55)	52 (18.51)	51 (18.15)	281 (100)
Air condition	93 (38.91)	59 (24.69)	43 (17.99)	44 (18.41)	239 (100)
Child care Facility	85 (37.95)	52 (23.21)	43 (19.20)	44 (19.64)	224 (100)
Outdoor pool	73 (37.44)	48 (24.61)	38 (19.49)	36 (12.46)	195 (100)
Fitness centre	85 (37.61)	56 (24.78)	42 (18.58)	43 (19.03)	226 (100)
Gym	63 (38.89)	36 (22.22)	30 (18.52)	33 (20.37)	162 (100)
Beauty parlors	56 (37.59)	36 (24.16)	27 (18.12)	30 (20.13)	149 (100)
Parking	113 (39.10)	70 (24.23)	52 (17.99)	54 (18.68)	289 (100)
Spa	60 (38.46)	38 (24.36)	28 (17.95)	30 (19.23)	156 (100)
Medical	90 (38.79)	54 (23.29)	43 (18.53)	45 (19.39)	232 (100)
Laundry	91 (37.76)	59 (24.49)	43 (17.84)	48 (19.91)	241 (100)
Travel desk	63 (36.41)	46 (26.59)	36 (20.82)	28 (16.18)	173 (100)
Wi-Fi or internet	98 (37.98)	63 (24.43)	48 (18.60)	49 (18.99)	258 (100)
Banquet hall	76 (39.18)	45 (23.19)	37 (19.07)	36 (18.56)	194 (100)
Games	46 (34.85)	36 (27.27)	26 (19.70)	24 (18.18)	132 (100)
Valet	80 (39.41)	47 (23.15)	33 (16.26)	43 (21.18)	203 (100)
Secretarial	50 (36.77)	33 (24.26)	29 (21.32)	24 (17.65)	136 (100)
Telephone	56 (37.33)	34 (22.67)	29(19.33)	31 (20.67)	150 (100)
Night club	37 (42.05)	20 (22.73)	12 (13.64)	19 (21.58)	88 (100)
Others	31 (44.93)	14 (20.29)	9(13.04)	15 (21.74)	69 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

Table 4.7 indicates that Independent mode of operation of Hotels concentrates more on the facilities of Restaurants and coffee shop, Accommodation, Parking, Air condition, Medical, Valet and Banquet hall. However, chain hotels give more importance on the facilities like Accommodation, Wi-Fi or internet, Air condition, Fitness centre etc. In the case of network form of hotels, the facilities of Accommodation, Restaurants and coffee shop, Wi-Fi or internet and parking. Franchisee form of hotels give more stress on the facilities like parking, Restaurants and coffee shop, accommodation and air condition.

4.2.8. Type of Food Provided

Table 4.8 shows the details of food provided by the sample hotel Entrepreneurs.

Table 4.8

Types of food provided by the Sample Hotel Entrepreneurs

Sl No.	Type of Food	No. of Hotel Entrepreneurs	Per cent
1	Indian	296	98.66
2	Chinese	116	38.66
3	Continental	142	47.33
4	Fast food	85	28.33
5	Other	72	24

Source: Primary data

From the table 4.8 it is clear that 98.66% of the hotels provide Indian Food items. Likewise, 47.33% of sample hotels offer Continental food items. The percentage share of hotels providing Chinese food is 38.66. However, in the case of fast food and other food items, the percentage share of sample hotels is found low. It is 28.33 in the case of fast food and 24 in other food items. This can be represented in Fig.4.2.

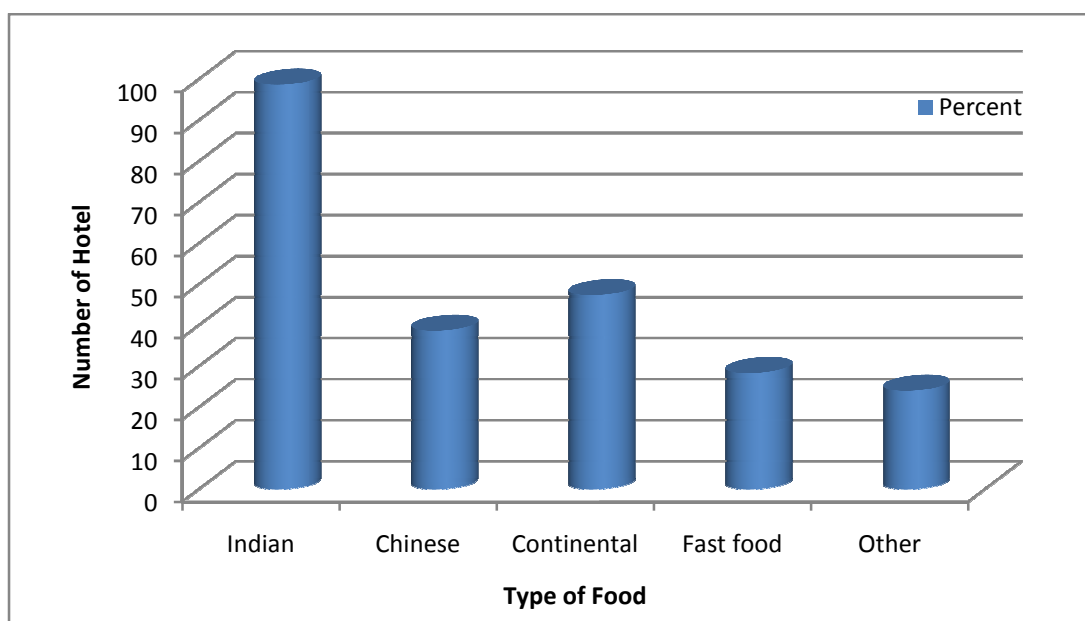


Fig.4.2. Types of food provided by the Sample Hotel Entrepreneurs

4.2.9. Type of Food provided According to Form of Business

The type of food provided by the sample hotels according to their form of business are shown in Table 4.9.

Table 4.9

Form of Business wise Classification of Sample Hotel Entrepreneurs Showing the Type of Food Provided

Sl No.	Type of Food	Form of Business				Total
		Partnership (No.)	Family business (No.)	Proprietorship (No.)	Private limited (No.)	
1	Indian	76 (25.67)	78 (26.35)	87 (29.39)	55 (18.59)	296 (100)
2	Chinese	31 (26.72)	34 (29.31)	28 (24.14)	23 (19.83)	116 (100)
3	Continental	30 (21.13)	46 (32.39)	37 (26.06)	29 (20.42)	142 (100)
4	Fast food	18 (21.18)	20 (23.53)	28 (32.94)	19 (22.35)	85 (100)
5	Other	17 (23.62)	16 (22.22)	24 (33.33)	15 (20.83)	72 (100)

Source: Primary Data

Figures in parentheses are percentages of their respective totals.

Form of Business wise Classification of Sample Hotels also indicates that the percentage share is more in providing Indian food among the four forms of hotels. It is 29.39, 26.35, 25.67, 18.59 respectively among proprietorship, Family business, Partnership and Private limited form of hotels. In providing continental food, the percentage share of family business hotels is more (32.39) compared to Proprietorship (26.06), Partnership (21.13) and Private Ltd (20.42). It is also found that only 29.31% of sample family business hotels provide Chinese food. The percentage share in this respect is 26.72, 24.14 and 19.83 respectively among partnership, proprietorship and private Ltd form of hotels. The percentage share of all the four forms of business of hotels in providing fast food and other food is very low. This can be diagrammatically shown in Fig.4.3.

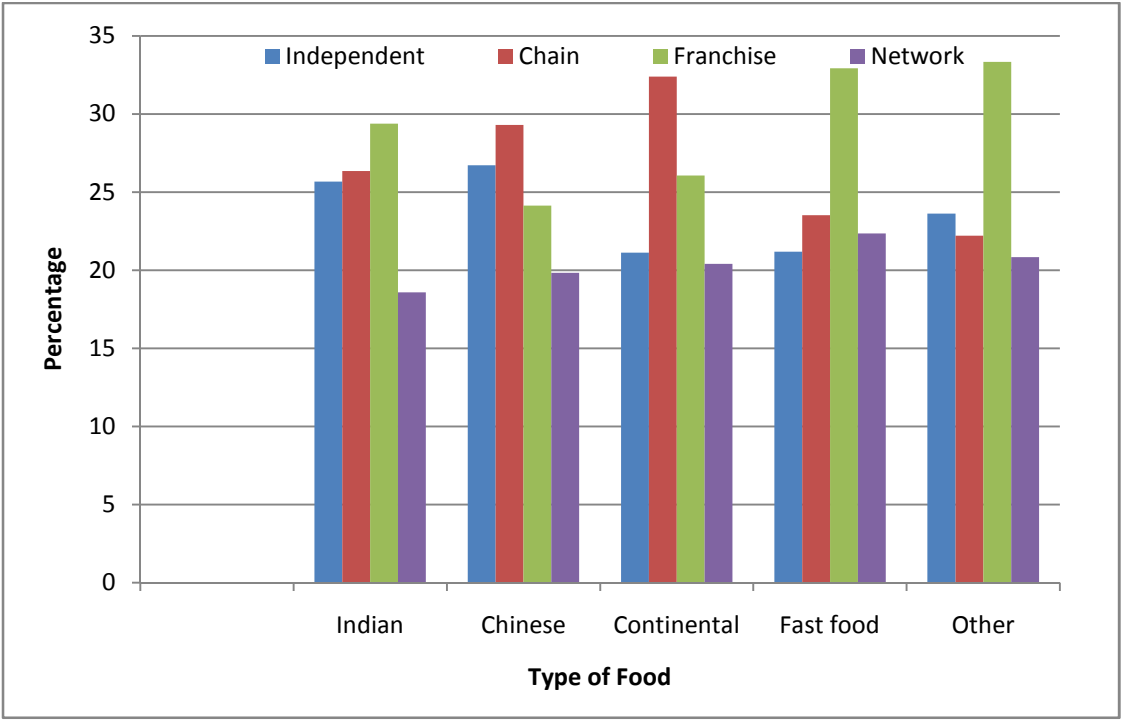


Fig.4.3. Form of Business wise Classification of Sample Hotel Entrepreneurs Showing the Type of Food Provided

4.2.10. Food Provided According to Mode of Operation of Hotels

Table 4.9 shows the type of food provided by the sample hotels according to their mode of operation of business.

Table 4.10
Mode of Operation wise Classification of
Hotel Entrepreneurs showing the Type of Food Provided

SI No	Type of Food	Mode of Operation				Total
		Independent (No.)	Chain (No.)	Franchise (No.)	Network (No.)	
1	Indian	122 (41.21)	69 (23.32)	51 (17.23)	54 (18.24)	296 (100)
2	Chinese	47 (40.52)	24 (20.69)	18 (15.52)	27 (23.27)	116 (100)
3	Continental	51 (35.92)	33 (23.24)	29 (20.42)	29 (20.42)	142 (100)
4	Fast food	27 (31.76)	26 (30.59)	15 (17.65)	17 (20)	85 (100)
5	Other	28 (38.89)	19 (26.39)	10 (13.89)	15 (20.83)	72 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

The above table shows that in providing Indian food, the percentage share of Independent hotels is more (41.21%) compared to Chain Hotels (23.32%), Network (18.24%) and Franchise mode of hotels (17.23). In the case of continental food also, the percentage share of Independent hotels is more (35.92%). It is 23.24%, 20.42%, 20.42% respectively among Chain, Franchise and Network mode of hotels. However, in providing fast food and other food items the percentage share of all the different modes of hotels is found low. It can be shown diagrammatically in Fig. 4.4.

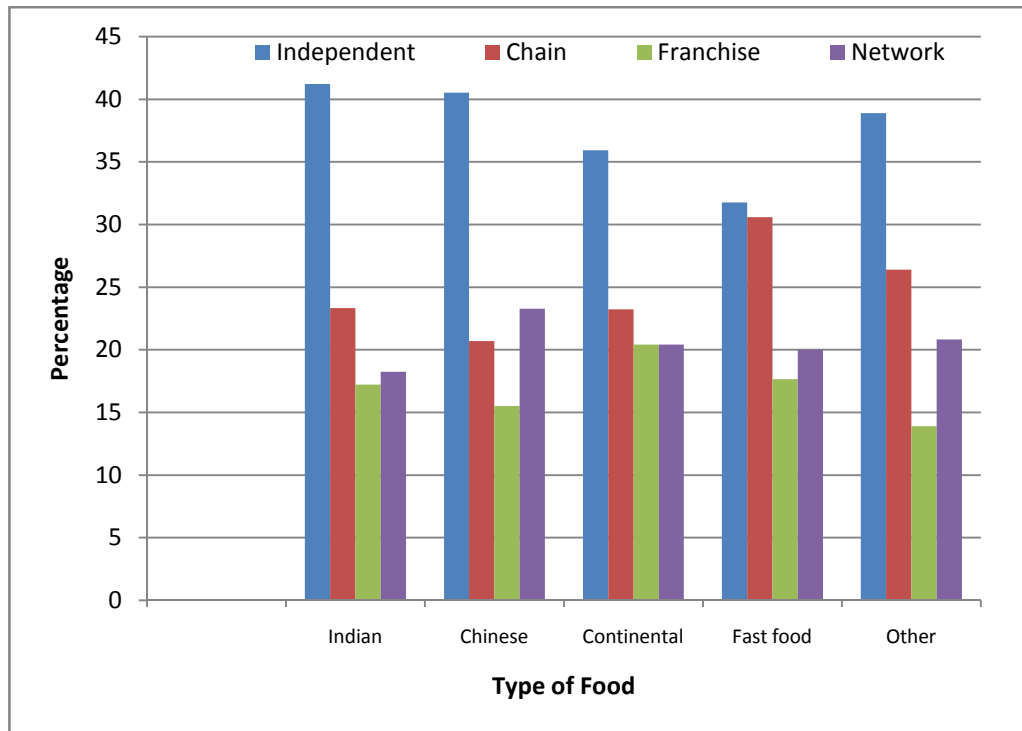


Fig. 4.4. Mode of Operation wise Classification of Hotel Entrepreneurs showing the Type of Food Provided

Section B

Services and Facilities of Travel Agency Business Entrepreneurs

A. Missing Values

The data collected from 322 respondents using structured questionnaire were entered in SPSS 21.0 software for analysis. Missing responses were noticed in 16 cases, hence removed.

B. Outliers

Similarly, outliers were noticed in 4 cases, hence removed. Finally a total of 300 respondents were considered for final analysis.

4.3. Profile of Sample Travel Agency Entrepreneurs

A brief of the profile of the selected sample travel agency entrepreneurs is exhibited in Table 4.11.

Table 4.11
Demographic Profile of the Selected Travel Agency Entrepreneurs

Variables		Travel Agency Entrepreneurs	
		No. of Respondents	Per cent
Gender	Male	300	100
	Female	0	0
	Total	300	100
Age Group	Up to 30 years	55	18.33
	31-40	140	46.7
	41-50	70	23.3
	51 & Above	35	11.7
	Total	300	100
Educational Background	Up to 12 th Standard	75	25
	Graduate	135	45
	Post Graduate	40	13.3
	Specialization	20	6.7
	Any Other	30	10
	Total	300	100

Source: Primary data

From the above analysis, it is found that 100% of the respondents are male entrepreneurs. It is seen that 46.7 per cent of the respondents belongs to the age group of 31-40 years. Similarly, 23.3 per cent of the sample entrepreneurs falls the age group of 41-50 years and 18.33 per cent of respondents are up to 30 years age group. Only 11.7 per cent of the respondents belong to above 51 years age group.

In the case of educational qualification, it is found that 45 per cent of the respondents are graduates and 25 per cent of the entrepreneurs have the education up to 12th standard. Only 13.3 percent of the respondents are post graduates and 10 per

cent of the respondents are with other qualifications. It is also found that only 6.7 per cent of the respondents are qualified with specialization in the area.

The services and facilities offered by the sample Travel Agency business entrepreneurs have been analyzed with the help of selected variables. That has been given below.

4.4. Travel Agency Services

The details of various services offered by the sample Travel Agency Entrepreneurs are given in Table 4.12.

Table 4.12
Services of the Selected Travel Agency Entrepreneurs

Sl. no	Services	No. of Entrepreneurs	Per cent
1	Air ticketing	278	92.66
2	Visa processing	268	89.33
3	Railway ticket booking	265	88.33
4	Tour Packages	270	90
5	Tourist guides	161	53.66
6	Hotel and accommodation booking	272	90.66
7	Pick and drop arrangements	202	67.33
8	Wild life safari arrangements	138	46
9	Overnight camping arrangements	125	41.66
10	Airport transfers	149	49.66
11	Travel Insurance	48	16

Source: Primary data

It is clear that, among the various services offered by the travel agency business entrepreneurs, the services like Air ticketing (92.66%), Hotel and accommodation booking (90.66%), Tour Packages (90%), Visa processing (89.3%), Railway ticket Booking (88.33%), Pick and drop arrangements (67.33%), Tourist guides (53.66%) and Airport transfers (49.66%) occupy a significant place. The other

services in the order of importance are Wild life safari arrangements, Overnight camping arrangements and Travel Insurance. The diagrammatic representation is shown in Fig. 4.5.

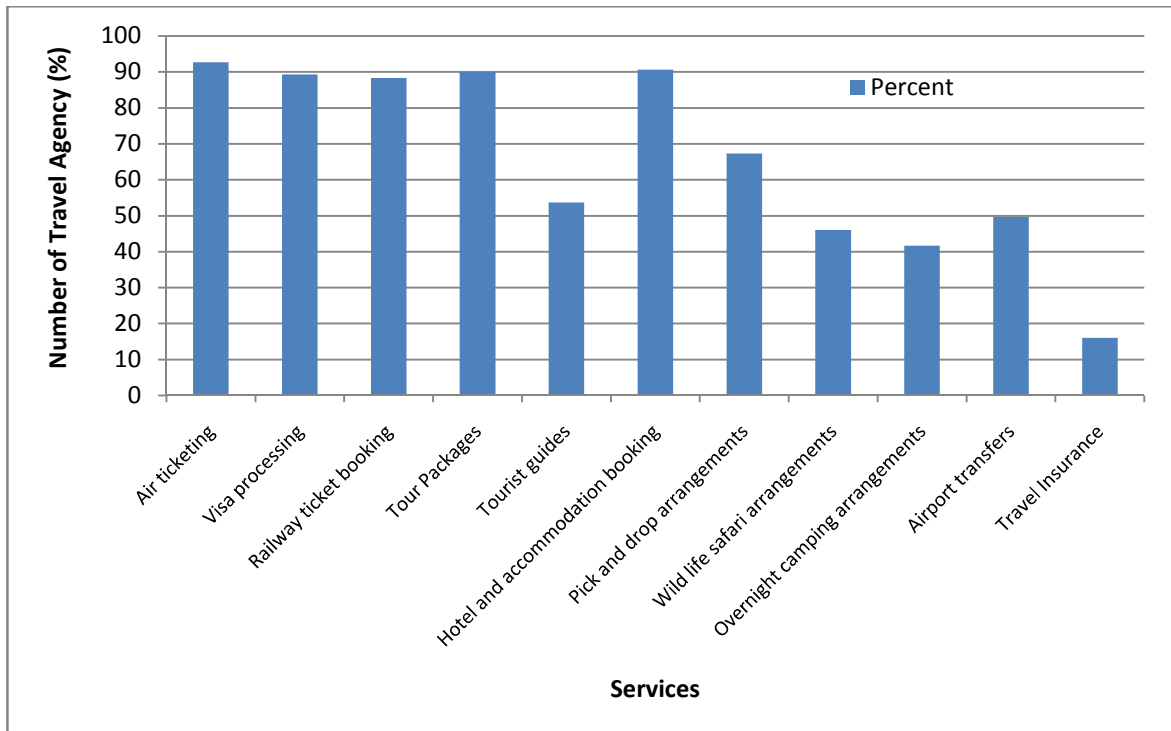


Fig. 4.5. Services of the Selected Travel Agency Entrepreneurs

4.5. Travel Agency Services According to the Form of Business

The details of various services offered by the sample Travel Agency Entrepreneurs according to their form of business are given in Table 4.13.

Table 4.13
Form of Business wise Classification
of Sample Entrepreneurs of Travel Agency Showing Various Services

Travel Agency Services	Form of Business				
	Partnership (No.)	Family business (No.)	Proprietors hip (No.)	Private limited (No.)	Total
Air ticketing	91 (32.74)	56 (20.14)	72 (25.90)	59 (21.22)	278 (100)
Visa processing	88 (32.83)	53 (19.79)	71 (26.49)	56 (20.89)	268 (100)
Railway ticket booking	85 (32.07)	53 (20)	71 (26.79)	56 (21.14)	265 (100)
Tour packages	90 (33.33)	60 (22.22)	70 (25.93)	50 (18.52)	270 (100)
Tourist guides	51 (31.68)	37 (22.99)	40 (24.84)	33 (20.49)	161 (100)
Hotel and accommodation booking	87 (31.98)	58(21.32)	74 (27.21)	53 (19.49)	272 (100)
Pick and drop arrangements	68 (33.66)	42 (20.79)	53 (26.24)	39 (19.31)	202 (100)
Wild life safari arrangements	43 (31.16)	30 (21.74)	39 (28.26)	26 (18.84)	138 (100)
Overnight camping arrangements	32 (25.6)	28 (22.4)	38 (30.4)	27 (21.6)	125 (100)
Airport transfers	37 (24.83)	32 (21.48)	48 (32.21)	32 (21.48)	149 (100)
Travel insurance	13 (27.08)	11 (22.92)	13 (27.08)	11 (22.92)	48 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

It can be observed from the table 4.13 that the percentage share of partnership form of travel agency is more in the provision of services like Air

ticketing (32.74%), Tour packages (33.33%), Visa processing (32.83%), Hotel and accommodation booking (31.98%), Pick and drop arrangements (33.66%) and Tourist guides (31.68%) compared to family, proprietorship and partnership Ltd forms of travel agency business. Next to this, proprietorship occupies a significant role in offering various services. The percentage share of proprietorship is found more in the case of services like Hotel and accommodation booking (27.21%), Air ticketing (25.90%), visa processing (26.49%), Railway ticket booking(26.79%), Tour packages (25.93%), and Pick and drop arrangements(26.24%). The role of Family business and Private Ltd form of travel agency business is found more only in the services like Air ticketing, visa processing, Railway ticket booking and Tour packages

4.6. Travel Agency Services According to the Mode of Operation

The details of various services offered by the sample Travel Agency Entrepreneurs according to their mode of operation of business are exhibited in Table 4.14.

Table 4.14**Mode of Operation Wise Classification
of Selected Travel Agency Entrepreneurs showing Various Services**

Travel Agency Services	Mode of Operation				
	Independent (No.)	Chain (No.)	Network (No.)	Franchise (No.)	Total
Air ticketing	112 (40.28)	78 (28.06)	42 (15.11)	46 (16.55)	278 (100)
Visa processing	111 (41.42)	74 (27.61)	41 (15.30)	42 (15.67)	268 (100)
Railway ticket booking	110 (41.51)	75 (28.30)	37 (13.96)	43 (16.23)	265 (100)
Tour packages	106 (39.26)	78 (28.89)	45 (16.67)	41 (15.18)	270 (100)
Tourist guides	64 (39.76)	50 (31.05)	19 (11.80)	28 (17.39)	161 (100)
Hotel and accommodation booking	110(40.44)	79 (29.04)	42 (15.45)	41 (15.07)	272 (100)
Pick and drop arrangements	80 (39.60)	61 (30.20)	27 (13.37)	34 (16.83)	202 (100)
Wild life safari arrangements	46 (33.33)	49 (35.51)	21 (15.22)	22 (15.94)	138 (100)
Overnight camping arrangements	48 (38.4)	40 (32)	20 (16)	17 (13.6)	125 (100)
Airport transfers	59 (39.60)	40 (26.84)	24 (16.11)	26 (17.45)	149 (100)
Travel insurance	17 (35.42)	15 (31.25)	5 (10.42)	11 (22.91)	48 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

The above table reveals that Independent mode of operation of Travel agency ranks the first in offering various services. The percentage share of Independent mode of operation of Travel agency is more in the case of services like Air ticketing (40.28%), Visa processing (41.42%), Hotel and accommodation booking (40.44%), Tour packages (39.26%), Pick and drop arrangements (39.60%) and Airport transfers (39.60%) compared to other modes operation of Travel agency. It is seen that Chain mode of Travel agency fared well in the provision of services like Air

ticketing (28.06%), Tour packages (28.89%), Railway ticket booking (28.30%), Visa processing (27.61%) and Pick and drop arrangements (30.20%). Similarly, Franchisee and network modes of operation of Travel agency performed better in providing services of Air ticketing, Railway booking, Visa processing and Tour packages.

4.7. Tour Operating Services Provided by the Travel Agencies

The various tour operating services of sample entrepreneurs are shown in Table 4.15.

Table 4.15

Tour operating Services of Sample Travel Agency Business Entrepreneurs

Sl. No.	Tour Operating Services	No. of Travel Agency Entrepreneurs	Per cent
1	Accommodation services	278	92.66
2	Transport/ car hire services	255	85
3	Catering/ restaurant services	146	48.66
4	Travel guiding services	237	79
5	Sight seeing	274	91.33
6	Shopping services	145	48.33
7	Recreational services	159	53
8	Insurance services	174	58
9	Others	35	11.66

Source: Primary data

It is clear from the above table that out of the various tour operating services provided, Accommodation services are offered by 92.6 per cent of sample travel agency entrepreneurs. Similarly, 91.3 per cent of sample travel agency entrepreneurs provided the sightseeing service. In the case of Transport/ car hire services the percentage share of sample respondents is found to be 85 and the percentage share of sample respondents who offered the Travel guiding services is 79. The percent

share of sample entrepreneurs provided the Insurance services and Recreational services is 58 and 53 respectively. Catering/ restaurant services are offered by 48.6 per cent of sample entrepreneurs. The diagrammatic representation is shown in Fig . 4.6.

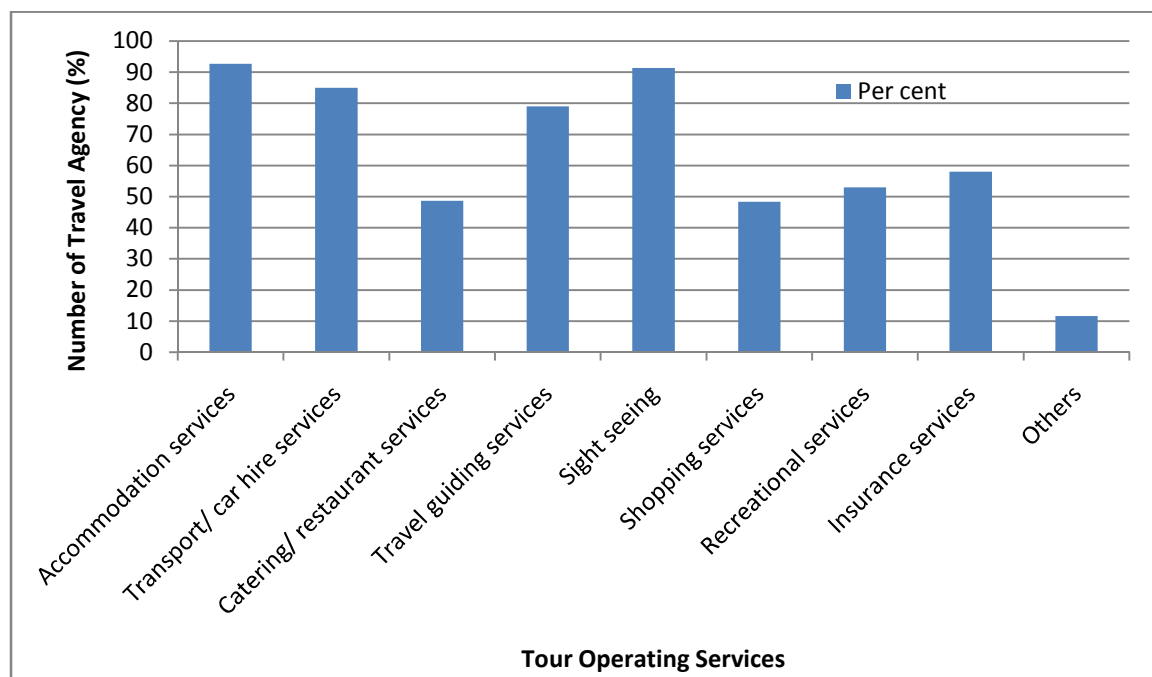


Fig. 4.6. Tour operating Services of Sample Travel Agency Business Entrepreneurs

4.8. Tour Operating Services According to the Form of Business

The various tour operating services of sample entrepreneurs according to their form of business are displayed in Table 4.16.

Table 4.16**Form of Business wise Classification of Sample Entrepreneurs of Travel Agency Business Showing Various Tour Operating Services**

Services	Form of Business				
	Partnership (No.)	Family business (No.)	Proprietorship (No.)	Private Ltd. (No.)	Total
Accommodation services	92 (33.09)	59 (21.23)	72 (25.90)	55 (19.78)	278 (100)
Transport/ car hire services	83 (32.55)	56 (21.97)	63 (24.70)	53 (20.78)	255 (100)
Catering/ restaurant services	46 (31.51)	29 (19.86)	38 (26.03)	33 (22.60)	146 (100)
Travel guiding services	76 (32.07)	51 (21.52)	64 (27.00)	46 (19.41)	237 (100)
Sight seeing	89 (32.48)	60 (21.90)	71 (25.91)	54 (19.71)	274 (100)
Shopping services	46 (31.72)	27 (18.62)	37 (25.52)	35 (24.14)	145 (100)
Recreational services	53 (33.33)	32 (20.13)	38 (23.90)	36 (22.64)	159 (100)
Insurance services	55 (31.62)	35 (20.11)	41 (23.56)	43 (24.71)	174 (100)
Others	6 (17.15)	8 (22.85)	10 (28.57)	11 (31.43)	35 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

Table 4.16 shows that partnership form of Travel Agency Business has a significant role in the case of Accommodation services (33.09%), Transport/ car hire services (32.55%), Travel guiding services (32.07%), Sightseeing (32.48%), Recreational services (33.33%), Insurance services (31.62%) compared to other forms of Travel Agency Business. The partnership form of Travel Agency Business occupied the next position in the case of various services except the case other services. The family and Private Ltd form of Travel Agency Business ranked the third and fourth place in the provision of various services.

4.9. Tour Operating Services According to the Mode of Operation of Business

Table 4.17 shows the various tour operating services of sample entrepreneurs according to their mode of operation.

Table 4.17

Mode of Operation wise Classification of Sample Entrepreneurs of Travel Agencies Business Showing Various Tour Operating Services

Services	Mode of Operation				
	Independent (No.)	Chain (No.)	Network (No.)	Franchise (No.)	Total
Accommodation services	111 (39.92)	82 (29.50)	42 (15.11)	43 (15.47)	278 (100)
Transport/ car hire services	99 (38.83)	75 (29.41)	37 (14.51)	44 (17.25)	255 (100)
Catering/ restaurant services	55 (37.67)	44 (30.14)	22 (15.07)	25 (17.12)	146 (100)
Travel guiding services	97 (40.93)	68 (28.69)	36 (15.19)	36 (15.19)	237 (100)
Sight seeing	109 (39.78)	80 (29.20)	44 (16.06)	41 (14.96)	274 (100)
Shopping services	56 (38.62)	40(27.59)	25 (17.24)	24 (16.55)	145 (100)
Recreational services	62 (38.99)	48 (30.19)	22 (13.84)	27 (16.98)	159 (100)
Insurance services	73 (41.96)	43 (24.72)	29 (16.66)	29 (16.66)	174 (100)
others	13 (37.14)	13 (37.14)	6 (17.14)	3 (8.57)	35 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

Mode of Operation wise Classification of Sample Entrepreneurs of Travel Agencies Business (as per Table 4.17) denotes that the independent mode of operation of travel agency occupies the first place in the case of all the tour operating services provided. The percentage share is 39.92 for Accommodation services. Where as it is 29.50, 15.47 and 15.11 respectively among chain, Franchisee and Network mode of operation of Travel Agencies. In the case of Transport/ car hire services, the percentage share of independent mode of operation of travel agency is found to be 38.83. However, it is 30.14, 17.12 and 15.07 respectively among chain, Franchisee and Network mode of operation of Travel Agencies.

Similarly, in the case of Travel guiding services, the role of independent mode of operation of travel agency is remarkable (40.93%) compared to chain mode (28.69%) franchisee (15.19%) and network (15.19%).

4.10. Facilities or Activities of Travel Agencies

The various facilities or activities of travel agency entrepreneurs are presented in Table 4.18.

Table 4.18
Facilities or Activities of Travel Agency Entrepreneurs

Sl. No.	Facilities/ Activities	No. of Travel Agency Entrepreneurs	Per cent
1	Sight seeing	285	95
2	Cultural Activities	239	79.66
3	Music	85	28.33
4	Beauty spa	87	29
5	Nature seeing	247	82.33
6	Shopping	128	42.66
7	Religious trip	199	66.33
8	Adventure	122	40.66
9	Sports	41	13.66
10	Corporate meeting	55	18.33
11	Others	199	66.33

Source: Primary data

The above table indicates that among the various Facilities/ Activities provided by the travel agencies, sightseeing is the most important with a percentage share of 95. The facility of nature seeing is the next important activity accounting 82.3%. It is also seen that 79.6 % of the sample respondents operate cultural activities. Religious activities constitute an important one with a percentage share of 66.3. The percentage share of other activities like shopping (42.6%), Adventure

(40.6%), Beauty spa (29), Music (28.3%), Corporate meeting (18.3) is also found noticeable. The diagrammatic representation is shown in Fig . 4.7.

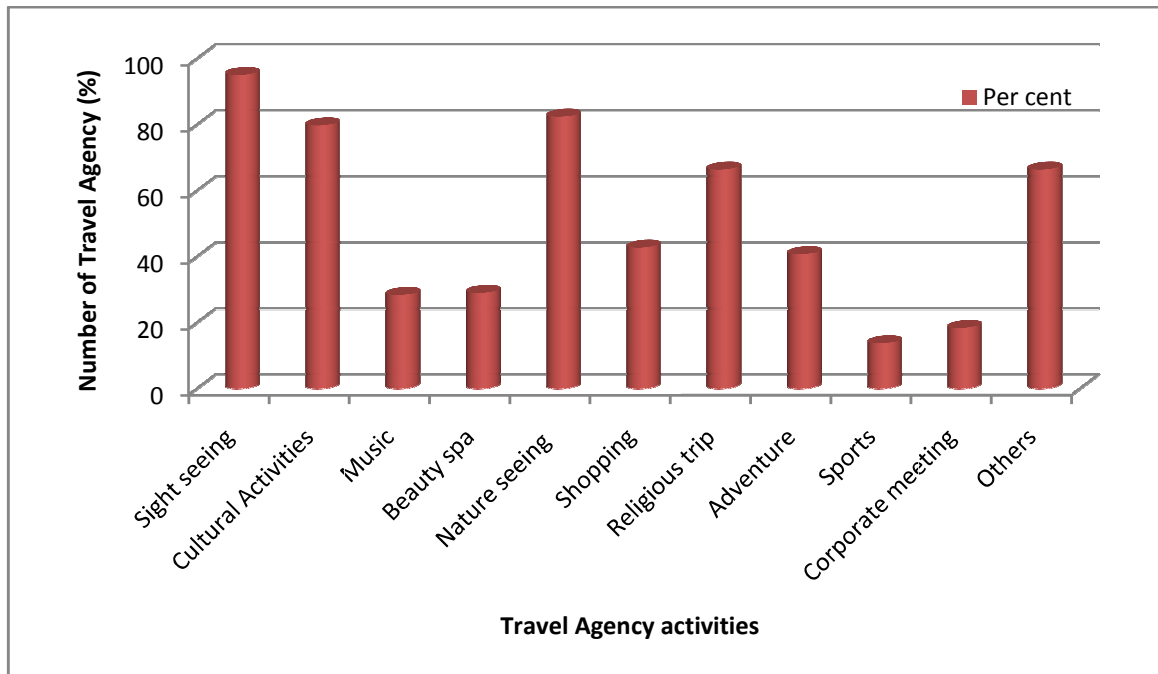


Fig . 4.7 Facilities or Activities of Travel Agency Entrepreneurs

4.11. Facilities or Activities According to the Form of Business

The Table 4.19 indicates the various facilities or activities of travel agency entrepreneurs according to the form of business.

Table 4.19**Form of Business wise Classification of Sample Entrepreneurs of Travel Agency showing Various Facilities**

Facilities	Form of Business				Total
	Partnership (No.)	Family Business (No.)	Proprietorship (No.)	Private limited (No.)	
Sight seeing	94 (32.98)	59 (20.70)	76 (26.67)	56 (19.65)	285 (100)
Cultural	83 (34.74)	51 (21.34)	57 (23.84)	48 (20.08)	239 (100)
Music	27 (31.77)	15 (17.65)	24 (28.23)	19 (22.35)	85 (100)
Beauty spa	29 (33.33)	17 (19.54)	22 (25.29)	19 (21.84)	87 (100)
Nature Seeing	85 (34.41)	51 (20.65)	63 (25.51)	48 (19.43)	247 (100)
Shopping	42 (32.81)	29 (22.66)	30 (23.44)	27 (21.09)	128 (100)
Religious Trip	64 (32.16)	43 (21.61)	52 (26.13)	40 (20.10)	199 (100)
Adventure	35 (28.69)	28 (22.95)	28 (22.95)	31 (25.41)	122 (100)
Sports	11 (26.82)	9 (21.96)	13 (31.70)	8 (19.52)	41 (100)
Corporate meeting	16 (29.09)	9 (16.36)	17 (30.90)	13 (23.65)	55 (100)
Others	67 (33.68)	46 (23.11)	46 (23.11)	40 (20.10)	199 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

Form of Business wise classification of sample entrepreneurs of travel agency showing various facilities (Table 4.19) indicates that partnership form occupies a dominant place in the case of Sightseeing (32.98%), Nature seeing (34.41%), Cultural activities (34.74%) Other activities (33.68%) and Religious trip (32.16%) compared to other forms of proprietorship, Family business and Private limited. Proprietorship fared well in the case of Sightseeing activity. The percentage share in this respect is 26.67.

4.12. Facilities or Activities According to the Mode of Operation

The various facilities or activities of travel agency entrepreneurs according to the mode of operation of their business are displayed in Table 4.20.

Table 4.20

**Mode of Operation wise Classification
Entrepreneurs of Travel Agency Showing Various Facilities**

Facilities	Mode of Operation				Total
	Independent (No.)	Chain (No.)	Network (No.)	Franchise (No.)	
Sight seeing	115 (40.35)	80 (28.07)	44 (15.44)	46 (16.14)	285 (100)
Cultural	92 (38.49)	72 (30.14)	38 (15.89)	37 (15.48)	239 (100)
Music	33 (38.83)	27 (31.77)	13 (15.29)	12 (14.11)	85 (100)
Beauty spa	30 (34.49)	29 (33.33)	14 (16.09)	14 (16.09)	87 (100)
Nature seeing	95 (38.46)	74 (29.97)	40 (16.19)	38 (15.38)	247 (100)
Shopping	48 (37.5)	40 (31.26)	21 (16.40)	19 (14.84)	128 (100)
Religious trip	81 (40.71)	55 (27.64)	30 (15.07)	33 (16.58)	199 (100)
Adventure	48 (39.34)	34 (27.88)	18 (14.75)	22 (18.03)	122 (100)
Sports	15 (36.58)	12 (29.27)	10 (24.39)	4 (9.76)	41 (100)
Corporate meeting	19 (34.54)	15 (27.27)	12 (21.82)	9 (16.37)	55 (100)
Others	70 (35.17)	66 (33.17)	31 (15.58)	32 (16.08)	199 (100)

Source: Primary data

Figures in parentheses are percentages of their respective totals.

The above table shows that independent mode of operation of travel agencies is dominant in providing the facilities of Sightseeing, Nature seeing, Cultural, Religious trip and other services. The percentage share in this respect is 40.35, 38.46, 38.49, and 40.71 respectively. Next to independent mode, Chain mode occupies the second position especially in the provision of facilities of Music (31.77%), Sightseeing (28.07%), Cultural (30.14%) and Nature seeing (29.97%). The role of Network and Franchisee modes is found comparatively low.

After a thorough examination on the services and facilities offered by the tourism entrepreneurs among unorganized sector, it is now quite worthwhile to evaluate the marketing strategies adopted by the tourism entrepreneurs. That has been attempted in the ensuing chapter.

Marketing Practices and Strategies

In the previous chapter a brief outline of the services and facilities offered by the hotels and travel agencies in the unorganized sector in the State of Kerala has been examined. With a view to promote the tourism industry and to satisfy the beneficiary customers, the entrepreneurs of both the hotel and travel agency businesses adopt different practices and strategies. Therefore, it is imperative to identify and evaluate these marketing practices and strategies of the hotel and travel agency business entrepreneurs in unorganized sector in the State. This is the intent of the present chapter.

5.1. Methodology Followed

In order to accomplish the third objective of Research, primary data relating to marketing practices and strategies of the hotel and travel agency business entrepreneurs in unorganized sector in the State have been collected with the help of a pretested structured Questionnaire. A large sample of 300 hotel entrepreneurs and 300 travel agency business entrepreneurs were selected with the help of convenient sampling. For conducting a comparative study, form of business wise and mode of operation wise analysis have been attempted based on the variables identified for the

purpose. Suitable mathematical and statistical tools like mean, standard deviation, average, correlation, one sample t test, ANOVA (Analysis of Variance) and Factor analysis were employed for the analysis of the data.

The chapter is divided into two sections for the purpose of discussion. Section A deals with the marketing practices and strategies adopted by the hotel entrepreneurs and Section B is concerned with marketing practices and strategies of the travel agency entrepreneurs in the State of Kerala.

Section A

5.2. Marketing Practices and Strategies of Hotels

In this section an attempt has been made to analyze the marketing practices and strategies followed by the selected hotel entrepreneurs.

5.2.1. Variables Identified and Used for the Analysis

The following variables have been analyzed for this purpose.

1. Cost Leadership

- a. Cost reduction through adoption of product design of competitive firms.
- b. Using of less expensive resource inputs.
- c. Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity.
- d. Securing of economies of scale through high volume sales.
- e. Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements.
- f. Locating activities in areas where costs are low or government help and support are available.

- g. Following of the operation system of experienced firms to reduce the costs.
- h. Standardization of products or resource inputs.

2. Differentiation

- a. Creation of better products superior to that of competitors in terms of design, technology, performance etc.
- b. Offering of superior level of service.
- c. Following of superior distribution channels.
- d. Creation of strong brand name through design, innovation and advertising
- e. Superior product promotion.

3. Focus

- a. Focusing on a particular group of buyers.
- b. Specializing in particular geographic destinations.
- c. Catering for the benefits required by a particular group of buyers.
- d. Resort destinations targeting particular market segments.

5.2.2. Results and Discussion

The discussion on the results of the analysis based on the above mentioned variables is given in the following pages.

Here, the scale 'Marketing practices and strategies' undergone the test of validation. For this, the researcher applied exploratory factor analysis (EFA), confirmatory factor analysis (CFA), convergent validity, discriminant validity, reliability (Cronbach's alpha) and normality. The details are given below.

1. Exploratory Factor Analysis

The construct 'marketing practices and strategies' includes seventeen variables. An Exploratory factor analysis with varimax rotation was performed. It is appropriate when the objective is to identify the minimum number of factors associated with the maximum explanation of variance (Hair et al, 1998).

Table 5.1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.753
Bartlett's Test of Sphericity	Approx. Chi-Square	6578.456
	Df	136
	Sig.	.000

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.753 and the Bartlett Test of Sphericity was significant ($p=0.000$) with a Chi Square value of 6578.456 with 136 degrees of freedom (Table 5.1) which was considered to be good for further analysis and provided support for the factorization.

Table 5.2
Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.824	28.374	28.374	4.824	28.374	28.374	4.767	28.041	28.041
2	4.114	24.200	52.574	4.114	24.200	52.574	4.033	23.722	51.763
3	2.782	16.364	68.939	2.782	16.364	68.939	2.920	17.175	68.939
4	1.752	10.305	79.243						
5	1.190	7.000	86.243						
6	.515	3.027	89.271						
7	.412	2.423	91.694						
8	.348	2.050	93.744						
9	.295	1.732	95.476						
10	.212	1.248	96.724						
11	.163	.957	97.681						
12	.147	.868	98.548						
13	.142	.832	99.381						
14	.070	.413	99.794						
15	.017	.099	99.893						
16	.011	.063	99.956						
17	.007	.044	100.000						
Extraction Method: Principal Component Analysis.									

The Exploratory factor analysis identified seven factors with an Eigen value greater than 1, which together explained about 68% percent (Table 5.2) of the variance indicated a good fit and hence it was assumed that model represents the data very well.

Table 5.3
Rotated Component Matrix

Statements	Component		
	Differentiation	Cost Leadership	Focus
Offering of superior level of service	.979	.031	.019
Following of superior distribution channels	.979	.031	.015
Creation of strong brand name through design, innovation and advertising	.978	.027	.022
Superior product promotion.	.969	.024	.020
Creation of better products superior to that of competitors in terms of design, technology, performance etc.	.967	.018	.020
Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity.	.003	.778	.119
Securing of economies of scale through high volume sales	.052	.712	-.145
Standardization of products or resource inputs.	.025	.699	-.125
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements	.036	.697	-.112
Following of the operation system of experienced firms to reduce the costs.	.008	.693	-.114
Using of less expensive resource inputs.	.026	.692	.067
Locating activities in areas where costs are low or government help and support are available	.061	.670	-.128
Cost reduction through adoption of product design of competitive firms	-.076	.667	.167
Catering for the benefits required by a particular group of buyers.	.049	-.118	.885
Focusing on a particular group of buyers.	.014	-.208	.850
Specializing in particular geographic destinations	.031	-.068	.804
Resort destinations targeting particular market segments.	-.010	.165	.800
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

Three factors extracted from the exploratory factor analysis which is named as shown in table 5.3. There are five variables grouped belongs to the factor ‘differentiation’, nine variables for ‘cost leadership’ and four variables for ‘focus’.

2. Confirmatory Factor Analysis (CFA)

In order to confirm the structure of the construct ‘marketing practices and strategies’ extracted from exploratory factor analysis, confirmatory factor analysis technique is used. For this, SPSS Amos 21.0 is used.

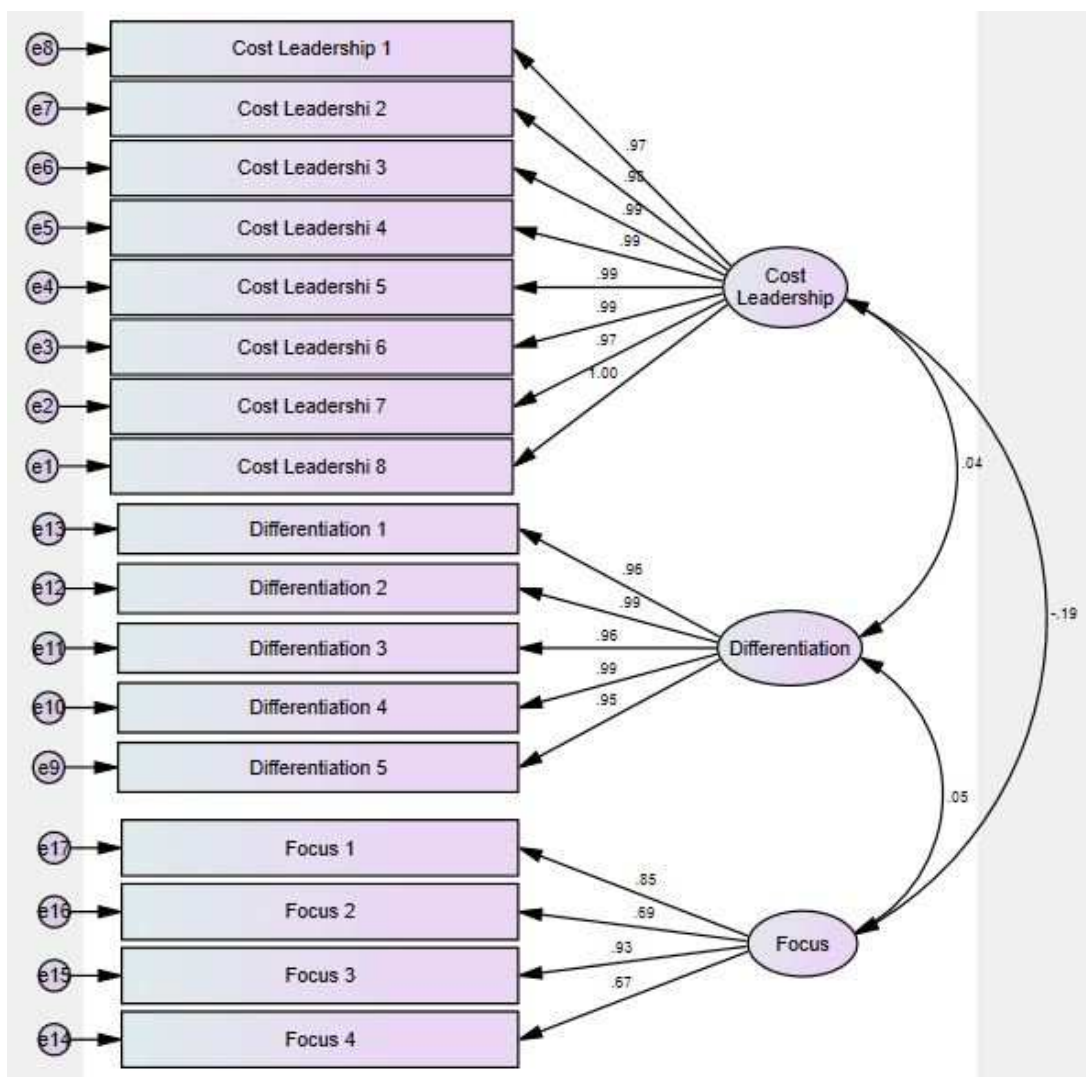


Fig 5.1: Measurement model for Marketing Practice and Strategies of Hotel Entrepreneurs

The results shown in table 5.4 provide a quick overview of the model fit. Goodness of Fit index (GFI) obtained is 0.932 as against the recommended value of above 0.90, the Adjusted Goodness of Fit Index (AGFI) is 0.927 as against the recommended value of above 0.90 as well. The Normed fit Index (NFI), Relative Fit index (RFI), Comparative Fit index (CFI), Tucker Lewis Index (TLI) are 0.919, 0.920, 0.913, 0.909 respectively as against the recommended level of above 0.90. RMSEA is 0.029 and is well below the recommended limit of 0.08, and Root Mean Square Residual (RMR) is also well below the recommended limit of 0.05 at 0.035. This can be interpreted as meaning that the model explains the correlation to within an average error of 0.035 (Hu and Bentler, 1990). Hence the model shows an overall acceptable fit.

Table 5.4

Model Fit Indices

	GFI	AGFI	NFI	RFI	CFI	TLI	RMSEA	RMR
Obtained	.932	.927	.919	.920	.913	.909	.029	.035
Recommended	>.90	>.90	>.90	>.90	>.90	>.90	<0.08	<0.05

All the paths shown in the model (Fig 5.1) are significant as critical ratios were above 1.96. Hence, confirms the measurement model.

3. Validity

In general, validity is an indication of how sound the research is. More specifically, validity applies to both the design and the methods of the research. Validity in data collection means that the findings truly represent the phenomenon that is claiming to measure. In this research work, both content validity and construct validity is tested.

3.1 Content validity

In research, content validity (also known as logical validity) refers to the extent to which a measure represents all facets of a given construct. Content validity is tested by consulting the experts in the field of research.

3.2 Construct validity

Construct validity is "the degree to which a test measures what it claims or purports, to be measuring. There are several methods to test the construct validity. In this research, the researcher used two kinds of validity tests, i.e, convergent validity and discriminant validity.

3.3 Convergent Validity

Convergent validity tests establish whether responses to the questions are sufficiently correlated with the respective latent variables. Convergent validity is usually assessed based on the comparison of loadings calculated through a non-confirmatory analysis with a fixed value (Ketkar, Kock, Parente & Verville, 2012).

Table 5.5
Factor Loadings and p values - Marketing Practices and Strategies

Structural Paths		Estimate	Sig.
Cost Leadership8	← Cost Leadership	.998	.000
Cost Leadership 7	← Cost Leadership	.970	.000
Cost Leadership 6	← Cost Leadership	.987	.000
Cost Leadership 5	← Cost Leadership	.987	.000
Cost Leadership 4	← Cost Leadership	.992	.000
Cost Leadership 3	← Cost Leadership	.988	.000
Cost Leadership 2	← Cost Leadership	.982	.000
Cost Leadership 1	← Cost Leadership	.973	.000
Differentiation 5	← Differentiation	.946	.000
Differentiation 4	← Differentiation	.985	.000
Differentiation 3	← Differentiation	.960	.000
Differentiation 2	← Differentiation	.986	.000
Differentiation 1	← Differentiation	.959	.000
Focus 4	← Focus	.674	.000
Focus 3	← Focus	.930	.000
Focus 2	← Focus	.693	.000
Focus 1	← Focus	.848	.000

In the present study, the factor loadings associated with the latent variables ranged between 0.50 and 0.99 as shown in Table 5.5 and hence it is reasonable to assume that the measurement model for the construct “marketing practices and strategies” has acceptable convergent validity.

3.4 Discriminant Validity

Discriminant validity tests verify whether responses from the respondents to the questions are either correlated or not with other latent variables. A measurement model has acceptable discriminant validity if the square root of the average variance extracted (AVE) for each latent variable is higher than any of the correlations between the latent variable under consideration and any of the other latent variables in the measurement model (Fornell & Larcker, 1981).

Table 5.6
Correlations and AVE's

Correlations		Average Variance Extracted	
Cost leadership ↔ Differentiation	.04	Cost leadership	.982
Cost leadership ↔ Focus	-.19	Differentiation	.976
Differentiation ↔ Focus	.05	Focus	.795

Discriminant validity was confirmed by examining correlations among the constructs. As a rule of thumb, a 0.85 correlation or higher indicates poor discriminant validity in structural equation modeling (David 1998). None of the correlations among variables were above 0.85 (Table above). The results suggested adequate discriminant validity of the measurement.

4. Normality and Reliability

In statistics, normality tests are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. Reliability in statistics

and psychometrics is the overall consistency of a measure. A measure is said to have a high reliability if it produces similar results under consistent conditions.

Table 5.7
One-Sample Kolmogorov- Smirnov Test

	Mean	SD	Sig
Cost reduction through adoption of product design of competitive firms	3.3033	1.11751	.000
Using of less expensive resource inputs.	3.2933	1.11269	.000
Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity	3.2933	1.11869	.000
Securing of economies of scale through high volume sales.	3.2767	1.10946	.000
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements	3.2700	1.10809	.000
Locating activities in areas where costs are low or government help and support are available	3.2633	1.10365	.000
Following of the operation system of experienced firms to reduce the costs.	3.3000	1.11091	.000
Standardization of products or resource inputs.	3.2733	1.10273	.000
Creation of better products superior to that of competitors in terms of design, technology, performance etc.	4.6667	.57445	.000
Offering of superior level of service.	4.6800	.55253	.000
Following of superior distribution channels.	4.6867	.53801	.000
Creation of strong brand name through design, innovation and advertising	4.6667	.56859	.000
Superior product promotion.	4.6833	.53916	.000
Focusing on a particular group of buyers.	3.4033	1.13650	.000
Specializing in particular geographic destinations.	3.0667	.98935	.000
Catering for the benefits required by a particular group of buyers.	3.3467	1.10024	.000
Resort destinations targeting particular market segments.	3.0467	1.18427	.000

Analysis for univariate normality done using Kolmogorov- Smirnov test with Lilliefors significance correction revealed that none of the variables are normally distributed. To assume normality, skewness and kurtosis are commonly used by the statisticians. Skewness refers to the symmetry of a distribution whereas kurtosis relates to the peakedness of a distribution. A distribution is said to be normal when the values of skewness and kurtosis are equal to zero (Tabachnick and Fidell; 2001).

However, there are few clear guidelines about how much non-normality is problematic. It is suggested that absolute values of univariate skewness indices greater than 3.0 seem to describe extremely skewed data sets (Chou and Bentler 1995). Regarding kurtosis, there appears that kurtosis index greater than 10.0 may suggest a problem.

Table 5.8
Skewness and Kurtosis

Statements	Statistic	
	Skewness	Kurtosis
Cost reduction through adoption of product design of competitive firms	-.215	-1.060
Using of less expensive resource inputs.	-.218	-1.064
Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity	-.209	-1.081
Securing of economies of scale through high volume sales.	-.194	-1.068
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements	-.194	-1.076
Locating activities in areas where costs are low or government help and support are available	-.191	-1.070
Following of the operation system of experienced firms to reduce the costs.	-.231	-1.051
Standardization of products or resource inputs.	-.212	-1.061
Creation of better products superior to that of competitors in terms of design, technology, performance etc.	-.359	2.972

Statements	Statistic	
	Skewness	Kurtosis
Offering of superior level of service.	-.091	2.131
Following of superior distribution channels.	.056	2.075
Creation of strong brand name through design, innovation and advertising	-.297	2.984
Superior product promotion.	.067	2.042
Focusing on a particular group of buyers.	-.041	-1.249
Specializing in particular geographic destinations.	-.531	-.199
Catering for the benefits required by a particular group of buyers.	.068	-1.244
Resort destinations targeting particular market segments.	.067	-1.094

In the present study, all the variables fall under the kurtosis value of 10 and Skewness value of 3, inferring kurtosis and skewness were not problematic in this research. Hence, parametric test can be used.

Table 5.9

Reliability Test (Cronbach's Alpha) – Marketing Practices and Strategies

Cost Leadership	Differentiation	Focus
.869	.818	.927

The test of reliability shows adequate values, hence, it is concluded that the measurement construct a reliable one.

5.2.3. Marketing Practices and Strategies Hotel Entrepreneurs - Comparison of Mean

Comparison of means tests helps the researcher to determine if the groups have similar means. There are many cases in statistics to compare means for two populations or samples.

1. One sample T test - Marketing Practices and Strategies

Five point Likert's scale is used to record the responses, where 1 indicates with 'strongly disagree' and 5 represents 'Strongly agree'. Table 5.10 presents the Perception of respondents in respect of the various marketing practices and strategies adopted by hotel entrepreneurs.

Table 5.10

One sample t test- Marketing practices and strategies of Hotel Entrepreneurs

	Statements	Mean	SD	t Value	Sig
Cost Leadership	Cost reduction through adoption of product design of competitive firms	3.3033	1.11751	4.701	.000
	Using of less expensive resource inputs.	3.2933	1.11269	4.566	.000
	Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity	3.2933	1.11869	4.542	.000
	Securing of economies of scale through high volume sales.	3.2767	1.10946	4.319	.000
	Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements	3.2700	1.10809	4.220	.000
	Locating activities in areas where costs are low or government help and support are available	3.2633	1.10365	4.133	.000
	Following of the operation system of experienced firms to reduce the costs.	3.3000	1.11091	4.677	.000
	Standardization of products or resource inputs.	3.2733	1.10273	4.293	.000
Differentiation	Creation of better products superior to that of competitors in terms of design, technology, performance etc.	4.6667	.57445	50.253	.000
	Offering of superior level of service.	4.6800	.55253	52.664	.000
	Following of superior distribution channels.	4.6867	.53801	54.300	.000
	Creation of strong brand name through design, innovation and advertising	4.6667	.56859	50.770	.000
	Superior product promotion.	4.6833	.53916	54.077	.000

	Statements	Mean	SD	t Value	Sig
Focus	Focusing on a particular group of buyers.	3.4033	1.13650	6.147	.000
	Specializing in particular geographic destinations.	3.0667	.98935	1.167	.000
	Catering for the benefits required by a particular group of buyers.	3.3467	1.10024	5.457	.000
	Resort destinations targeting particular market segments.	3.0467	1.18427	.683	.000

Of the various cost leadership strategies followed by sample hotel entrepreneurs, the strategy of Cost reduction through adoption of product design of competitive firms have secured the highest mean score (3.3033) followed by following of the operation system of experienced firms to reduce the costs (3.3000), Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity (3.2933) and Using of less expensive resource inputs (3.2933) .

Out of the various Differentiations strategy of following of superior distribution channels (4.6867) and offering of superior level of service (4.6800) have secured the highest mean score.

As regards the Focus strategy, the strategy of focusing on a particular group of buyers ranked the first in terms of mean score (3.4033) followed by catering for the benefits required by a particular group of buyers (3.3467) and specializing in particular geographic destinations (3.0667) .

The table reveals that the difference between the perceived score and the test value of all the factors are significant, since the p value of all the factors of stress are less than 0.05 (Table 5.10).

5.2.4. Marketing Practices and Strategies of Hotel Entrepreneurs According to Form of Business

In order to analyze the form of business wise scores of the variable marketing practices and strategies, the test of one way ANOVA was used (Table 5.11).

Table 5.11
Nature of Business wise Classification of Hotel Entrepreneurs showing Marketing Practices and Strategies

Marketing Strategies	Form of Business	N	Mean	F Value	Sig.
Cost Leadership	Partnership	79	3.4193	1.214	.305
	Family business	79	3.2025		
	Proprietorship	87	3.3549		
	Private limited	55	3.0955		
	Total	300	3.2842		
Differentiation	Partnership	79	4.6025	.913	.435
	Family business	79	4.6658		
	Proprietorship	87	4.7103		
	Private limited	55	4.7455		
	Total	300	4.6767		
Focus	Partnership	79	3.2089	1.078	.359
	Family business	79	3.3576		
	Proprietorship	87	3.1839		
	Private limited	55	3.0727		
	Total	300	3.2158		

Source: Primary Data

Table 5.11 reveals that as regards the cost leadership strategy, it is more among Partnership form of business (mean score 3.4193) followed by Proprietorship business (mean score 3.3549), Family business (mean score 3.2025) and Private Ltd

(mean score 3.0955). The application of F test shows that this difference is not significant.

In respect of Differentiation strategy, Private Limited occupies highest mean score of 4.7455 followed by Proprietorship (4.7103) and Family business (4.6658) and the difference is not significant statistically.

In the case of Focus strategy the mean score is highest among the Family business (3.3576) followed by Partnership (3.2089), Proprietorship (3.1839), Private Limited (3.0727) and the difference among the various forms of business is not statistically significant

Testing of Hypothesis No.1

H0: In respect of marketing practices and strategies adopted, there is no significant difference among the hotel entrepreneurs in unorganized sector according to the form of business organization.

From the analysis, it is clear that the significant levels of all the three variables according to the form of business are above 0.05. It means that there is no significant difference in mean score with regard to form of business of hotel entrepreneurs in respect of marketing practices and strategies. Therefore, the hypothesis that in the case of marketing strategies followed, there is no significant difference among hotel entrepreneurs according to form of business is accepted.

5.2.5. Marketing Practices and Strategies of Hotel Entrepreneurs According to Mode of Operation

The marketing strategies of hotel entrepreneurs on the basis of mode of operation have been analyzed. For this purpose, the test of one way ANOVA was employed. The result of analysis is shown in Table 5.12.

Table 5.12

**Mode of Operation wise Classification of
Hotel Entrepreneurs Showing Marketing Practices and Strategies**

Marketing Strategies	Mode of Operation	N	Mean	F Value	Sig.
Cost Leadership	Independent	122	3.2490	.275	.843
	Chain	72	3.3299		
	Network	52	3.2115		
	Franchise	54	3.3727		
	Total	300	3.2842		
Differentiation	Independent	122	4.6213	1.016	.386
	Chain	72	4.7611		
	Network	52	4.6846		
	Franchise	54	4.6815		
	Total	300	4.6767		
Focus	Independent	122	3.2480	.305	.821
	Chain	72	3.1285		
	Network	52	3.2115		
	Franchise	54	3.2639		
	Total	300	3.2158		

Source: Primary Data

The Franchise occupies highest mean score of 3.3727 in the case of cost leadership strategy. The mean score in this respect is 3.3299, 3.2490 and 3.2115 respectively among Chain, Independent and Network business and this difference is also statistically not significant.

With respect to Differentiation strategy, the Chain mode of business occupied the highest mean score (4.7611). This is followed by Network (4.6846),

Franchise (4.6815) and Independent (4.6213). The difference in this respect is not statistically significant.

In the case of Focus strategy the mean score is highest among the Franchise mode of business entrepreneurs (3.2639) followed by Independent (3.2480), Network (3.2115) and Chain (3.1285). This difference is not statistically significant (F test).

Testing of Hypothesis No.2

H0: In respect of marketing practices and strategies adopted, there is no significant difference among the hotel entrepreneurs in unorganized sector according to the mode of operation of business.

In the case of Cost leadership, Differentiation and Focus it is seen that there is no significant difference among hotel entrepreneurs as the significance level is not below 0.05. Thus, it can be concluded by accepting the hypothesis that in the case of marketing strategies followed, there is no significant difference among hotel entrepreneurs according to mode of operation.

Section B

5.3. Marketing Practices and Strategies of Travel agency Entrepreneurs

This section is devoted to discuss the results of the analysis on the marketing practices and strategies adopted by the travel agency entrepreneurs in the unorganized sector.

5.3.1. Results and Discussion

In the present work, the scale ‘Marketing practices and strategies’ has been undergone the test of validation. The researcher has applied exploratory factor analysis (EFA), confirmatory factor analysis (CFA), convergent validity, discriminant validity, reliability (Cronbach’s alpha) and normality for this purpose.

1. Exploratory Factor Analysis

The construct 'marketing practices and strategies' includes seventeen variables. An Exploratory factor analysis with varimax rotation had been performed and was appropriate when the objective was to identify the minimum number of factors associated with the maximum explanation of variance (Hair et al, 1998).

Table 5.13

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.895
Bartlett's Test of Sphericity	Approx. Chi-Square	13070.893
	df	136
	Sig.	.000

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.895 and the Bartlett Test of Sphericity was significant ($p=0.000$) with a Chi Square value of 13070.893 with 136 degrees of freedom (Table 5.13) which was considered to be good for further analysis and provided support for the factorization.

Table 5.14
Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.049	47.349	47.349	8.049	47.349	47.349	7.933	46.663	46.663
2	4.664	27.432	74.782	4.664	27.432	74.782	4.666	27.449	74.112
3	2.672	15.720	90.502	2.672	15.720	90.502	2.786	16.390	90.502
4	.520	3.061	93.563						
5	.447	2.630	96.192						
6	.245	1.442	97.635						
7	.143	.841	98.476						
8	.110	.648	99.124						
9	.052	.308	99.432						
10	.032	.187	99.618						
11	.019	.115	99.733						
12	.017	.102	99.835						
13	.012	.073	99.908						
14	.007	.043	99.950						
15	.005	.029	99.979						
16	.003	.017	99.996						
17	.001	.004	100.000						
Extraction Method: Principal Component Analysis.									

The Exploratory factor analysis identified seven factors with an Eigen value greater than 1, which together explained about 90% percent (Table 5.14) of the variance indicated a good fit. Hence, it was assumed that model represents the data very well.

Table 5.15
Rotated Component Matrix

Statements	Component		
	Differentiation	Cost Leadership	Focus
Offering of superior level of service	.997		
Following of superior distribution channels	.996		
Creation of strong brand name through design, innovation and advertising	.995		
Superior product promotion.	.995		
Creation of better products superior to that of competitors in terms of design, technology, performance etc.	.994		
Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity.	.991		
Securing of economies of scale through high volume sales	.987		
Standardization of products or resource inputs.	.981		
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements		.987	
Following of the operation system of experienced firms to reduce the costs.		.985	
Using of less expensive resource inputs.		.967	
Locating activities in areas where costs are low or government help and support are available		.944	
Cost reduction through adoption of product design of competitive firms		.942	
Catering for the benefits required by a particular group of buyers.			.890
Focusing on a particular group of buyers.			.846

Statements	Component		
	Differentiation	Cost Leadership	Focus
Specializing in particular geographic destinations			.799
Resort destinations targeting particular market segments.			.780
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

Three factors extracted from the exploratory factor analysis which was named as shown in table 5.15. There are five variables grouped belongs to the factor ‘differentiation’, nine variables for ‘cost leadership’ and four variables for ‘focus’.

2. Confirmatory Factor Analysis (CFA)

In order to confirm the structure of the construct ‘marketing practices and strategies’ extracted from exploratory factor analysis, confirmatory factor analysis technique is used. For this, SPSS Amos 21.0 is used.

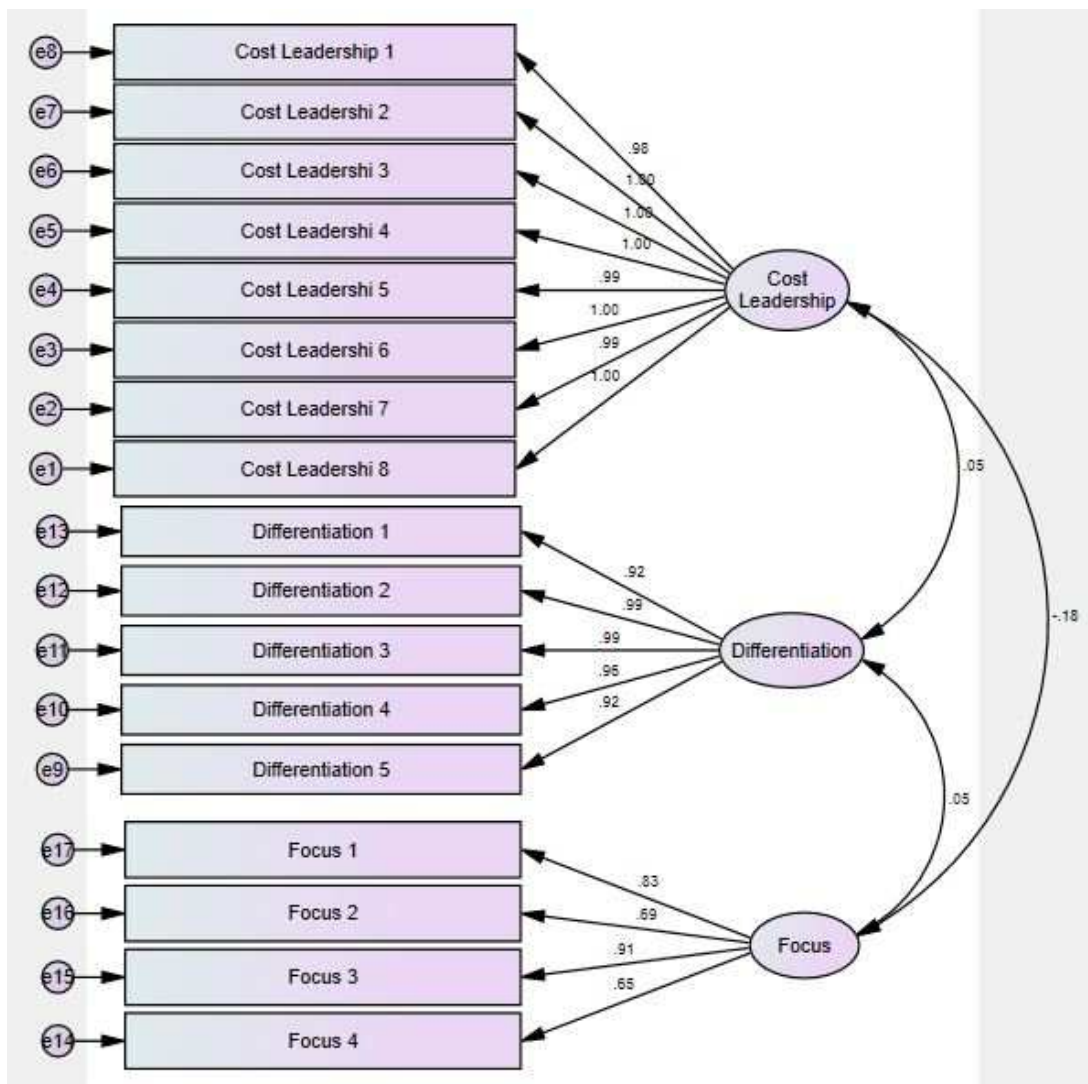


Fig 5.2: Measurement model for Marketing Practices and Strategies of Travel agency Entrepreneurs

The results shown in table 5.16 provide a quick overview of the model fit. Goodness of Fit index (GFI) obtained is 0.926 as against the recommended value of above 0.90, The Adjusted Goodness of Fit Index (AGFI) is 0.911 as against the recommended value of above 0.90 as well. The Normed fit Index (NFI), Relative Fit index (RFI), Comparative Fit index (CFI), Tucker Lewis Index (TLI) are 0.906, 0.899, 0.914, 0.900 respectively as against the recommended level of above 0.90. RMSEA is 0.034 and is well below the recommended limit of 0.08, and Root Mean Square Residual (RMR) is also well below the recommended limit of 0.05 at 0.038. This can be interpreted as meaning that the model explains the correlation to within

an average error of 0.038 (Hu and Bentler, 1990). Hence, the model shows an overall acceptable fit.

Table 5.16
Model Fit Indices

	GFI	AGFI	NFI	RFI	CFI	TLI	RMSEA	RMR
Obtained	.926	.911	.906	.899	.914	.900	.034	.038
Recommended	>.90	>.90	>.90	>.90	>.90	>.90	<0.08	<0.05

All the paths shown in the model (Figure 5.2) are significant as critical ratios were above 1.96. Hence, confirms the measurement model.

3. Validity

In general, validity is an indication of how sound the research is. More specifically, validity applies to both the design and the methods of the research. Validity in data collection means that the findings truly represent the phenomenon that is claiming to measure. In this study, both content validity and construct validity is tested.

3.1 Content validity

In research, content validity (also known as logical validity) refers to the extent to which a measure represents all facets of a given construct. Content validity is tested by consulting the experts in the field of research.

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Construct validity is "the degree to which a test measures what it claims, or purports, to be measuring. There are several methods to test the construct validity. In this research, the researcher used two kinds of validity tests, i.e, convergent validity and discriminant validity.

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Table 5.17
Factor Loadings and p values -
Marketing Practices and Strategies of Travel agency Entrepreneurs

Structural Paths		Estimate	Sig.
Cost Leadership8	← Cost Leadership	.997	.000
Cost Leadership 7	← Cost Leadership	.987	.000
Cost Leadership 6	← Cost Leadership	.999	.000
Cost Leadership 5	← Cost Leadership	.992	.000
Cost Leadership 4	← Cost Leadership	.996	.000
Cost Leadership 3	← Cost Leadership	1.000	.000
Cost Leadership 2	← Cost Leadership	.996	.000
Cost Leadership 1	← Cost Leadership	.979	.000
Differentiation 5	← Differentiation	.922	.000
Differentiation 4	← Differentiation	.958	.000
Differentiation 3	← Differentiation	.995	.000
Differentiation 2	← Differentiation	.989	.000
Differentiation 1	← Differentiation	.920	.000
Focus 4	← Focus	.645	.000
Focus 3	← Focus	.907	.000
Focus 2	← Focus	.691	.000
Focus 1	← Focus	.831	.000

In the study, the factor loadings associated with the latent variables ranged between 0.50 and 0.99 as shown in Table 5.17. Hence, it is reasonable to assume

that the measurement model for the construct “marketing practices and strategies” has acceptable convergent validity.

3.4 Discriminant Validity

Discriminant validity tests verify whether responses from the respondents to the questions are either correlated or not with other latent variables. A measurement model has been acceptable discriminant validity if the square root of the average variance extracted (AVE) for each latent variable is higher than any of the correlations between the latent variable under consideration and any of the other latent variables in the measurement model (Fornell & Larcker, 1981).

Table 5.18
Correlations and AVE’s

Correlations		Average Variance Extracted	
Cost leadership <--> Differentiation	.05	Cost leadership	.972
Cost leadership <--> Focus	-.18	Differentiation	.969
Differentiation <--> Focus	.05	Focus	.712

Discriminant validity was confirmed by examining correlations among the constructs. As a rule of thumb, a 0.85 correlation or higher indicates poor discriminant validity in structural equation modelling (David 1998). None of the correlations among variables were above 0.85 (Table above). The results suggested adequate discriminant validity of the measurement.

4. Normality and Reliability

In statistics, normality tests are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. Reliability in statistics and psychometrics is the overall consistency of a measure. A measure is said to have a high reliability if it produces similar results under consistent conditions.

Table 5.19
One-Sample Kolmogrov- Smirnov Test

Statements	Mean	SD	Sig
Cost reduction through adoption of product design of competitive firms	3.3133	1.13111	.000
Using of less expensive resource inputs.	3.2900	1.11507	.000
Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity	3.2933	1.11869	.000
Securing of economies of scale through high volume sales.	3.3033	1.12941	.000
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements	3.3000	1.12288	.000
Locating activities in areas where costs are low or government help and support are available	3.2967	1.11631	.000
Following of the operation system of experienced firms to reduce the costs.	3.3067	1.12406	.000
Standardization of products or resource inputs.	3.2933	1.11569	.000
Creation of better products superior to that of competitors in terms of design, technology, performance etc.	4.6767	.56556	.000
Offering of superior level of service.	4.6733	.55466	.000
Following of superior distribution channels.	4.6767	.55360	.000
Creation of strong brand name through design, innovation and advertising	4.6667	.56859	.000
Superior product promotion.	4.6567	.61104	.000
Focusing on a particular group of buyers.	3.3967	1.14763	.000
Specializing in particular geographic destinations.	3.0700	1.01086	.000
Catering for the benefits required by a particular group of buyers.	3.3233	1.10583	.000
Resort destinations targeting particular market segments	3.0200	1.18220	.000

Analysis for univariate normality done using Kolomogorov- Smirnov test with Lillefors significance correction revealed that none of the variables are normally distributed.

To assume normality, skewness and kurtosis are commonly used by the statisticians. Skewness refers to the symmetry of a distribution whereas kurtosis relates to the peakedness of a distribution. A distribution is said to be normal when the values of skewness and kurtosis are equal to zero (Tabachnick and Fidell; 2001). However, there are few clear guidelines about how much non-normality is problematic. It is suggested that absolute values of univariate skewness indices greater than 3.0 seem to describe extremely skewed data sets (Chou and Bentler 1995). Regarding kurtosis, there appears that kurtosis index greater than 10.0 may suggest a problem.

Table 5.20
Skewness and Kurtosis

Statements	Statistic	
	Skewness	Kurtosis
Cost reduction through adoption of product design of competitive firms	-.207	-1.089
Using of less expensive resource inputs.	-.213	-1.077
Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity	-.209	-1.081
Securing of economies of scale through high volume sales.	-.197	-1.096
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements	-.213	-1.087
Locating activities in areas where costs are low or government help and support are available	-.214	-1.068
Following of the operation system of experienced firms to reduce the costs.	-.214	-1.079
Standardization of products or resource inputs.	-.206	-1.067

Statements	Statistic	
	Skewness	Kurtosis
Creation of better products superior to that of competitors in terms of design, technology, performance etc.	-.337	3.118
Offering of superior level of service.	-.067	2.062
Following of superior distribution channels.	-.079	2.096
Creation of strong brand name through design, innovation and advertising	-.187	2.070
Superior product promotion.	-.795	4.066
Focusing on a particular group of buyers.	-.032	-1.282
Specializing in particular geographic destinations.	-.454	-.282
Catering for the benefits required by a particular group of buyers.	.095	-1.262
Resort destinations targeting particular market segments.	.120	-1.073

Here, all the variables fall under the kurtosis value of 10 and Skewness value of 3, inferring kurtosis and skewness were not problematic in this research. Hence, parametric test can be used.

Table 5.21

Reliability Test (Cronbach's Alpha) – Marketing Practices and Strategies of Travel agency Entrepreneurs

Cost Leadership	Differentiation	Focus
.902	.911	.879

The test of reliability shows adequate values, hence, it is concluded that the measurement construct a reliable one.

5.3.2. Marketing practices and strategies of Travel agency Entrepreneurs - Comparison of Mean

One sample T test- Support

Five point Likert's scale is used to record the responses, where 1 indicates with 'Strongly disagree' and 5 represents 'Strongly agree'. Table 5.22 shows the perception of respondents with regard to the 'marketing practices and strategies'.

Table 5.22
One sample t test- Marketing practices and strategies of Travel agency Entrepreneurs

	Statements	Mean	SD	t Value	Sig
Cost Leadership	Cost reduction through adoption of product design of competitive firms	3.3033	1.11751	4.798	.000
	Using of less expensive resource inputs.	3.2933	1.11269	4.505	.000
	Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity	3.2933	1.11869	4.542	.000
	Securing of economies of scale through high volume sales.	3.2767	1.10946	4.652	.000
	Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements	3.2700	1.10809	4.628	.000
	Locating activities in areas where costs are low or government help and support are available	3.2633	1.10365	4.603	.000
	Following of the operation system of experienced firms to reduce the costs.	3.3000	1.11091	4.725	.000
	Standardization of products or resource inputs.	3.2733	1.10273	4.554	.000
Differentiation	Creation of better products superior to that of competitors in terms of design, technology, performance etc.	4.6667	.57445	51.349	.000
	Offering of superior level of service.	4.6800	.55253	52.254	.000
	Following of superior distribution channels.	4.6867	.53801	52.458	.000

	Statements	Mean	SD	t Value	Sig
	Creation of strong brand name through design, innovation and advertising	4.6667	.56859	50.770	.000
	Superior product promotion.	4.6833	.53916	46.960	.000
Focus	Focusing on a particular group of buyers.	3.4033	1.13650	5.987	.000
	Specializing in particular geographic destinations.	3.0667	.98935	1.199	.000
	Catering for the benefits required by a particular group of buyers.	3.3467	1.10024	5.064	.000
	Resort destinations targeting particular market segments.	3.0467	1.18427	.293	.000

Source: Primary data.

In the case of various cost leadership strategies followed by Travel agency entrepreneurs, the strategy of Cost reduction through adoption of product design of competitive firms is found secured the highest mean score of 3.3033. This is followed by Following of the operation system of experienced firms to reduce the costs (3.3000), Using of less expensive resource inputs (3.2933), Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity (3.2933) and Securing of economies of scale through high volume sales Securing of economies of scale through high volume sales (3.2767).

Regarding the Differentiation strategies, the strategy of following of superior distribution channels accounted the highest mean score (4.6867) followed by Superior product promotion (4.6833) and offering of superior level of service (4.6800).

In the case of various Focus strategies focusing on a particular group of buyers stand the first in terms of mean score (3.4033). This is followed by catering for the benefits required by a particular group of buyers (3.3467) and specializing in particular geographic destinations (3.0667).

The table reveals that the difference between the perceived score and the test value of all the factors are significant, since the p value of all the factors of stress are less than 0.05.

5.3.3. Marketing practices and Strategies of Travel agency Entrepreneurs according to Form of Business

The assessment of marketing practices and strategies of the sample hotel entrepreneurs according to the form of business has been performed by applying the statistical tool namely, ANOVA. It is shown in Table 5.23.

Table 5.23
Form of business wise classification of
Travel Agencies showing marketing practices and strategies

Marketing Strategies	Form of Business	N	Mean	F Value	Sig.
Cost Leadership	Partnership	96	3.3333	.668	.573
	Family business	64	3.4082		
	Proprietorship	79	3.1566		
	Private limited	61	3.3176		
	Total	300	3.2996		
Differentiation	Partnership	96	4.7021	.442	.723
	Family business	64	4.6844		
	Proprietorship	79	4.6101		
	Private limited	61	4.6820		
	Total	300	4.6700		
Focus	Partnership	96	3.2135	1.196	.311
	Family business	64	3.3008		
	Proprietorship	79	3.2563		
	Private limited	61	3.0123		
	Total	300	3.2025		

Source: Primary Data

As regards Cost leadership strategy, it is seen that Family business secured the highest mean value (3.4082). It is 3.3333, 3.3176, 3.1566 respectively among Partnership, Private Limited and Proprietorship form of business. The difference in this respect is not statistically significant.

With respect of Differentiation strategy, Partnership having the highest means score of 4.7021. This is followed by Family business (mean value 4.6844), Private Limited (4.6820) and Proprietorship (4.6101). The difference in this respect is not statistically significant.

In the case of Focus strategy, it is more among the Family business (mean value 3.3008) followed by Proprietorship (mean value 3.2563), Partnership (3.2135) and Private Limited (3.0123). This difference is not significant

Testing of Hypothesis No.3

H₀: In respect of marketing practices and strategies adopted, there is no significant difference among the travel agency entrepreneurs in unorganized sector according to the form of business organization.

Since the significant levels of all the variables are above 0.05, it is clear that there is no significant difference in mean score with regard to form of business. Thus, the hypothesis that in respect of marketing practices and strategies adopted, there is no significant difference among the travel agency entrepreneurs in unorganized sector according to the form of business organization can be accepted.

5.3.4. Marketing practices and Strategies of Travel agency Entrepreneurs according to mode of operation

The test of one way ANOVA was employed to analyze the operation of business wise scores of the variable marketing practices and strategies. It is given in Table 5.24.

Table 5.24

**Mode of Operation wise Classification of
Travel Agencies Showing Marketing Practices and Strategies**

Marketing Strategies	Mode of Operation	N	Mean	F Value	Sig.
Cost Leadership	Independent	120	3.1958	1.119	.342
	Chain	86	3.4651		
	Network	45	3.3556		
	Franchise	49	3.2117		
	Total	300	3.2996		
Differentiation	Independent	120	4.6400	.515	.672
	Chain	86	4.7047		
	Network	45	4.6222		
	Franchise	49	4.7265		
	Total	300	4.6700		
Focus	Independent	120	3.2000	.066	.978
	Chain	86	3.2093		
	Network	45	3.1556		
	Franchise	49	3.2398		
	Total	300	3.2025		

Source: Primary Data

As regards Cost leadership strategy, it is more among Chain mode of business (mean score 3.4651). The mean score in this respect is 3.3556 among Network. It is comparatively low among Independent business (mean score 3.1958). This difference is not statistically significant.

With respect to Differentiation strategy, the Franchise mode of business is having highest mean score (4.7265). This is followed by Chain (4.7047), Independent (4.6400) and Network (4.6222). The difference in this respect is not statistically significant.

In the case of Focus strategy the mean score is highest among the Franchise mode of business (3.2398) followed by Chain business (3.2093), Independent (3.2000) and Network (3.1556) and the difference among the various forms of business is not statistically significant.

Testing of Hypothesis No.4

Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the travel agency entrepreneurs in unorganized sector according to the mode of operation of business.

In the case of all the marketing practices and strategies followed, the level of significance is found to be above 0.05 (Table 5.24). Thus, there is no significant difference among the travel agencies according to mode of operation. Hence, the hypothesis that in respect of marketing practices and strategies adopted, there is no significant difference among the travel agency entrepreneurs in unorganized sector according to the mode of operation of business may be accepted.

After a thorough examination on the marketing practices and strategies adopted by the tourism entrepreneurs among unorganized sectors, it is relevant to review the initiatives and support of government, banks and business associations for the development of tourism entrepreneurship in unorganized sector in the State. That has been done in the next chapter.

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Initiatives and Support of Government, Banks and Business Associations

In the previous chapter, a detailed analysis of marketing practices and strategies adopted by the tourism entrepreneurs in hotel and travel agency business among unorganised sector has been attempted. From the literature survey, it is found that in Kerala tourism enterprises are large in number and scattered and most of them operate still in the unorganized sector. Moreover, the government, financial service providers especially banks, business associations etc aid the tourism entrepreneurs in different ways with the ultimate aim of tourism industry in the State. Hence, it is quite relevant and useful to examine the initiatives and support from Government, Banks and business associations for the development of tourism entrepreneurship in the unorganized sector. The present chapter attempts to fulfil this specific objective.

6.1. Methodology

In order to accomplish the objective of examining the government initiatives, support and schemes to attract tourism entrepreneurs, form of business wise and mode of operation wise analysis have been attempted based on the selected variables. Data were collected from the 600 entrepreneurs, selected equally from the hotel and travel agency business sectors with the help of a pretested structured

questionnaire. The Statistical tools like Mean, Standard deviation, One sample t test, Correlation, One way ANOVA and Factor analysis were employed for the analysis of the data keeping in view of the objectives of the research.

The chapter is divided into two sections for the purpose of discussion. Section A deals with the government initiatives, support and schemes to the hotel entrepreneurs in Kerala. Section B discusses the government initiatives, support and schemes to the travel agency entrepreneurs in the state.

Section A

6.2. Initiatives and Support of Government, Banks and Business Associations for Hotel Entrepreneurs

In order to validate the instrument of data collection, viz the scale ‘Initiatives and Support of government, banks and business association for Hotel Entrepreneurs’, the tools of exploratory factor analysis (EFA), confirmatory factor analysis (CFA), convergent validity, discriminant validity, reliability (Cronbach’s alpha) and normality have been applied. The results of the analysis are shown in the following pages.

1. Exploratory Factor Analysis

The dependent variable ‘initiatives and support of government, banks and business association’ includes twenty four variables. The Bartlett’s Test of Sphericity and Kaiser-Meyer-Olkin Measure of Sampling Adequacy approaches are applied to determine the sufficiency of correlations in the data set for factor analysis. The results of the KMO and Bartlett’s test are shown in the table 6.1.

Table 6.1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.906
Bartlett's Test of Sphericity	Approx. Chi-Square	7985.794
	Df	276
	Sig.	.000

Since the KMO value is 0.906, it is acceptable. Bartlett's test values (7985.794 , degree of freedom 276, p 0.00) indicates that the values are significant and implies that non-zero correlations existed at the significance level of less than 0.001 and hence proceed to factor analysis.

Table 6.2
Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.032	50.135	50.135	12.032	50.135	50.135	6.409	26.703	26.703
2	2.322	9.673	59.808	2.322	9.673	59.808	5.718	23.826	50.529
3	1.841	7.670	67.478	1.841	7.670	67.478	4.068	16.949	67.478
4	1.299	5.412	72.890						
5	1.136	4.735	77.624						
6	.945	3.936	81.560						
7	.788	3.285	84.845						
8	.571	2.378	87.223						
9	.521	2.173	89.396						
10	.449	1.869	91.265						
11	.417	1.736	93.001						
12	.284	1.182	94.184						
13	.230	.958	95.142						
14	.182	.757	95.898						
15	.166	.692	96.590						
16	.148	.618	97.208						
17	.117	.487	97.695						
18	.112	.466	98.161						
19	.105	.438	98.599						
20	.090	.375	98.975						
21	.084	.348	99.323						
22	.078	.324	99.647						
23	.059	.246	99.894						
24	.026	.106	100.000						

Extraction Method: Principal Component Analysis.

The Exploratory factor analysis identified three factors with an Eigen value greater than 1, which together explained about 68% percent (Table 6.2) of the variance indicated a good fit and hence it has been assumed that model represents the data very well.

Table 6.3
Rotated Component Matrix

	Component		
	Government Support	Business Associations Support	Bank Support
Support from state government	.857		
Efficient tax administration	.855		
Suitable regulations	.810		
Support from the local bodies	.796		
Government interventions	.775		
Financial support	.771		
Scheme training to entrepreneurs	.747		
Involvement of government in Tourism activity	.726		
Marketing assistance	.722		
Adequate government involvement	.672		
Suitable Power tariff	.589		
Minimization of Official formalities	.571		
Suitable Government policies	.566		
Information on entrepreneurship support initiatives		.888	
Support for establishment		.869	
Legal framework regulation		.854	
Elimination of Competition		.748	
Support during unpredicted rainy season and dry season		.664	
Training facilities		.664	

	Component		
	Government Support	Business Associations Support	Bank Support
Marketing support		.603	
Adoption of suitable Business techniques		.583	
Elimination of Middlemen or brokers		.551	
Provision of more fund			.744
Streamlining the procedures to overcome the existing procedure			.667
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

Source: Primary Data

The above table 6.3 shows the factor loadings with respect to the three factors derived. The thirteen variables grouped belong to the factor 'Government Support', two variables for 'Bank Support' and nine variables for 'Business Associations Support'.

2. Confirmatory Factor Analysis (CFA)

In order to determine the ability of a pre-defined factor model to fit an observed set of data, confirmatory factor analysis technique has been applied. The confirmatory factor analysis was done with the help of Amos 21.0.

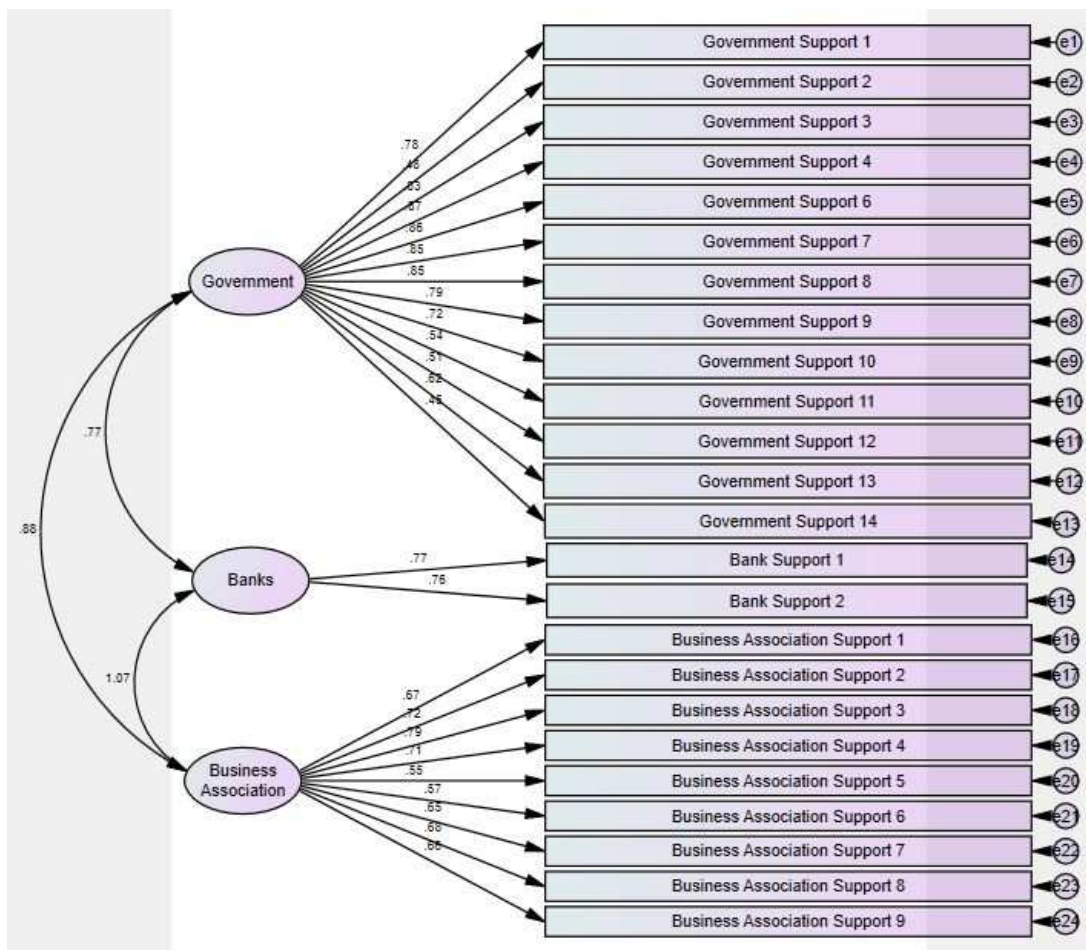


Fig 6.1 Measurement model for ‘Initiatives and support of government, bank and business associations’ to Hotel Entrepreneurs

The results shown in table 6.4 provide a quick overview of the model fit. Goodness of Fit index (GFI) obtained is 0.918 as against the recommended value of above 0.90. The Adjusted Goodness of Fit Index (AGFI) is 0.907 as against the recommended value of above 0.90. The Normed fit Index (NFI), Relative Fit index (RFI), Comparative Fit index (CFI), Tucker Lewis Index (TLI) are 0.909, 0.916, 0.917, 0.914 respectively as against the recommended level of above 0.90. RMSEA is 0.044 and is well below the recommended limit of 0.08. The Root Mean Square Residual (RMR) is also well below the recommended limit of 0.05 at 0.042. This can be interpreted as meaning that the model explains the correlation to within an average error of 0.045 (Hu and Bentler, 1990). Hence, the model shows an overall acceptable fit.

Table 6.4
Model Fit Indices

	GFI	AGFI	NFI	RFI	CFI	TLI	RMSEA	RMR
Obtained	.918	.907	.909	.916	.917	.914	.044	.042
Recommended	>.90	>.90	>.90	>.90	>.90	>.90	<0.08	<0.05

All the structural paths shown in the measurement model (Fig 6.1) are significant as critical ratios were above 1.96. All the required criteria were met in this model and hence assumed that the model represented the data very well.

3. Validity

A. Content validity

Content validity indicates the extent to which a measure represents all facets of a given construct. In this study, content validity is achieved as per the expert opinion.

B. Construct validity

Construct validity is the appropriateness of inferences made on the basis of observations or measurements (often test scores), specifically whether a test measures the intended construct. Here, the researcher used three validity tests. They are convergent validity, discriminant validity and Normality and Reliability.

C. Convergent Validity

Convergent validity refers to the degree to which two measures of constructs that theoretically should be related are in fact related. Convergent validity is assessed based on the comparison of loadings calculated through a non-confirmatory analysis with a fixed value (Ketkar, Kock, Parente & Verville, 2012).

Table 6.5
Factor Loadings and p values

Structural Paths		Esti mate	Sig
Support from state government	← Government	.782	.000
Efficient tax administration	← Government	.471	.000
Suitable regulations	← Government	.833	.000
Support from the local bodies	← Government	.869	.000
Government interventions	← Government	.852	.000
Financial support	← Government	.850	.000
Scheme training to entrepreneurs	← Government	.852	.000
Involvement of government in Tourism activity	← Government	.792	.000
Marketing assistance	← Government	.722	.000
Adequate government involvement	← Government	.535	.000
Suitable Power tariff	← Government	.503	.000
Minimisation of official formalities	← Government	.625	.000
Suitable Government policies	← Government	.437	.000
Provision of more fund	← Banks	.766	.000
Streamlining the procedures to overcome the existing procedure	← Banks	.762	.000
Information on entrepreneurship support initiatives	← Business Association	.666	.000
Support for establishment	← Business Association	.721	.000
Legal framework regulation	← Business Association	.789	.000
Elimination of Competition	← Business Association	.709	.000
Support during unpredicted rainy season and dry season	← Business Association	.549	.000
Training facilities	← Business Association	.569	.000
Marketing support	← Business Association	.646	.000
Adoption of suitable business techniques	← Business Association	.678	.000
Elimination of Middlemen or brokers	← Business Association	.665	.000

In the study, the factor loadings associated with the unobserved variables ranged between 0.50 and 0.99 (See Table 6.5). Therefore, the measurement scale “Initiatives and support of government, bank and business associations” achieved sufficient convergent validity.

D. Discriminant Validity

Discriminant validity tests whether the concepts or measurements that are not supposed to be related are actually unrelated. A measurement model has acceptable discriminant validity if the square root of the average variance extracted (AVE) for each latent variable is higher than any of the correlations between the latent variable under consideration and any of the other latent variables in the measurement model (Fornell & Larcker, 1981).

Table 6.6
Correlations and AVE's

Correlations		Average Variance Extracted	
Government ↔ Banks	.659	Government	.702
Government ↔ Business Associations	.694	Banks	.885
Banks ↔ Business Associations	.772	Business Associations	.854

As a rule of thumb, a 0.85 correlation or higher implies poor discriminant validity in structural equation modelling (David 1998). None of the correlations among unobserved constructs were above 0.85 (Table 6.6). Therefore the measurement scale achieved sufficient discriminant validity.

4. Normality and Reliability

One sample Kolmogorov –Smirnov test with Lilliefors significance correction was used to check the normality of the data set. The result of one sample K-S test is given below in table 6.7.

Table 6.7
One-Sample Kolmogrov- Smirnov Test

Statements	Mean	SD	Sig.
Support from state government	3.5633	1.23196	0.000
Information on entrepreneurship support initiatives	3.5700	1.21794	0.000
Efficient tax administration	3.6333	2.11830	0.000
Suitable regulations	3.5900	1.13998	0.000
Support from the local bodies	3.5633	1.18491	0.000
Government interventions	3.6367	1.16441	0.000
Financial support	3.6400	1.15825	0.000
Scheme training to entrepreneurs	3.5533	1.25662	0.000
Involvement of government in Tourism activity	3.5967	1.26464	0.000
Marketing assistance	3.6200	1.25466	0.000
Support for establishment	3.7233	1.22411	0.000
Legal framework regulation	3.7600	1.20855	0.000
Provision of more fund	3.7967	1.16038	0.000
Elimination of Competition	3.8267	1.19781	0.000
Streamlining the procedures to overcome the existing procedure	3.7867	1.24887	0.000
Support during unpredicted rainy season and dry season	3.7233	1.26971	0.000
Adequate government involvement	3.7933	1.23925	0.000
Suitable Power tariff	3.8200	1.17709	0.000
Training facilities	3.8100	1.13351	0.000
Marketing support	3.9200	1.03465	0.000
Adoption of suitable business techniques	3.7167	1.02953	0.000
Minimisation of Official formalities	3.8233	1.05316	0.000
Elimination of Middlemen or brokers	3.7700	1.06185	0.000
Suitable Government policies	3.8533	1.57062	0.000

Source: Primary Data.

From the table 6.7, it is found that none of the variables are normally distributed. In order to assume normality, the measure of skewness and kurtosis are commonly used. The tests of skewness and kurtosis are shown in the table 6.8 which is given below.

Table 6.8
Skewness and Kurtosis

Statements	Statistic	
	Skewness	Kurtosis
Support from state government	.536	-.824
Information on entrepreneurship support initiatives	.539	-.792
Efficient tax administration	.032	.554
Suitable regulations	.564	-.526
Support from the local bodies	.498	-.662
Government interventions	.577	-.489
Financial support	.643	-.331
Scheme training to entrepreneurs	.676	-.487
Involvement of government in Tourism activity	.714	-.441
Marketing assistance	.694	-.489
Support for establishment	.714	-.402
Legal framework regulation	.754	-.333
Provision of more fund	.735	-.295
Elimination of Competition	.790	-.311
Streamlining the procedures to overcome the existing procedure	.731	-.551
Support during unpredicted rainy season and dry season	.702	-.523
Adequate government involvement	.642	-.869
Suitable Power tariff	.625	-.824
Training facilities	.592	-.755
Marketing support	.696	-.433
Adoption of suitable business techniques	.447	-.411
Minimisation of Official formalities	.644	-.233
Elimination of Middlemen or brokers	.643	-.167
Suitable Government policies	.835	.480

Source: Primary Data.

From the above table, it is found that none of the kurtosis value is greater than 10 and skewness value greater than 3. Therefore, it is possible to assume normality for the data set, hence parametric tests can be used.

Table 6.9

**Reliability Test (Cronbach's Alpha) –
Initiatives and support of Government, Bank and Business association**

Government Support	Business Support	Bank Support
.827	.814	.799

From the table 6.9, all the three latent variables have sufficient Cronbach's alpha (Greater than 0.700). Hence, the measurement model is found a reliable one.

6.2.1. Initiatives and Support of Government, Banks and Business Associations for Hotels - Comparison of Mean

Comparison of means tests is useful to determine if the groups have similar means. There are many cases in statistics to compare means for two populations or samples.

1. One sample T test- Initiatives and Support of government, banks and business associations for Hotels

Five point Likert's scale has been employed to record the responses, where 1 indicates with 'strongly disagree' and 5 represents 'Strongly agree'. Perceptions of respondents with regard to the 'Initiative and support of government, banks and business association' are identified and are presented in table 6.9.

Table 6.10

**One sample t test- Initiatives and Support
of Government, Banks and Business Associations**

	Statements	Mean	SD	t Value	Sig
Government	Support from state government	3.5633	1.23196	7.920	0.000
	Efficient tax administration	3.5700	1.21794	8.106	0.000
	Suitable regulations	3.6333	2.11830	5.307	0.000
	Support from the local bodies	3.5900	1.13998	8.964	0.000
	Government interventions	3.5633	1.18491	8.235	0.000
	Financial support	3.6367	1.16441	9.470	0.000
	Scheme training to entrepreneurs	3.6400	1.15825	9.571	0.000
	Involvement of government in Tourism activity	3.5533	1.25662	7.627	0.000
	Marketing assistance	3.5967	1.26464	8.172	0.000
	Adequate government involvement	3.6200	1.25466	8.559	0.000
	Suitable Power tariff	3.7233	1.22411	10.235	0.000
	Minimization of Official formalities	3.7600	1.20855	10.892	0.000
	Suitable Government policies	3.7967	1.16038	11.892	0.000
Business Associations	Information on entrepreneurship support initiatives	3.8267	1.19781	11.954	0.000
	Support for establishment	3.7867	1.24887	10.910	0.000
	Legal framework regulation	3.7233	1.26971	9.867	0.000
	Elimination of Competition	3.7933	1.23925	11.088	0.000
	Support during unpredicted rainy season and dry season	3.8200	1.17709	12.066	0.000
	Training facilities	3.8100	1.13351	12.377	0.000
	Marketing support	3.9200	1.03465	15.401	0.000
	Adoption of suitable Business techniques	3.7167	1.02953	12.057	0.000
	Elimination of Middlemen or brokers	3.8233	1.05316	13.541	0.000
Banks	Provision of more fund	3.7700	1.06185	12.560	0.000
	Streamlining the procedures to overcome the existing procedure	3.8533	1.57062	9.819	0.000

Source: Primary Data.

The perception scores of respondents with regard to the initiatives and support of government, banks and business associations are displayed in Table 6.10. Among the government support, suitable Government policies with a mean score of 3.7967 is found to be the highest followed by Minimization of Official formalities (mean score 3.7600). In the case of support from business associations, marketing support with the mean score of 3.9200 ranked the first. Information on entrepreneurship support initiatives is found to be the second major item in this respect. In the case of bank support to tourism entrepreneurs among unorganised sector, the variable streamlining the procedures to overcome the existing procedure has got the highest mean score followed by Provision of more fund.

The table also reveals that the difference between the perceived score and the test value of all the factors are significant, since the p value of all the factors of stress are less than 0.05 (Table 6.10).

2. Initiatives and Support of government, banks and business associations for Hotel Entrepreneurs According to Form of Business

An attempt has been made to examine whether there is any significant difference in the variable 'Initiatives and support of Government, Bank and Business Association' according to form of business. For this purpose, the test of one way ANOVA was employed.

Table 6.11**Form of Business wise Classification of Hotel Entrepreneurs showing Initiatives and Support of government, banks and business associations**

Form of Business		N	Mean	F Value	Sig.
Government	Partnership	79	3.5881	2.854	.037
	Family business	79	3.4021		
	Proprietorship	87	3.8081		
	Private limited	55	3.7594		
	Total	300	3.6344		
Banks	Partnership	79	3.8805	1.127	.501
	Family business	79	3.6498		
	Proprietorship	87	3.8582		
	Private limited	55	3.8202		
	Total	300	3.8022		
Business Associations	Partnership	79	3.8418	.481	.696
	Family business	79	3.7089		
	Proprietorship	87	3.9138		
	Private limited	55	3.7545		
	Total	300	3.8117		

Source: Primary Data

The analysis of the variable government support shows that proprietorship occupies the highest government support accounting the mean value of 3.8081 and family business has got only the least government support (3.4021). In this case is also the difference among the four forms of business is significant statistically.

In case of bank support, partnerships firm enjoy the highest support (mean score 3.8805) followed by proprietorship (mean score 3.8582), private limited (mean score 3.8202) and family business (mean score 3.6498). However, it is found that there is no significant difference among them

Similarly, in case of business association support, it is more among Proprietorship (mean score 3.9138). The mean score in this respect is 3.8418 among partnership. It is comparatively low among private limited (mean score 3.7545) and family business (mean score 3.7089). This difference is not statistically significant.

Testing of Hypothesis No. 5

H0: Hotel entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with respect to the initiatives and support from Government, Banks and business associations.

Since the significant values of all the associations have scored above 0.05, it can be clear that there is no significant difference in mean score with regard to forms of business. Therefore, the hypothesis that Hotel entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with respect to the initiatives and support from Government, Banks and business associations can be accepted.

3. Initiatives and Support of government, banks and business associations for Hotel Entrepreneurs According to Mode of Operation

The results of the analysis on Initiatives and Support of government, banks and business associations for Hotel according to Mode of Operation with the help of one way ANOVA are presented in Table 6.12.

Table 6.12

**Mode of Operation wise Classification
of Hotel Entrepreneurs Showing Initiatives and
Support of government, banks and business associations**

Mode of Operation		N	Mean	F Value	Sig
Government	Independent	122	3.7251	.852	.517
	Chain	72	3.4968		
	Network	52	3.6405		
	Franchise	54	3.6068		
	Total	300	3.6344		
Banks	Independent	122	3.9016	.981	.502
	Chain	72	3.7083		
	Network	52	3.7115		
	Franchise	54	3.7901		
	Total	300	3.8022		
Business Associations	Independent	122	3.8811	.267	.849
	Chain	72	3.7361		
	Network	52	3.7981		
	Franchise	54	3.7685		
	Total	300	3.8117		

Source: Primary Data

As regards government support Independent occupies highest mean score of 3.7251 followed by Network (3.6405), Franchise (3.6068) and Chain (3.4968). In this case, the difference among the four modes of operation of business is not significant statistically.

In respect of bank support, it is more among Independent (mean score 3.9016). The mean score in this respect is 3.7901 among Franchise. It is comparatively low among Network (mean score 3.7115) and Franchise (mean score 3.7083). This difference is not statistically significant.

The Independent hotels occupy the highest mean score of 3.8811 in the case of business association support. The mean score in this respect is 3.7981, 3.7685 and 3.7361 respectively among Network, Franchise and Chain and this difference is also statistically not significant.

Testing of Hypothesis No. 6

H0: Hotel entrepreneurs in unorganized sector do not differ significantly according to the mode of operation organization with respect to the initiatives and support from Government, Banks and business associations.

The above table reveals that there is no significant difference among the hotel entrepreneurs in the case of initiatives and support of government, banks and business associations according to mode of operation. The p values are .517, .502 and .849 respectively among hotel entrepreneurs in this case and is found more than 0.05. Hence, the hypothesis that Hotel entrepreneurs in unorganized sector do not differ significantly according to the mode of operation organization with respect to the initiatives and support from Government, Banks and business associations may be accepted.

6.3. Process of Getting License According to Form of Business

The response of the sample entrepreneurs about the Process of getting License is shown in Table 6.13.

Table 6.13
Form of Business wise Classification of Hotel
Entrepreneurs showing Process of Getting License

Process of Getting License	Form of Business				
	Partnership	Family business	Proprietorship	Private limited	Total
Very difficult	30(25)	24(20)	41(34.16)	25(20.83)	120(40)
Difficult	27(24.54)	34(30.90)	31(28.18)	18(16.36)	110(36.67)
Easy	13(36.11)	7(19.44)	8(22.22)	8(22.22)	36 (12)
Very easy	9(26.47)	14(41.17)	7(20.58)	4(11.76)	34 (11.33)
Total					300(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is seen from the table that out of 300 sample entrepreneurs surveyed, 40% of the entrepreneurs opined that the process of getting license is very difficult and the percentage share in this respect is 34.16 among proprietorship form of Business. It is 25, 20.83 and 20 respectively among the Partnership, Private Limited and Family Business form of entrepreneurs. Only 11.33% of sample hotel entrepreneurs responded that the process is very easy. The diagrammatic representation of the Table 6.13 is given in Fig. 6.2.

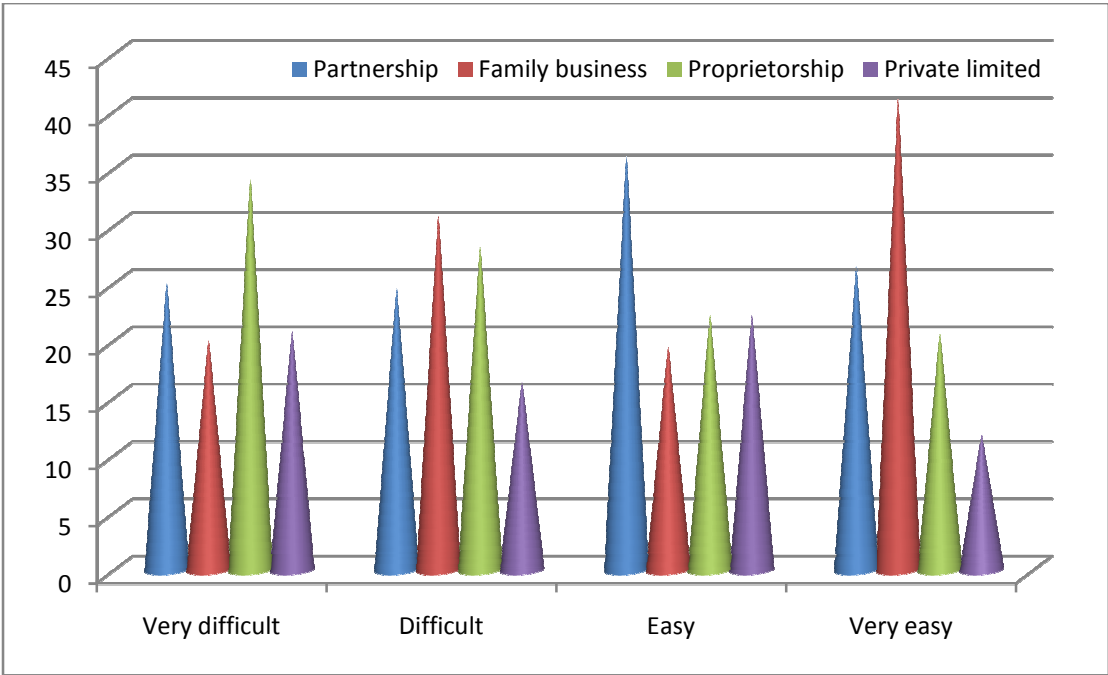


Fig.6.2. Form of business wise classification of travel agency entrepreneurs showing their response about the Process of getting license

6.4. Start up Phase Support of Various Agencies According to Form of Business

The opinion of the entrepreneurs towards the start up phase support of various agencies is given in Table 6.14.

Table 6.14

**Form of Business wise Classification of Hotel
Entrepreneurs Showing Start up Phase Support of Various Agencies**

Start up phase support from various agencies	Form of Business				
	Partnership	Family business	Proprietorship	Private limited	Total
Received	48(25.39)	51(26.98)	56(29.62)	34(17.99)	189(63)
Not Received	31(27.92)	28(28.22)	31(27.92)	21(18.91)	111 (37)
Total					300 (100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is clear that 63% of the sample hotel entrepreneurs have got the benefit of start up phase support of various agencies. In this respect the percentage share is more among Proprietorship form of business (29.62) compared to Private Limited (17.99). The remaining 37% of the entrepreneurs have not received the benefit of start up phase support.

6.4.1 Area of Support According to Form of Business

The responses on the area of support from various agencies are given in Table 6.15.

Table 6.15**Form of business wise classification of
Hotel Entrepreneurs showing Area of Support**

Area of Support	Form of Business				
	Partnership	Family Business	Proprietorship	Private Limited	Total
Not Applicable	31(27.92)	28(25.22)	31(27.92)	21(18.92)	111(100)
Technical training	6(40)	3(20)	4(26.67)	2(13.33)	15(100)
Business skills	9(29.03)	12(38.70)	6(19.35)	4(12.90)	31(100)
Accounting	4(25)	4(25)	6(37.5)	2(12.5)	16(100)
Business management	9(23.68)	13(34.21)	10(26.31)	6(15.79)	38(100)
Marketing	15(23.07)	13(20)	21(32.30)	16(24.61)	65(100)
Others	5(20.83)	6(25)	9(27.5)	4(16.67)	24(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is clear that (Table 6.15) among the entrepreneurs who got the support from various institutions, the area of Marketing is the major one. Out of 65% of the entrepreneurs who got the benefit of Marketing, Proprietorship form ranks the first (32.30%) followed by Private Limited (24.61%) and Partnership (23.07%). The next important area of assistance is business management. In this case, Family business enjoyed the highest benefit, the percentage share being 34.21 followed by Proprietorship form (26.31). Out of the 31% of the entrepreneurs who enjoyed the benefit of business skill area, 38.7% belong to Family business and 29.03% fall the category of Partnership form of business. The diagrammatic representation of the Table 6.15 is given in Fig. 6.3.

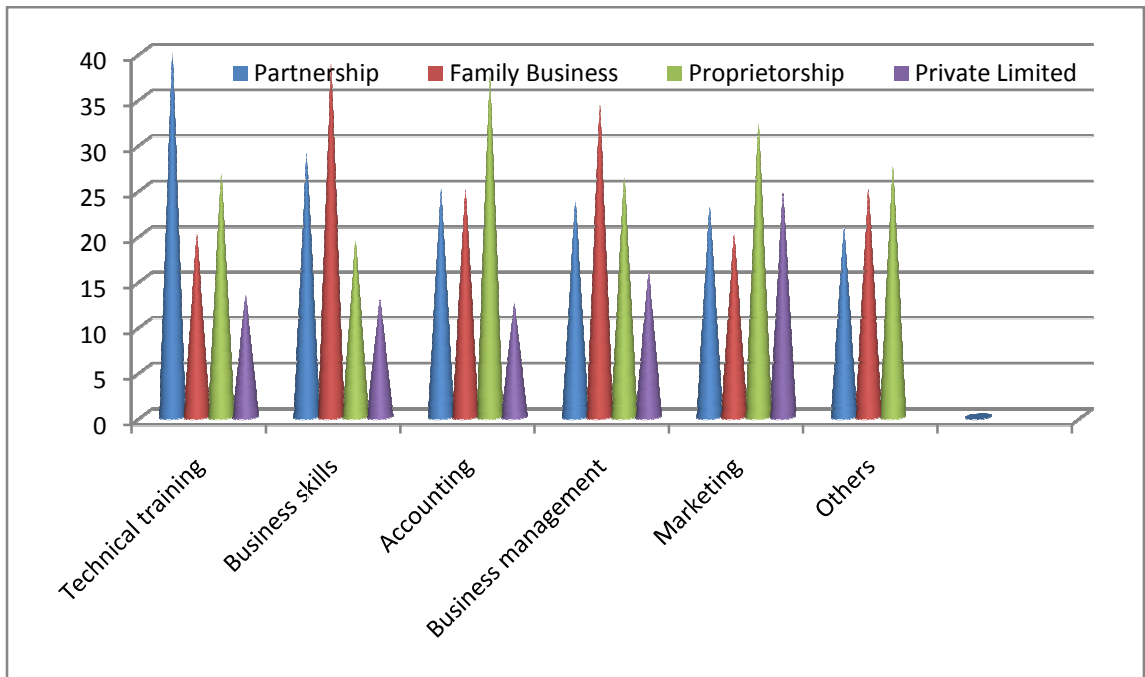


Fig.6.3. Form of business wise classification of hotel entrepreneurs showing Area of Support

6.4.2 The Institution provided Start up Phase Support According to Form of Business

The responses on the details of the institution provided start up phase support According to Form of Business are given in Table 6.16.

Table 6.16

**Form of business wise classification of Hotel
Entrepreneurs showing the institution provided start up phase support**

The institution provided start up phase support	Form of Business				
	Partnership	Family Business	Proprietorship	Private Limited	Total
Not Applicable	31(27.92)	28(25.22)	31(27.93)	21(18.92)	111(100)
Chamber of commerce	5(41.66)	2(16.67)	4(33.33)	1(8.33)	12(100)
Former employers	8(16)	14(28)	19(38)	9(18)	50(100)
NGO	7(17.94)	11(28.20)	12(30.76)	9(23.07)	39(100)
State government	7(38.88)	3(16.66)	4(22.22)	4(22.22)	18(100)
Tourism department	8(21.0)	13(34.21)	10(26.31)	7(18.42)	38(100)
Others	13(40.62)	8(25)	7(21.87)	4(12.5)	32(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

The Former employers constitute the most important institutional support. In this case, the per cent share of Proprietorship is more (38) among compared to Family business (28), Private Limited (18) and Partnership (16). Next to this, NGO and Tourism department are the important institutions who provided start up phase support to the Hotel entrepreneurs. The diagrammatic representation of the Table 6.16 is given in Fig. 6.4.

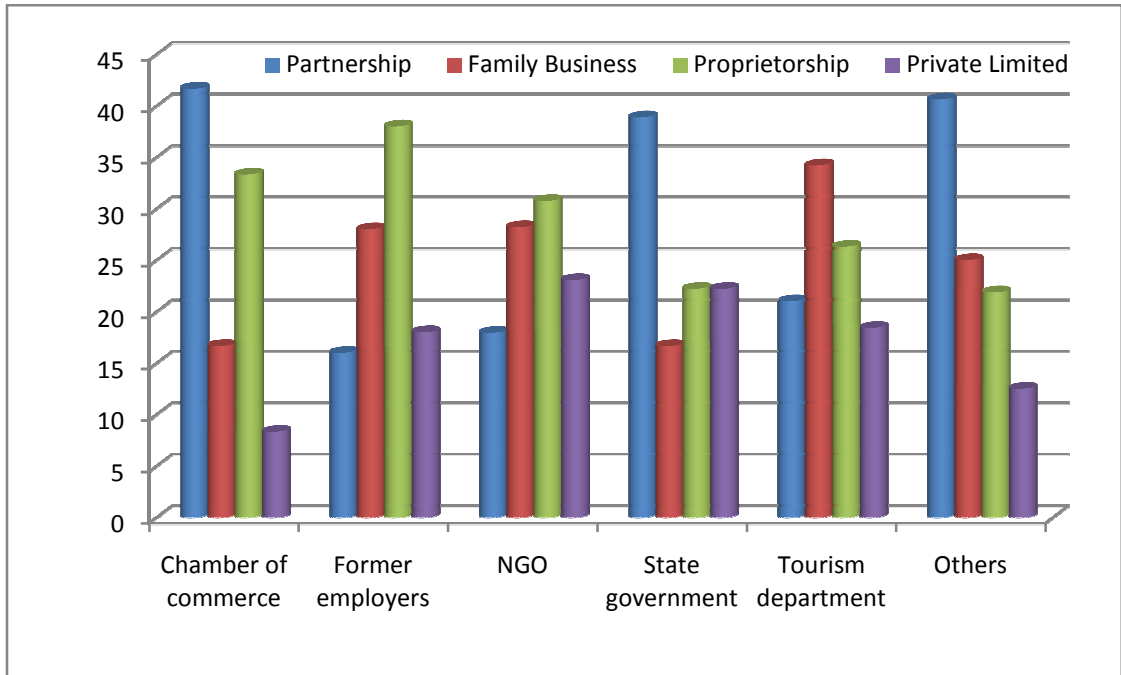


Fig.6.4. Form of business wise classification of hotel entrepreneurs showing the Institution Provided Start up Phase Support

6.4.3 The Usefulness of the Start up phase Support According to Form of Business

The responses on the usefulness of the start up phase support according to form of business are given in Table 6.17.

Table 6.17
Form of business wise classification of Hotel Entrepreneurs showing the usefulness of the Start Up Phase Support

The Usefulness of the Start Up Phase Support	Form of Business				Total
	Partnership	Family Business	Proprietorship	Private Limited	
Not Applicable	31(27.92)	28(25.22)	31(27.92)	21(18.92)	111(100)
Very not useful	5(27.78)	5(27.78)	5(27.78)	3(16.66)	18(100)
Not useful	7(26.92)	3(11.53)	10(38.46)	6(23.07)	26(100)
Useful	24(22.22)	33(30.55)	33(38.55)	18(16.67)	108(100)
Very useful	12(32.43)	10(27.02)	8(21.62)	7(18.92)	37(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

The response on the usefulness of the start up phase support shows that out of 189 entrepreneurs who got the benefit, 108 entrepreneurs opined that the scheme is useful. The percentage share is more among Proprietorship form of business (38.55). It is 30.55% among family business and 22.22% among Partnership form of business. Of the 37% entrepreneurs opined that it is very useful, 32.43% belong to the category of Partnership, 27.02% from Family business group. Out of 189 entrepreneurs who enjoyed the benefit of the scheme, 26 entrepreneurs responded that the scheme is not useful. In this case also the per cent share of Proprietorship firm (38.46) is found high. It can be diagrammatically shown in Fig. 6.5.

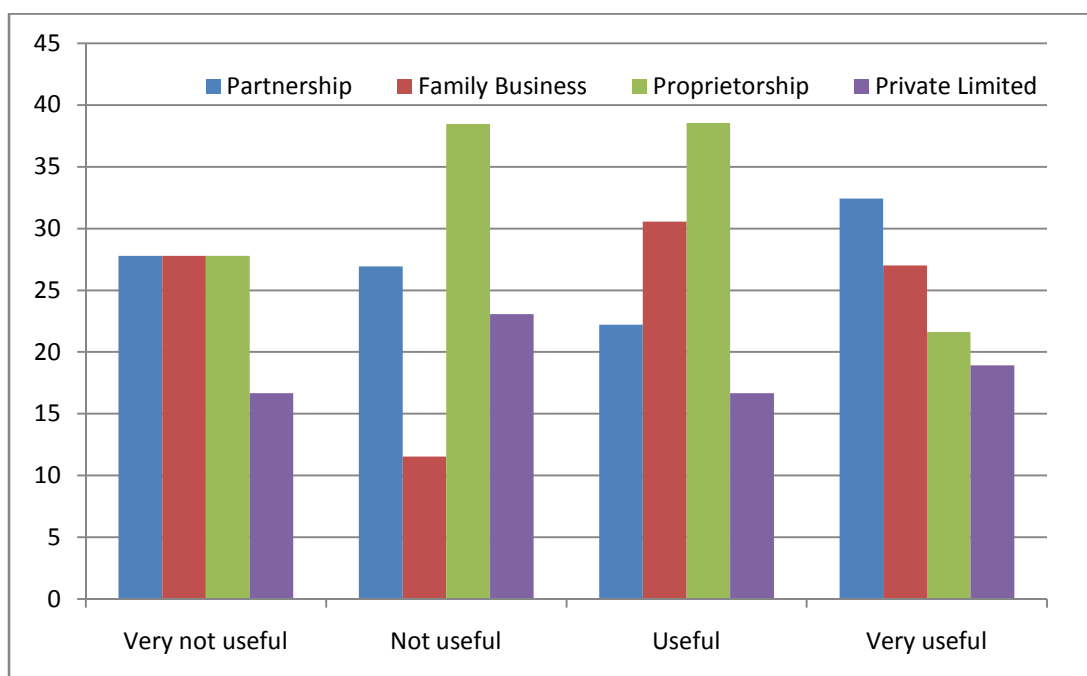


Fig.6.5. Form of business wise classification of hotel entrepreneurs showing the usefulness of the start up phase support

6.4.4 Incentives from Various Authorities According to Form of Business

The responses of the sample entrepreneurs about incentives from various authorities according to form of business are shown in the following Table.

Table 6.18

**Form of Business wise classification of Hotel
Entrepreneurs showing Incentives from State and Central Governments**

		Form of Business				
		Partnership	Family business	Proprietorship	Private limited	Total
Availing of subsidies from state Govt	Availed	33 (30.55)	32 (29.62)	30 (27.77)	13 (12.03)	108 (100)
	Not Availed	46 (23.96)	47 (24.47)	57 (29.68)	42 (21.87)	192 (100)
Awareness of capital subsidy scheme of Ministry of Tourism, Government of India	Aware	37 (32.74)	35 (30.97)	26 (23.00)	15 (13.27)	113 (100)
	Not Aware	42 (22.46)	44 (23.53)	61 (32.62)	40 (21.39)	187 (100)
Whether applied for capital subsidy scheme	Not Applicable	42 (22.46)	44 (23.53)	61 (32.62)	40 (21.39)	187 (100)
	Applied	32 (43.78)	29 (31.52)	20 (21.74)	11 (11.96)	92 (100)
	Not applied	5 (23.81)	6 (28.57)	6 (28.57)	4 (19.05)	21 (100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

Of the entrepreneurs 300 entrepreneurs surveyed, only 108 entrepreneurs have availed incentives from State Government. The percentage share in this respect is more in Partnership (30.55) and is found low among Private Limited form (12.03). Only 113 entrepreneurs are found aware of Capital subsidy scheme of the Ministry of Tourism. In this case also the percentage share of Partnership is more (32.74). Of the 113 entrepreneurs who are aware of the Capital subsidy scheme, 92 entrepreneurs have applied for the scheme. In this case the percentage share is 43.78 among Partnership form and 31.52 among Family business. It is represented in Fig 6. 6.

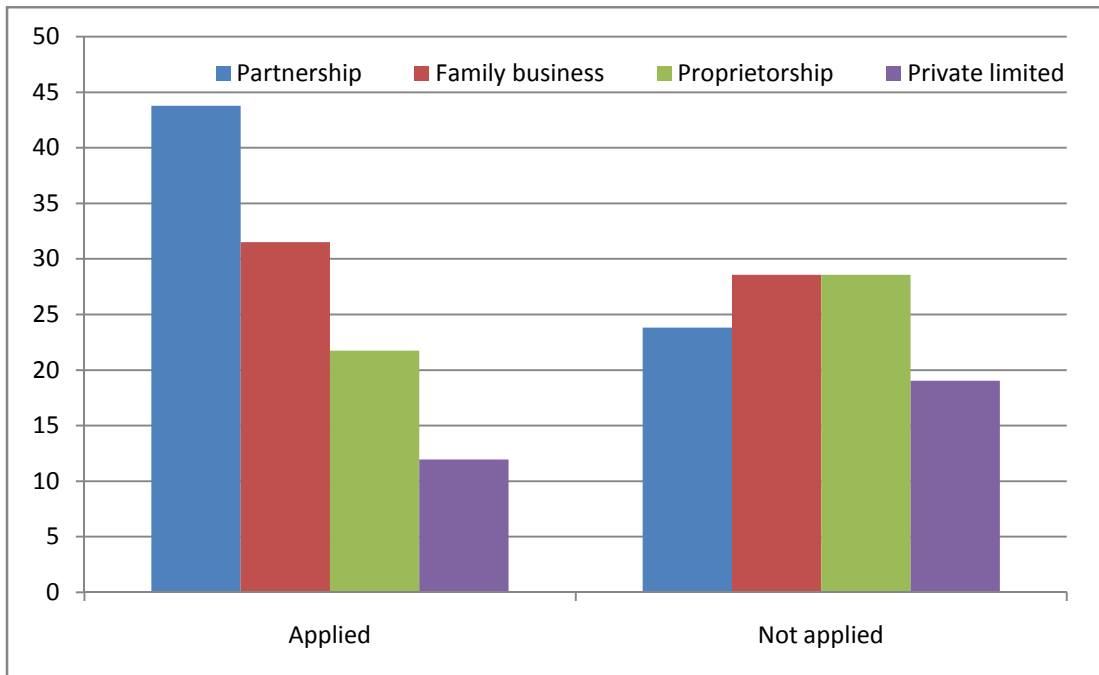


Fig. 6.6. Classification of Sample Entrepreneurs showing Applied for Capital Subsidy Scheme.

6.4.5 Effectiveness of Other Support from Various Authorities according to Form of Business

The responses of the sample entrepreneurs about the effectiveness of other Support from various authorities according to form of business are shown in the following Table.

Table 6.19

Form of Business wise classification of Hotel Entrepreneurs showing their response about effectiveness of Other Support from various authorities

		Form of Business				
		Partnership	Family business	Proprietorship	Private limited	Total
Central Government	No response	21(31.34)	9(13.43)	23(34.32)	14(20.89)	67(100)
	Not very effective	26(20.97)	34(27.42)	40(32.26)	24(19.35)	124(100)
	Somewhat effective	19(27.94)	18(26.47)	16(23.53)	15(22.06)	68(100)
	Very effective	13(20.97)	18(29.03)	8(12.90)	2(3.22)	62(100)
State Government	No response	19(28.35)	8(11.94)	25(37.31)	15(22.39)	67(100)
	Not very effective	27(22.13)	34(27.87)	40(32.79)	21(17.21)	122(100)
	Somewhat effective	19(27.5)	19(27.53)	15(21.73)	16(23.18)	69(100)
	Very effective	14(33.33)	18(42.85)	7(16.66)	3(7.14)	42(100)
Banks	No response	30(29.41)	14(13.72)	33(32.35)	25(24.50)	102(100)
	Not very effective	23(20)	34(29.56)	39(33.91)	19(16.52)	115(100)
	Somewhat effective	16(32)	17(34)	10(20)	7(14)	50(100)
	Very effective	10(30.30)	14(42.42)	5(15.15)	4(12.12)	33(100)
Business Associations	No response	27(28.12)	11(11.46)	32(33.33)	26(27.08)	96(100)
	Not very effective	20(21.27)	28(29.78)	32(34.04)	14(14.89)	94(100)
	Somewhat effective	18(31.58)	18(31.58)	13(22.80)	8(14.03)	57(100)
	Very effective	14(26.41)	22(41.50)	10(18.86)	7(13.20)	53(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is clear (from the Table 6.19) that 124 sample entrepreneurs opined that the other support from Central Government is not very effective. The percentage share is more among Proprietorship form (32.26). It is 27.42%, 20.97% and 19.35% respectively among Family business, Partnership and Private Limited. Regarding the effectiveness of Central Government, 68 sample hotel entrepreneurs stated that it is somewhat effective. The percentage share is more among Partnership form (27.94). No significant difference is witnessed among the group in this respect.

As regards the other support from State Government, majority of the entrepreneurs are of opinion that it is not very effective. The percentage share in this respect is 32.79 among Proprietorship and 17.21 among Private Limited.

In the case of other support from Banks, 33.91% of sample Proprietorship entrepreneurs are of opinion that it is not very effective. The percentage share in this case is only 16.52 among Private Limited. The percentage share of respondents who favoured the effectiveness of support from Banks is found very negligible.

As regards the effectiveness of other support from Business associations, it is seen that there is no response from a sizable number of sample respondents (96 entrepreneurs). Of the 94 entrepreneurs opined that it is not very effective, the percentage share is more among Proprietorship (34.04).

Section B

6.5 Initiatives and Support of Government, Banks and Business Associations for Travel Agency Entrepreneurs

After reviewing the previous related literatures, the researcher identified that several components were frequently used for measuring the initiatives and support. In order to validate the constructed measurement scale, the researcher used the tools of Exploratory Factor Analysis (EFA), confirmatory factor analysis (CFA), Convergent validity, Discriminant validity, Reliability (Cronbach's alpha) and normality tests.

1. Exploratory Factor Analysis

The researcher identified twenty four variables for measuring ‘Initiatives and support of government, banks and business association’. An Exploratory factor analysis with varimax rotation was performed and was appropriate when the objective was to identify the minimum number of factors associated with the maximum explanation of variance (Hair et al, 1998).

Table 6.20
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.917
Bartlett's Test of Sphericity	Approx. Chi-Square	8495.936
	df	276
	Sig.	.000

The Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy was 0.917 and the Bartlett Test of Sphericity was significant ($p=0.000$) with a Chi Square value of 8495.936 with 276 degrees of freedom (Table 1) indicated that the values were significant and hence proceed to factor analysis.

Table 6.21
Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.446	56.023	56.023	13.446	56.023	56.023	6.965	29.019	29.019
2	1.813	7.556	63.579	1.813	7.556	63.579	5.811	24.211	53.230
3	1.336	5.568	69.147	1.336	5.568	69.147	3.820	15.917	69.147
4	1.178	4.907	74.055						
5	1.119	4.664	78.719						
6	.853	3.555	82.274						
7	.755	3.144	85.419						
8	.675	2.812	88.231						
9	.499	2.079	90.310						
10	.438	1.823	92.133						
11	.269	1.120	93.253						
12	.262	1.092	94.346						
13	.239	.994	95.340						
14	.194	.809	96.149						
15	.165	.687	96.837						
16	.138	.574	97.411						
17	.129	.536	97.947						
18	.106	.443	98.389						
19	.094	.391	98.780						
20	.083	.345	99.125						
21	.072	.298	99.423						
22	.058	.242	99.665						
23	.053	.222	99.887						
24	.027	.113	100.000						
Extraction Method: Principal Component Analysis.									

Source: Primary Data

From the principal component analysis, the three major components have been identified based on the Eigen values greater than one (about 687%). They are government support, business association support and bank support.

Table 6.22
Rotated Component Matrix

Statements	Component		
	Government Support	Business Associations Support	Bank Support
Support from state government	.917		
Efficient tax administration	.916		
Suitable regulations	.908		
Support from the local bodies	.905		
Government interventions	.904		
Financial support	.899		
Scheme training to entrepreneurs	.887		
Involvement of government in Tourism activity	.876		
Marketing assistance	.854		
Adequate government involvement	.851		
Suitable Power tariff	.801		
Minimization of Official formalities	.755		
Suitable Government policies	.691		
Information on entrepreneurship support initiatives		.904	
Support for establishment		.897	
Legal framework regulation		.867	
Elimination of Competition		.815	
Support during unpredicted rainy season and dry season		.795	
Training facilities		.736	
Marketing support		.718	

Statements	Component		
	Government Support	Business Associations Support	Bank Support
Adoption of suitable Business techniques		.689	
Elimination of Middlemen or brokers		.665	
Provision of more fund			.894
Streamlining the procedures to overcome the existing procedure			.792
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

Source: Primary Data

The Table 6.22 shows the three factors extracted from the exploratory factor analysis. There are thirteen variables grouped related to the factor ‘government support’, two variables represent for ‘bank support’ and nine variables for ‘business associations support’.

2. Confirmatory Factor Analysis (CFA)

After the exploratory factor analysis, a confirmatory factor analysis has been performed to confirm the extracted scale through Structural equation modelling using the AMOS 21.0.

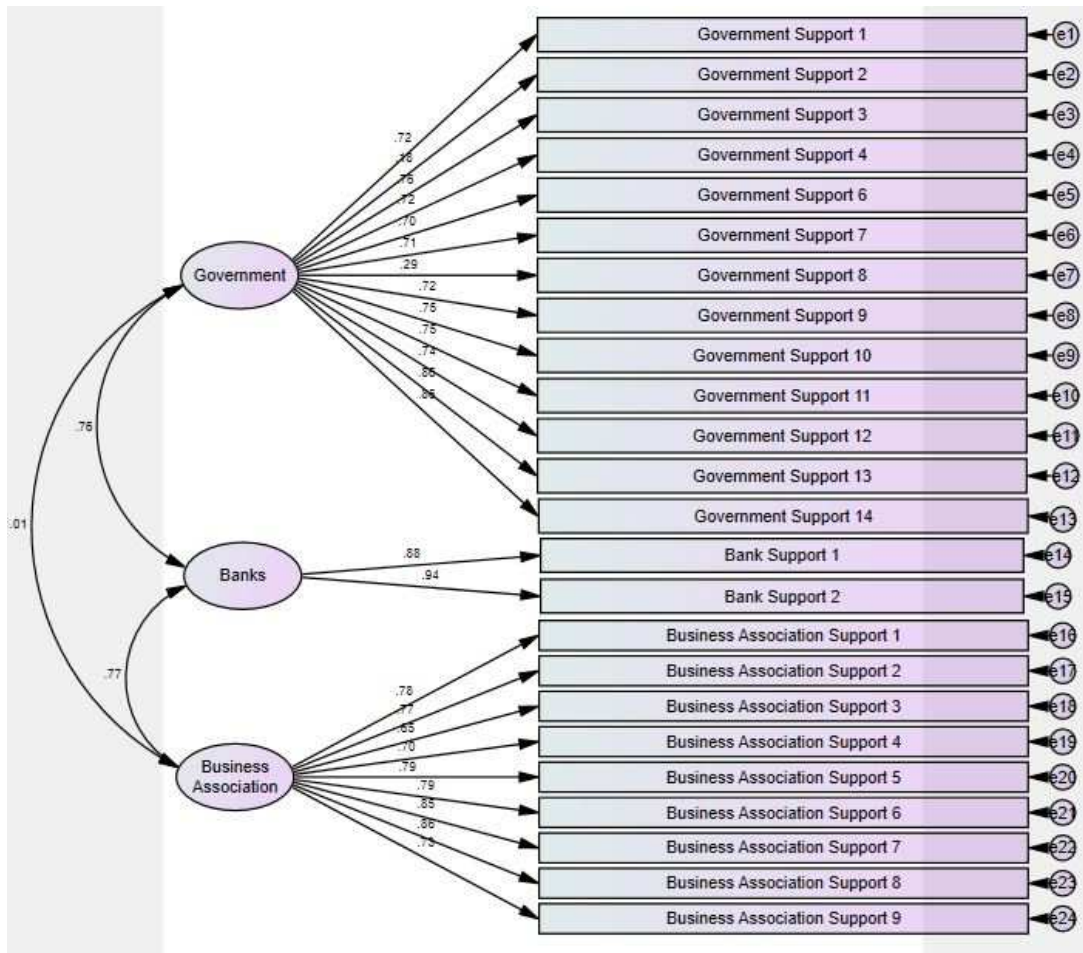


Fig 6.7 Measurement model for ‘Initiatives and support of government, bank and business association’ in respect of Entrepreneurs of Travel Agency business

The results shown in table 6.23 provide a quick overview of the model fit. Goodness of Fit index (GFI) obtained is 0.921 as against the recommended value of above 0.90. The Adjusted Goodness of Fit Index (AGFI) is 0.915 as against the recommended value of above 0.90. The Normed fit Index (NFI), Relative Fit index (RFI), Comparative Fit index (CFI), Tucker Lewis Index (TLI) are 0.907, 0.900, 0.901, 0.917 respectively as against the recommended level of above 0.90. RMSEA is 0.038. It is well below the recommended limit of 0.08. The Root Mean Square Residual (RMR) is also well below the recommended limit of 0.05 at 0.051. This can be interpreted as meaning that the model explains the correlation to within an

average error of 0.051 (Hu and Bentler, 1990). Hence the model is considered as an overall acceptable fit.

Table 6.23
Model Fit Indices

	GFI	AGFI	NFI	RFI	CFI	TLI	RMSEA	RMR
Obtained	.921	.915	.907	.900	.901	.917	.038	.051
Recommended	>.90	>.90	>.90	>.90	>.90	>.90	<0.08	<0.05

The path coefficients (β) values were positive and the p-values were less than 0.01. Hence, all the paths were identified as significant (See Fig 6.7). Thus, confirm the extracted measurement scale.

3. Validity

In general, validity is an indication of how sound the research is. More specifically, validity applies to both the design and the methods of the research. Validity in data collection means that the findings truly represent the phenomenon that is claiming to measure. Here, both content validity and construct validity are tested.

A. Content validity

Content validity can be checked with the opinion from the experts and in this case, the content validity tests have been done through expert opinion.

B. Construct validity

Two types of validity tests, i.e., convergent validity and discriminant validity have been done.

C. Convergent Validity

It is seen that all the factor loadings associated with the concerned latent variables ranged between 0.50 and 0.99. It shows that the measurement scale is acceptable for convergent validity (Table 6.24).

Table 6.24

Factor Loadings and p values – Initiatives and support of government, bank and business associations

Structural Paths		Estimate	Sig
Support from state government	← Government	.729	.000
Efficient tax administration	← Government	.731	.000
Suitable regulations	← Government	.783	.000
Support from the local bodies	← Government	.746	.000
Government interventions	← Government	.729	.000
Financial support	← Government	.727	.000
Scheme training to entrepreneurs	← Government	.862	.000
Involvement of government in Tourism activity	← Government	.727	.000
Marketing assistance	← Government	.751	.000
Adequate government involvement	← Government	.740	.000
Suitable Power tariff	← Government	.692	.000
Minimisation of official formalities	← Government	.853	.000
Suitable Government policies	← Government	.855	.000
Provision of more fund	← Banks	.874	.000
Streamlining the procedures to overcome the existing procedure	← Banks	.944	.000
Information on entrepreneurship support initiatives	← Business Association	.779	.000
Support for establishment	← Business Association	.774	.000
Legal framework regulation	← Business Association	.650	.000
Elimination of Competition	← Business Association	.700	.000
Support during unpredicted rainy season and dry season	← Business Association	.790	.000

Structural Paths		Estimate	Sig
Training facilities	← Business Association	.788	.000
Marketing support	← Business Association	.859	.000
Adoption of suitable business techniques	← Business Association	.859	.000
Elimination of Middlemen or brokers	← Business Association	.725	.000

Source: Primary Data

D. Discriminant Validity

Discriminant validity was confirmed by examining correlations among the constructs. As a rule of thumb, a 0.85 correlation or higher indicates poor discriminant validity in structural equation modelling (David 1998). None of the correlations among variables was above 0.85 (Table above) and hence, the results suggested adequate discriminant validity of the measurement.

Table 6.25
Correlations and AVE's

Correlations		Average Variance Extracted	
Government <--> Banks	.754	Government	.859
Government <--> Business Association	.792	Banks	.827
Banks<--> Business Association	.773	Business Association	.806

4. Normality and Reliability

Table 6.28 shows the result of One-Sample Kolmogorov- Smirnov Test. From the following table, it is observed that the p value of all the variables is less than 0.01. It indicates that none of the variables is normally distributed.

Table 6.26
One-Sample Kolmogrov- Smirnov Test

Statements	Mean	SD	Sig.
Support from state government	3.6067	1.05625	0.000
Information on entrepreneurship support initiatives	3.6100	1.04637	0.000
Efficient tax administration	3.7267	2.55219	0.000
Suitable regulations	3.6067	1.06257	0.000
Support from the local bodies	3.6500	1.10978	0.000
Government interventions	3.7833	1.10777	0.000
Financial support	3.8367	1.16956	0.000
Scheme training to entrepreneurs	3.9400	2.62157	0.000
Involvement of government in Tourism activity	3.6967	1.27150	0.000
Marketing assistance	3.7233	1.30093	0.000
Support for establishment	3.7800	1.25039	0.000
Legal framework regulation	3.8133	1.23162	0.000
Provision of more fund	3.9900	1.11387	0.000
Elimination of Competition	4.0500	1.08848	0.000
Streamlining the procedures to overcome the existing procedure	3.7600	1.12247	0.000
Support during unpredicted rainy season and dry season	3.6500	1.06988	0.000
Adequate government involvement	3.6833	1.06151	0.000
Suitable Power tariff	3.6700	1.17147	0.000
Training facilities	3.6233	1.12502	0.000
Marketing support	3.7200	1.13102	0.000
Adoption of suitable business techniques	3.7033	1.18603	0.000
Minimisation of Official formalities	3.7833	1.21435	0.000
Elimination of Middlemen or brokers	3.7733	1.21664	0.000
Suitable Government policies	3.8000	1.21584	0.000

Source: Primary Data

In order to assume normality, skewness and kurtosis are commonly applied. There are few clear guidelines about how much non-normality is problematic. It is suggested that absolute values of univariate skewness indices greater than 3.0 seem to describe extremely skewed data sets (Chou and Bentler 1995). Regarding kurtosis, there appears that kurtosis index greater than 10.0 may suggest a problem.

Table 6.27
Skewness and Kurtosis

Statements	Statistic	
	Skewness	Kurtosis
Support from state government	-.566	-.554
Information on entrepreneurship support initiatives	-.594	-.492
Efficient tax administration	2.166	2.624
Suitable regulations	-.677	-.280
Support from the local bodies	-.516	-.537
Government interventions	-.633	-.294
Financial support	-.701	-.401
Scheme training to entrepreneurs	1.903	1.168
Involvement of government in Tourism activity	-.732	-.477
Marketing assistance	-.787	-.484
Support for establishment	-.868	-.236
Legal framework regulation	-.937	-.034
Provision of more fund	-.857	-.431
Elimination of Competition	-.914	-.318
Streamlining the procedures to overcome the existing procedure	-.573	-.744
Support during unpredicted rainy season and dry season	-.470	-.614
Adequate government involvement	-.556	-.302
Suitable Power tariff	.251	2.416
Training facilities	-.637	-.221
Marketing support	-.717	-.179
Adoption of suitable business techniques	-.643	-.526
Minimisation of Official formalities	-.807	-.366
Elimination of Middlemen or brokers	-.792	-.400
Suitable Government policies	-.847	-.280

Source: Primary Data

Here, none of the variables have the kurtosis value greater than 10 and Skewness value greater than 3, evidencing normality. Hence, parametric tests can be used.

Table 6.28
Reliability Test (Cronbach's Alpha) –
Initiatives and support of government, bank and business association

Government Support	Business Support	Bank Support
.859	.738	.752

Cronbach's alpha value of all the measurement construct are adequate. Therefore, it is concluded that the measurement construct a reliable one.

6.5.1. Initiatives and Support of Government, Banks and Business Associations for Travel Agency - Comparison of Mean

The Five point Likert's scale has been employed to record the responses, where 1 indicates 'strongly disagree' and 5 represents 'Strongly agree'. Table 6.29 presents the Perception of respondents with regard to 'support'.

Table 6.29
One sample t test- support

	Statements	Mean	SD	t Value	Sig
Government	Support from state government	3.6067	1.05625	7.920	0.000
	Efficient tax administration	3.6100	1.04637	8.106	0.000
	Suitable regulations	3.7267	2.55219	5.307	0.000
	Support from the local bodies	3.6067	1.06257	8.964	0.000
	Government interventions	3.6500	1.10978	8.235	0.000
	Financial support	3.7833	1.10777	9.470	0.000
	Scheme training to entrepreneurs	3.8367	1.16956	9.571	0.000
	Involvement of government in Tourism activity	3.9400	2.62157	7.627	0.000

	Statements	Mean	SD	t Value	Sig
	Marketing assistance	3.6967	1.27150	8.172	0.000
	Adequate government involvement	3.7233	1.30093	8.559	0.000
	Suitable Power tariff	3.7800	1.25039	10.235	0.000
	Minimization of Official formalities	3.8133	1.23162	10.892	0.000
	Suitable Government policies	3.9900	1.11387	11.892	0.000
Business Association	Information on entrepreneurship support initiatives	4.0500	1.08848	11.954	0.000
	Support for establishment	3.7600	1.12247	10.910	0.000
	Legal framework regulation	3.6500	1.06988	9.867	0.000
	Elimination of Competition	3.6833	1.06151	11.088	0.000
	Support during unpredicted rainy season and dry season	3.6700	1.17147	12.066	0.000
	Training facilities	3.6233	1.12502	12.377	0.000
	Marketing support	3.7200	1.13102	15.401	0.000
	Adoption of suitable Business techniques	3.7033	1.18603	12.057	0.000
	Elimination of Middlemen or brokers	3.7833	1.21435	13.541	0.000
	Bank	Provision of more fund	3.7733	1.21664	12.560
Streamlining the procedures to overcome the existing procedure		3.8000	1.21584	9.819	0.000

Source: Primary Data

Table 6.29 shows that the mean score is greater than three on the Likert's scale indicate the favourable stance towards the support. From the table, it is found that the Suitable Government policies has the highest mean score (3.9900). Support from state government and Support from the local bodies have secured the lowest mean scores (3.6067). The information on entrepreneurship support/ initiatives has witnessed the highest mean score (4.0500) in case of support from business associations. Yet, only slight variations are seen in the mean scores of different classes of 'support'. The table also pointed out that there exist significant difference between the perceived score and the test value of all the variables, since the p value of all the factors of 'support' are less than 0.05 (Table 6.29).

6.5.2 Initiatives and Support of Government, Banks and Business Associations for Travel Agency According to Form of Business

The results of analysis based on the variable initiatives and support of government, banks and business association to Travel agency business entrepreneurs have been shown in Table 6.30. The F tests have been employed for this purpose.

Table 6.30

Form of Business wise Classification of Travel Agencies Showing Initiatives and Support of Government, Banks and Business associations

Form of Business		N	Mean	F Value	Sig.
Government support	Partnership	96	3.8245	.875	.454
	Family business	64	3.8233		
	Proprietorship	79	3.7157		
	Private limited	61	3.6053		
	Total	300	3.7510		
Banks support	Partnership	96	3.7859	.537	.657
	Family business	64	3.8125		
	Proprietorship	79	3.7032		
	Private limited	61	3.6302		
	Total	300	3.7381		
Business associations support	Partnership	96	3.8958	.480	.697
	Family business	64	3.7734		
	Proprietorship	79	3.7532		
	Private limited	61	3.6721		
	Total	300	3.7867		

Source: Primary Data

It is clear that in the case of support and initiatives from the government, partnership form of Travel agency business entrepreneurs enjoy the highest mean score (3.8245) followed by Family business (3.8233), Proprietorship (3.7157) and

Private Limited (3.6053). In this case is also the difference among the four modes of operation of business is not significant statistically

Family business form of Travel agency business entrepreneurs occupies the highest mean scores in the case of support and initiatives from banks. The mean score in this respect is 3.7859, 3.7032 and 3.6302 respectively among Partnership, Proprietorship and Private Limited and this difference is also statistically not significant.

As regards the initiatives and support from business association, Partnership form of Travel agency business entrepreneurs enjoyed the highest mean score (3.8958) followed by Family business (3.7734), Proprietorship (3.7532) and Private Limited (3.6721). This difference is not statistically significant.

Testing of Hypothesis No. 7

H₀: Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with respect to the initiatives and support from Government, Banks and business associations.

The application of F test shows that this difference is not statistically significant in all the cases among the entrepreneurs of various forms of business. The significance level is not found below 0.05 percent level. Hence, the seventh hypothesis that Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with respect to the initiatives and support from Government, Banks and business associations can be accepted.

6.5.3 Initiatives and Support of government, banks and business associations for Travel Agency According to Mode of Operation

The response of the sample Travel agency business entrepreneurs in respect of the variable 'Support' has been exhibited in Table 6.31. In order to see whether

there is any significant difference in this respect according to their mode of operation, the test of one way ANOVA was used.

Table 6.31

**Mode of Operation wise Classification of Travel Agencies
Showing initiatives and support of government, banks and business associations**

Mode of Operation		N	Mean	F Value	Sig
Government	Independent	120	3.8404	.838	.474
	chain	86	3.7496		
	Network	45	3.6393		
	Franchise	49	3.6374		
	Total	300	3.7510		
Banks	Independent	120	3.8407	1.108	.346
	chain	86	3.6873		
	Network	45	3.5654		
	Franchise	49	3.7347		
	Total	300	3.7381		
Business Associations	Independent	120	3.9167	.885	.449
	chain	86	3.7326		
	Network	45	3.6222		
	Franchise	49	3.7143		
	Total	300	3.7867		

Source: Primary Data

It is observed from the above Table that Independent mode operation of Travel agency business entrepreneurs have secured the highest mean scores in the case of initiatives and support from government. The mean score is 3.7496, 3.6393, and 3.6374 of Chain, Network and Franchise respectively. The difference in this respect is not statistically significant.

Next to this, the Independent mode of Travel agency business entrepreneurs occupied the highest mean score (3.8407) in the case of support and initiatives from

banks followed by Franchise (3.7347), Chain (3.6873) and Network (3.5654) and the difference is not significant statistically.

With respect to initiatives and support from Business association, independent mode of operation of business occupied the highest mean score (3.9167). This is followed by Chain (3.7326), Franchise (3.7143) and Network (3.6222). The difference in this respect is not statistically significant.

Testing of Hypothesis No. 8

H₀: Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the mode of operation of an organization with respect to the initiatives and support from Government, Banks and business associations.

The network mode of operation of Travel agency business entrepreneurs has witnessed poor performance in the case of support and initiatives from banks and business associations. However, the F tests show that this difference among the various modes operation of Travel agency business entrepreneurs is not significant. Therefore, the related hypothesis that Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the mode of operation of an organization with respect to the initiatives and support from Government, Banks and business association may be accepted.

6.6. Process of Getting License According to Form of Business

The response of the sample travel agency entrepreneurs about the Process of getting License is shown in Table 6.32.

Table 6.32

Form of business wise classification of travel agency entrepreneurs showing their response about the Process of getting license

Process of getting license	Form of Business				Total
	Partnership	Family Business	Proprietorship	Private Limited	
Very difficult	37(32.17)	17(14.787)	33(28.69)	28(24.34)	115(100)
Difficult	38(29.92)	33(25.98)	36(28.34)	20(15.75)	127(100)
Easy	9(34.61)	5(19.23)	6(23.07)	6(23.07)	26(100)
Very easy	12(37.5)	9(28.12)	4(12.5)	7(21.87)	32(100)
Total					300 (100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is found that the process of getting license to start business is difficult. Out of 115 sample entrepreneurs opined the process of getting license as very difficult, 37 are from the Partnership business (percentage share is 32.17). In this case the percentage share of entrepreneurs is found low among Family business (14.787). Only 8.67 per cent of sample entrepreneurs responded that the process is easy. In this case also the percentage share is more among Partnership (34.61). This can be diagrammatically shown in Fig.6.8.

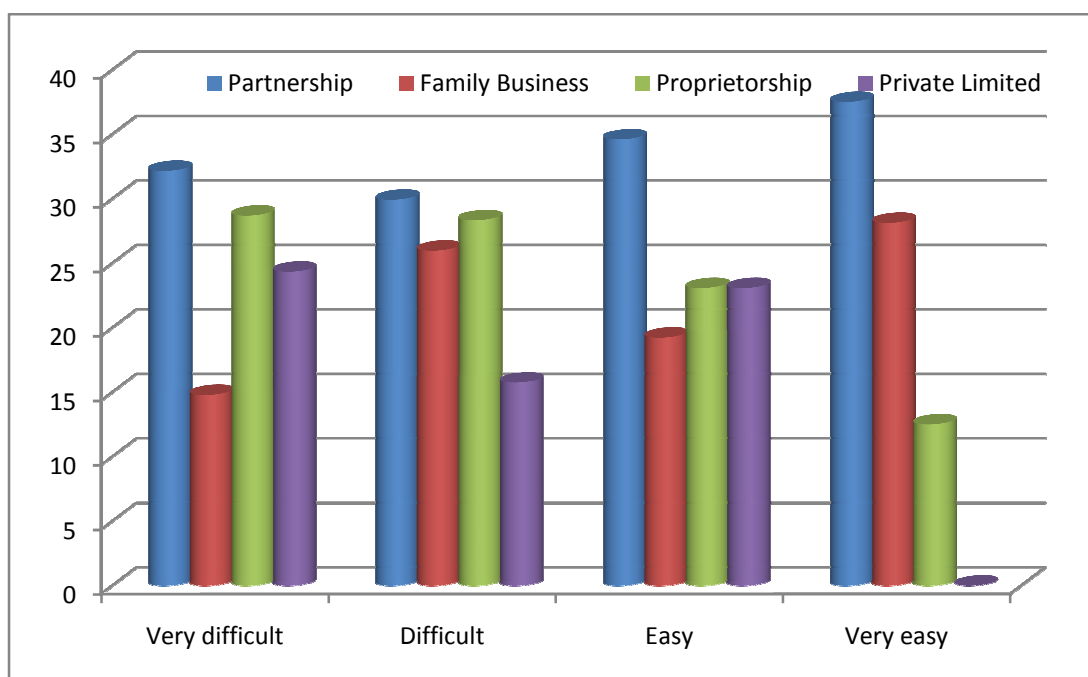


Fig.6.8. Form of business wise classification of travel agency entrepreneurs showing their response about the Process of getting license

6.7. Start up Phase Support of Various Agencies According to Form of Business

The opinion of the entrepreneurs towards the start up phase support of various agencies is given in Table 6.33.

Table 6.33

Form of Business wise classification of Travel agency Entrepreneurs showing Start up phase support of various agencies

Start up phase support from various agencies	Form of Business				Total
	Partnership	Family business	Proprietorship	Private limited	
Received	52(27.22)	38(19.89)	53(27.74)	48(25.13)	191(100)
Not Received	44(40.36)	26(23.85)	26(23.85)	13(11.92)	109 (100)
Total					300(1000)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is seen that 63.66% of sample entrepreneurs have got the benefit of start up phase support from various agencies. The percentage share is more (27.74) among Proprietorship and is found low among Family business (19.89).

6.7.1. Area of Support According to Form of Business

The responses on the area of support from various agencies are given in Table 6.34.

Table 6.34
Form of business wise classification of
travel agency entrepreneurs showing Area of support

Area of Support	Form of Business				
	Partnership	Family Business	Proprietorship	Private Limited	Total
Not Applicable	42(40)	25(23.80)	25(23.80)	13(12.28)	105(100)
Technical training	4(26.67)	3(20)	4(26.67)	4(26.67)	15(100)
Business skills	7(30.43)	4(17.39)	8(34.78)	4(17.39)	23(100)
Accounting	2(25)	4(50)	2(25)	0	8(100)
Business management	16(33.33)	6(12.5)	12(25)	14(29.16)	48(100)
Marketing	17(21.25)	18(22.5)	23(28.75)	22(27.5)	80(100)
Others	8(38.09)	4(19.04)	5(23.80)	4(19.04)	21(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is seen from the table that Marketing is the main area of support from various agencies followed by Business management and Business skills. Proprietorship form of business has occupied highest percentage of share (28.75) in the case of Marketing. In the area of Business skills also Proprietorship has got the highest percentage share (34.78). The diagrammatic representation of the Table 6.34 is given in Fig. 6.9.

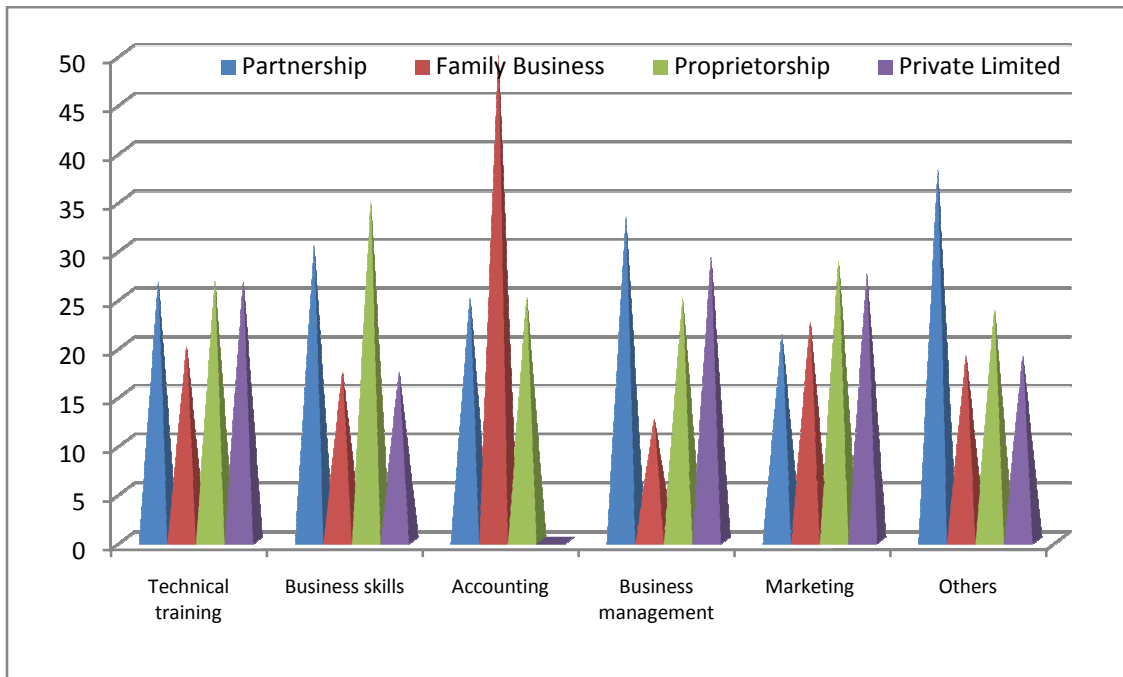


Fig.6.9. Form of business wise classification of travel agency entrepreneurs showing Area of support

6.7.2. The Institution Provided Start up Phase Support According to Form of Business

The responses on the details of the agencies provided start up phase support are given in Table 6.35.

Table 6.35**Form of business wise classification of travel agency entrepreneurs showing the Institution Provided Start up Phase Support**

The institution provided start up phase support	Form of Business				
	Partnership	Family Business	Proprietorship	Private Limited	Total
Not applicable	42 (49.62)	26(24.52)	25(23.58)	13(12.26)	106(100)
Chamber of commerce	5(38.46)	1(7.69)	6(46.15)	1(7.69)	13(100)
Former employers	10(23.25)	13(30.23)	11(25.58)	9(20.93)	43(100)
NGOs	2(18.18)	2(18.18)	4(36.36)	3(7.27)	11(100)
State government	4(14.81)	4(14.81)	9(33.33)	10(37.03)	27(100)
Tourism Department	19(34.54)	9(16.36)	15(27.27)	12(21.81)	55(100)
Others	14(31.11)	9(20)	9(20)	13(28.88)	45(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals.

As regards the agencies provided start up phase support to Travel agency entrepreneurs, the Tourism department occupied the prime place. The percentage share in this respect is 34.54 among Partnership and 16.36 among Family form business. The other institutions provided start up phase support in the order of importance is other institutions, Former employers, State Government and Chamber of commerce. The diagrammatic representation of the Table 6.35 is given in Fig. 6.10.

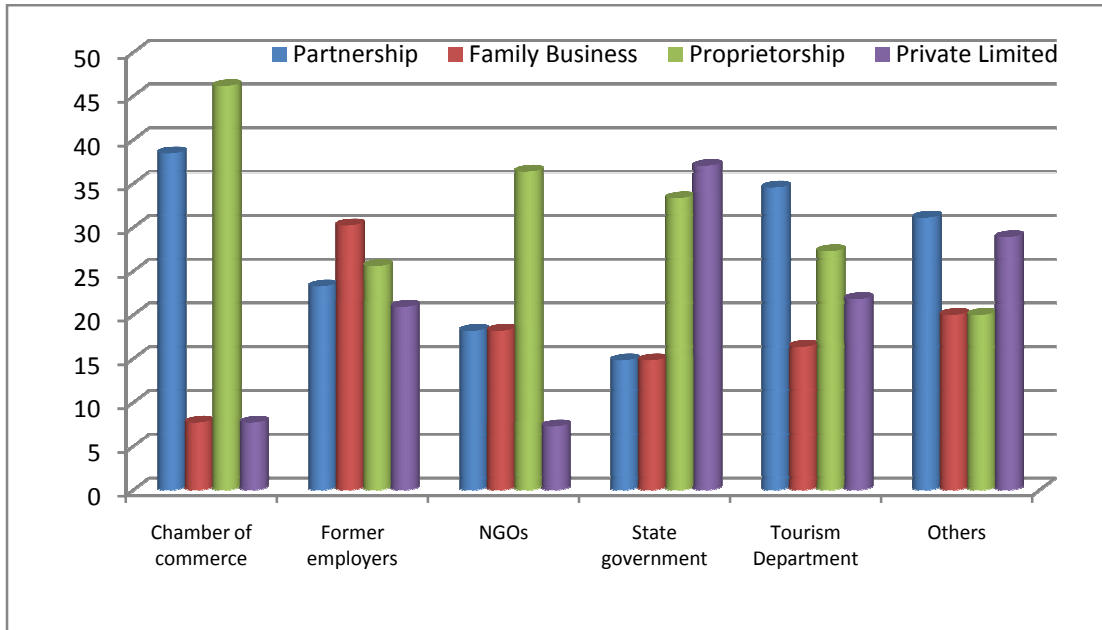


Fig.6.10. Form of business wise classification of travel agency entrepreneurs showing the Institution Provided Start up Phase Support.

6.7.3. The Extent of Usefulness of the Start up Phase Support According to Form of Business

The responses on the extent of usefulness of the start up phase support are given in Table 6.36.

Table 6.36

Form of business wise classification of travel agency entrepreneurs showing the Extent of Usefulness of the Start up Phase Support

The extent of usefulness of the start up phase support	Form of Business				
	Partnership	Family Business	Proprietorship	Private Limited	Total
Not applicable	42(40)	26(24.76)	25(23.80)	12(11.42)	105(100)
Very not useful	1(100)	0	0	0	1(100)
Not useful	9(39.13)	5(21.73)	6(26.08)	3(13.04)	23(100)
Useful	24(27.58)	21(24.13)	20(22.98)	22(25.28)	87(100)
Very useful	20(23.80)	12(14.28)	28(33.33)	24(28.57)	84(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

It is found that out of 65% of the sample Travel agency entrepreneurs have opined about the usefulness of the start up phase support, 44% of the respondents stated that it is useful and another 43% of the respondents rated it as very useful. The diagrammatic representation of the Table 6.36 is given in Fig. 6.11.

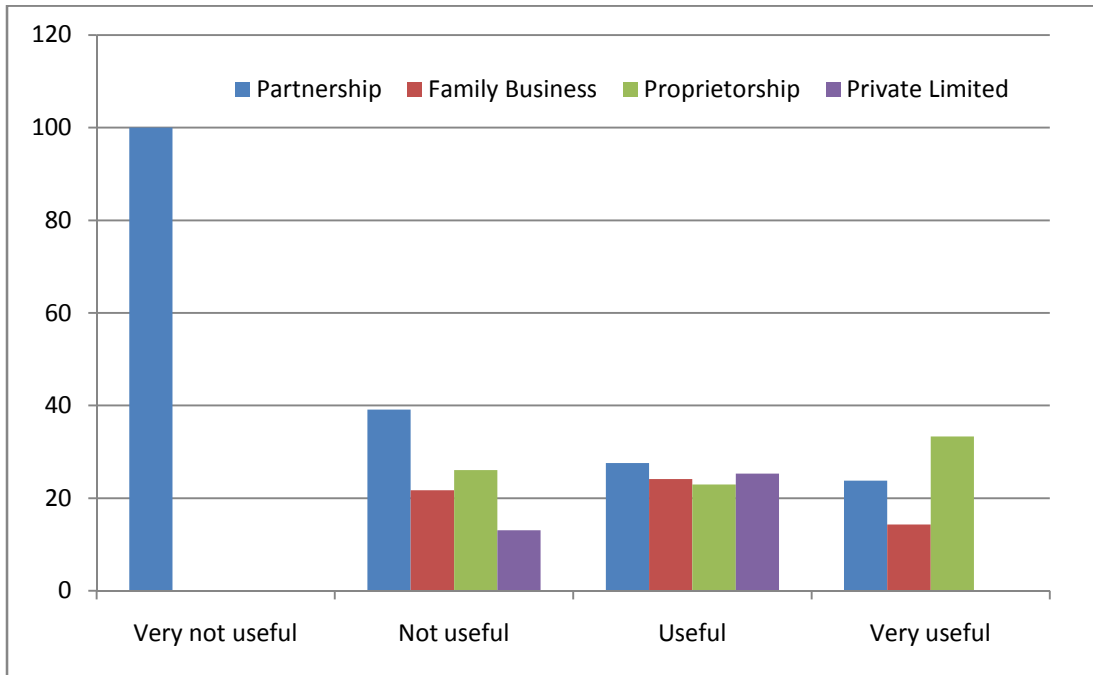


Fig.6.11. Form of business wise classification of travel agency entrepreneurs showing the Extent of Usefulness of the Start up Phase Support

6.7.4. Response on Incentives from Various Authorities According to Form of Business

Table 6.37

Form of Business wise classification of Travel Agency Entrepreneurs Showing their Response about Incentives from Various Authorities

		Form of Business				Total
		Partnership	Family business	Proprietorship	Private limited	
Availing of any kind of incentives from State Govt.	Availed	36(31.85)	30(26.54)	32(28.31)	15(13.27)	113 (100)
	Not Availed	60(32.08)	34(15.180)	47(25.13)	46(24.59)	187(100)
Awareness of capital subsidy scheme of Ministry of Tourism, Government of India	Aware	30(31.91)	18(19.14)	29(30.85)	17(18.08)	94(100)
	Not Aware	46(24.73)	46(24.73)	50(26.88)	44(23.65)	186(100)
Whether applied for Capital Subsidy Scheme	Not Applicable	46(24.73)	46(24.73)	50(26.88)	44(23.65)	186(100)
	Applied	10(26.31)	6(15.79)	13(34.21)	9(23.68)	38(100)
	Not applied	20(35.71)	12(21.42)	16(28.57)	8(14.28)	56(100)

Source: Primary Data

Figures in parentheses are percentage of their respective totals

From the above table it is seen that 63% of sample respondents have not availed any kind of incentives from State Government. Out of the 113 entrepreneurs who availed incentives from State Government, 31.85% are from Partnership form. The percentage share in this respect is 28.31, 26.54 and 13.27 respectively among Proprietorship, Family business and Private Limited.

It is seen that only 31% of sample Travel agency entrepreneurs are aware of Capital subsidy scheme of Central Government. In this case the percentage share is more (31.91) among Partnership form of business.

It is found that only 12.6% have applied for Capital subsidy scheme. Of these the percentage share is more among Proprietorship (34.21). However, it is 15.7% only among Family business form. It is represented in Fig 6. 12.

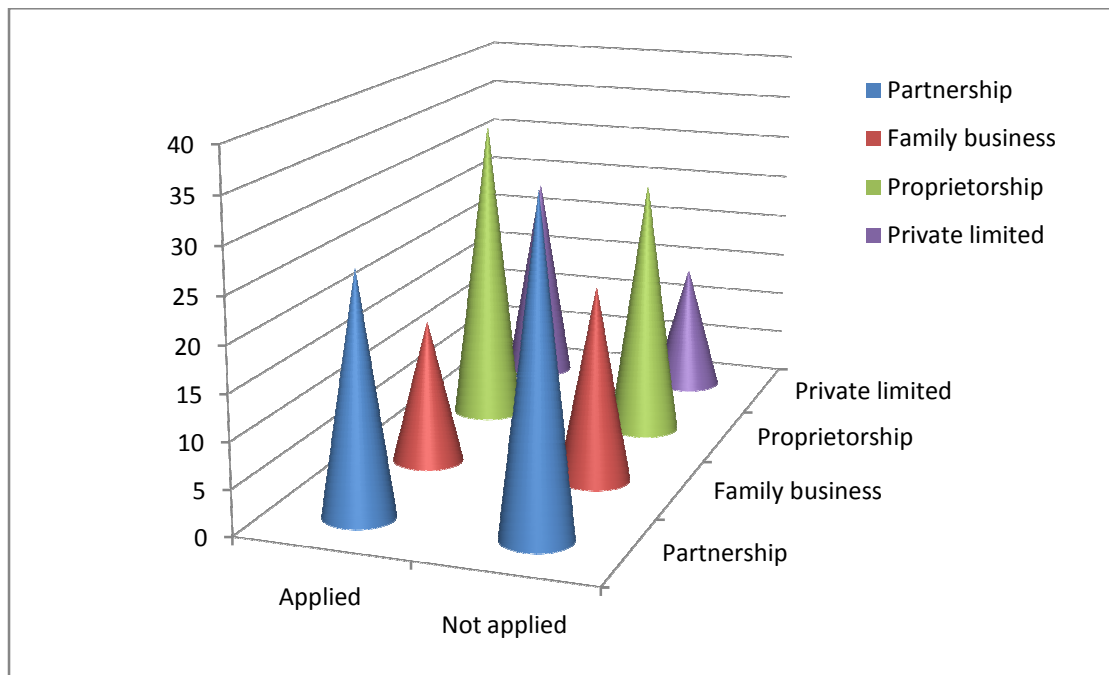


Fig. 6.12. Classification of Sample Entrepreneurs showing Applied for Capital Subsidy Scheme

6.7.5. Other Supports from Various Authorities According to Form of Business

The responses of the sample travel agency entrepreneurs about other Support from various authorities According to Form of Business are shown in the following Table.

Table 6.38

Form of Business wise classification of travel agency entrepreneurs showing the effectiveness of Support from Various Authorities

		Form of Business				Total
		Partnership	Family business	Proprietorship	Private limited	
Central government	No response	15(25.42)	14(23.72)	15(25.42)	15(25.42)	59 (100)
	Not very effective	45(45)	23(23)	24(24)	8(8)	100 (100)
	Somewhat effective	24(27.90)	15(17.44)	25(29.06)	22(25.58)	86(100)
	Very effective	12(21.81)	12(21.81)	15(27.27)	16(29.09)	55(100)
State government	No response	17(27.41)	14(22.58)	17(27.41)	14(22.58)	62(100)
	Not very effective	47(45.19)	26(25)	23(22.11)	8(7.69)	104(100)
	Somewhat effective	20(25)	11(13.75)	25(31.25)	24(30)	80(100)
	Very effective	12(22.22)	13(24.07)	14(25.92)	15(27.78)	54(100)
Banks	No response	20(28.57)	19(27.14)	18(25.71)	13(18.57)	70(100)
	Not very effective	49(37.12)	26(19.69)	40(30.30)	17(12.88)	132(100)
	Somewhat effective	16(37.20)	7(16.27)	5(11.63)	15(34.88)	43(100)
	Very effective	11(20)	12(21.82)	16(29.09)	16(29.09)	55(100)
Business Associations	No response	20(28.17)	17(23.94)	17(23.94)	17(23.94)	71(100)
	Not very effective	32(31.06)	22(21.37)	29(28.15)	10(9.72)	103(100)
	Somewhat effective	31(40.78)	12(15.79)	14(18.43)	19(25)	76(100)
	Very effective	13(21.67)	13(21.67)	19(31.67)	15(25)	60(100)

It is seen that 80% of the sample entrepreneurs responded about the effectiveness of support from Central Government. Out of this, 41% of the sample entrepreneurs stated that the supports from Central Government schemes are not very effective. In this respect the percentage share is 45 among Partnership form of business and the percentage share is found lowest (8) among Private Limited. Out of 86 sample entrepreneurs who opined it is somewhat effective, the percentage share is more among Proprietorship form (29.06) and is lowest among Family business.

As regards the effectiveness of State Government support, out of 73% of sample entrepreneurs stated that the support is not very effective. In the case also the percentage share is found more among Partnership form of business and is found low among Private Limited.

It is seen that in the case of Bank support 56% of the sample entrepreneurs opined that it is not very effective. In this case also the percentage share is more (37.12) among Partnership form. Only 23% of the entrepreneurs are of the opinion that the Bank support is very effective. In this case the percentage share is more among Proprietorship and Private Limited (29.09%) each.

In the case of support from Business association 44.49% of sample entrepreneurs stated that the support of the Business associations is not very effective. In this case the percentage share of Partnership form is found highest (31.06) and lowest among Private Limited (9.72).

The analysis on initiatives and support of government, banks and business associations to tourism entrepreneurs among unorganised sector revealed that is no significant difference among the entrepreneurs of both hotel and travel agency businesses on the basis of form of business and mode of operation. From the field survey it is also realised that the tourism entrepreneurs in the unorganised sector experience problems and challenges in their area of operation. Therefore, the next chapter is of this concern.

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Chapter 7

Issues and Challenges

A detailed discussion on the initiatives and support of government, banks and business associations to entrepreneurs of Hotel and travel agency business has been done in the previous chapter. However, the research on Tourism entrepreneurship in unorganized sector will not be a full fledged one without the identification of issues and challenges of these entrepreneurs in the sector. Hence, the present chapter is a humble attempt in this direction.

7.1. Methodology and Data base

The main objective of this chapter is to identify the issues and challenges of tourism entrepreneurs among unorganised sector. For this purpose both secondary and primary data were collected and used. Primary data were collected with the help of pretested structured interview schedule and interviews and discussions were held with the hotel entrepreneurs and travel agency owners and managers. In addition to this, primary data were collected through observation. The sample selected consists of 300 hotel entrepreneurs and 300 travel agency owners in the State of Kerala. Mathematical and statistical tools like mean, standard deviation, one sample t-test, ANOVA, Correlation and Factor analysis were used for analyzing the data.

In order to present the results of analysis in a more effective way, the chapter is divided into two sections. Section A discusses the operational issues of hotel entrepreneurs and that of B discusses issues and challenges of travel agency owners.

Section A

7.2. Issues and Challenges of Hotel Entrepreneurs

The results of the analysis based on the selected variables are discussed in the following pages.

7.2.1. Issues and Challenges - Scale Validation

The tools like exploratory factor analysis (EFA), confirmatory factor analysis (CFA), convergent validity, Discriminant validity, Reliability (Cronbach's alpha) and normality were employed for validating the instrument of data collection.

1. Exploratory Factor Analysis

On the light of the review of related literatures, the researcher identified thirty seven variables for 'Issues and Challenges'. An exploratory factor analysis was carried out to assess the most important components of 'Issues and Challenges'. The results of the tests are exhibited in the table 7.1.

Table 7.1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	16610.645
	Df	703
	Sig.	.000

Since the KMO value is 0.926 (greater than 0.6), it has been considered as adequate. The Bartlett's test of sphericity indicated the significance and the suitability of the responses collected. The Bartlett's test value (16610.645, df 703,

Sig 0.00) is found less than 0.5. Hence, it is acceptable and recommended for factor analysis. The results of statistical assumption tests indicated that the data set had been appropriate for factor analysis and therefore principal component analysis has been carried out.

Table 7.2
Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	18.428	48.494	48.494	18.428	48.494	48.494	6.955	18.302	18.302
2	3.335	8.777	57.271	3.335	8.777	57.271	5.082	13.373	31.675
3	2.945	7.750	65.021	2.945	7.750	65.021	4.654	12.247	43.921
4	2.295	6.039	71.060	2.295	6.039	71.060	4.256	11.201	55.122
5	1.653	4.350	75.410	1.653	4.350	75.410	4.081	10.739	65.862
6	1.367	3.599	79.008	1.367	3.599	79.008	3.367	8.860	74.722
7	1.012	2.664	81.673	1.012	2.664	81.673	2.641	6.951	81.673
8	.869	2.288	83.961						
9	.773	2.035	85.996						
10	.643	1.693	87.689						
11	.565	1.486	89.175						
12	.496	1.306	90.480						
13	.474	1.247	91.727						
14	.447	1.176	92.903						
15	.321	.845	93.748						
16	.293	.772	94.520						
17	.276	.727	95.246						
18	.254	.668	95.915						
19	.185	.488	96.403						
20	.160	.421	96.823						
21	.138	.363	97.187						
22	.135	.355	97.541						

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
23	.124	.325	97.866						
24	.122	.321	98.187						
25	.100	.263	98.450						
26	.086	.227	98.677						
27	.077	.203	98.880						
28	.075	.198	99.078						
29	.065	.172	99.250						
30	.055	.144	99.394						
31	.047	.125	99.519						
32	.046	.120	99.639						
33	.037	.096	99.736						
34	.025	.065	99.801						
35	.024	.064	99.865						
36	.022	.058	99.923						
37	.015	.039	99.963						
38	.014	.037	100.000						
Extraction Method: Principal Component Analysis									

Source: Primary Data

The Exploratory factor analysis extracted seven factors with an Eigen value of greater than 1, which together explained about 82% percent (Table 7.2) of the variance indicated a good fit and hence it is assumed that model represents the data very well.

Table 7.3

Rotated Component Matrix

	Component						
	Regulatory Issues	Financial Problems	Operational Problems	Marketing Issues	Technological Issues	Personal Issues	Training Problems
Unsupportive tax system and tax rates	.872						
Frequent changes in regulatory framework	.872						
Lack of transparency	.861						
Existing Bankruptcy laws	.854						
Ineffective competition law	.844						
Complex procedures for property rights regulation	.840						
Complex procedures for copy right regulation	.774						
Complex procedures for patent and trademark regulation	.764						
High cost for business regulation	.748						
Complex procedures for business regulation	.739						
Inadequate fixed capital		.903					
Lack of personal savings and resources		.894					
fear of taking more loan		.880					
Lack of securities and credibility for debt financing		.858					
Lack of business experience		.806					
Lack of skill for debt financing		.774					
Strict credit scoring methodologies and regulations		.699					
Complex financial document procedures		.669					

	Component						
	Regulatory Issues	Financial Problems	Operational Problems	Marketing Issues	Technological Issues	Personal Issues	Training Problems
Long time needed to decide on an application for funding		.505					
Lack of knowledge, understanding awareness of start up funding		.522					
Lack of coordination			.868				
Problem of infrastructure			.868				
Lack of skill			.860				
Cost containment			.817				
Shortage of skilled staff			.720				
Increased competition			.519				
Lack of adequate marketing and promotion				.837			
Increased guest sophistication				.804			
Limited market access				.785			
Increased in number of similar businesses				.512			
Interactive reservation system					.776		
Yield management					.754		
Affected by health problems						.734	
Limited time take up dual role						.733	
Opposition from the family						.716	
Lack of time to attend the training							.653
Huge training cost							.601
Long distance to training centre							.513
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 8 iterations.							

Source: Primary Data

Seven factors extracted from the exploratory factor analysis which was named as shown in table 7.3. Ten variables grouped under the factor 'Regulatory

issues’, ten variables under ‘financial problems’, six variables related to ‘operational problems’, four for ‘marketing issues’, two are in respect of ‘technological issues’, three for ‘personal issues’ and the remaining three for ‘training problems’.

2. Confirmatory Factor Analysis (CFA)

After the exploratory factor analysis, the researcher has carried out the confirmatory factor analysis using the AMOS 21.0 in order to confirm the components contributing to the ‘Issues and Challenges’.

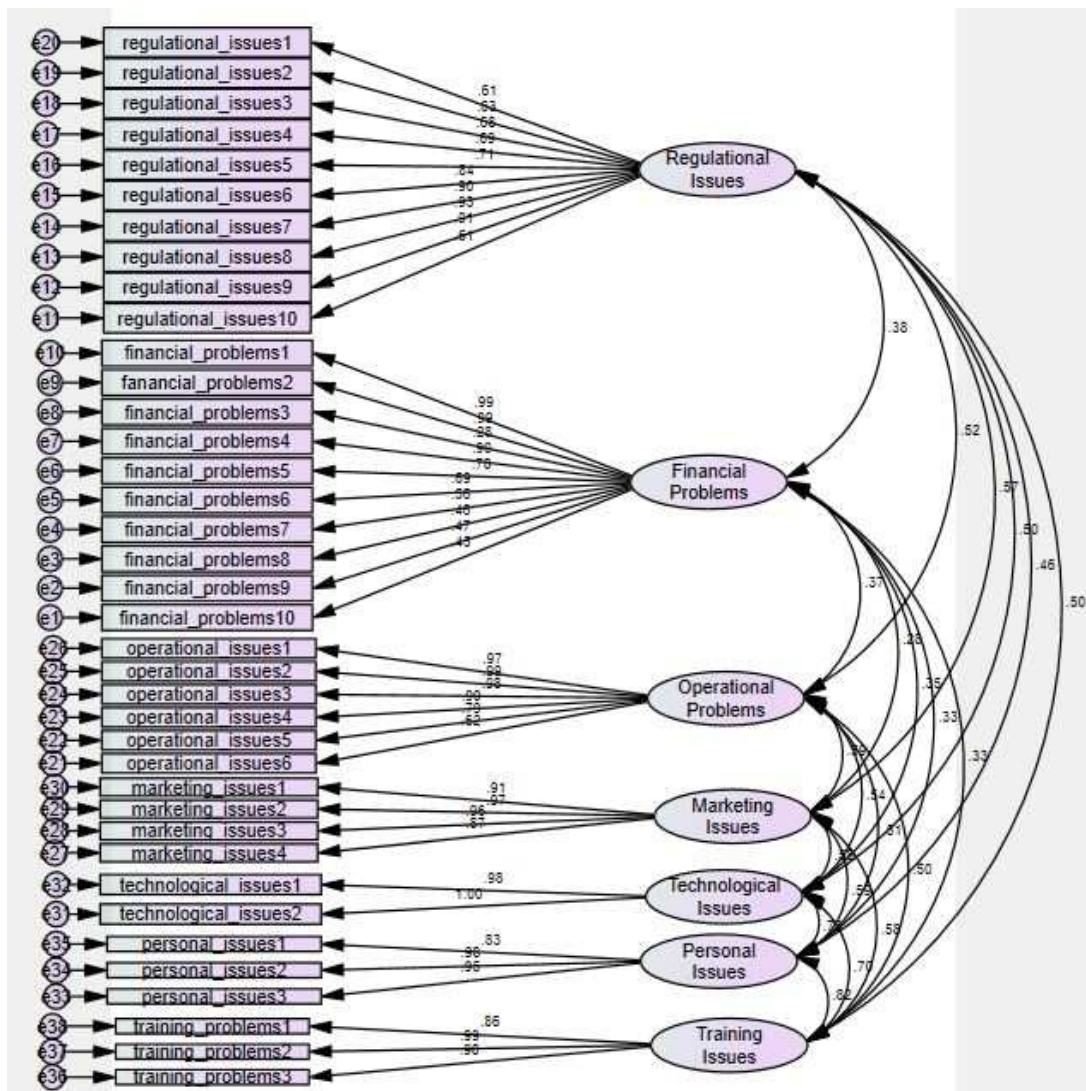


Fig 7.1: Measurement model for ‘Issues and Challenges’ of Sample Hotel Entrepreneurs.

The results shown in table 7.4 provide a quick overview of the model fit. Goodness of Fit index (GFI) obtained is 0.919 as against the recommended value of above 0.90. The Adjusted Goodness of Fit Index (AGFI) is 0.904 as against the recommended value of above 0.90 as well. The Normed fit Index (NFI), Relative Fit index (RFI), Comparative Fit index (CFI), Tucker Lewis Index (TLI) are 0.894, 0.910, 0.902, 0.912 respectively as against the recommended level of above 0.90. RMSEA is 0.048 and is well below the recommended limit of 0.08. The Root Mean Square Residual (RMR) is also found below the recommended limit of 0.05 at 0.032. This can be interpreted as meaning that the model explains the correlation to within an average error of 0.032 (Hu and Bentler, 1990). Hence the model shows an overall acceptable fit.

Table 7.4
Model Fit Indices

	GFI	AGFI	NFI	RFI	CFI	TLI	RMSEA	RMR
Obtained	.919	.904	.894	.910	.902	.912	.048	.032
Recommended	>.90	>.90	>.90	>.90	>.90	>.90	<0.08	<0.05

All the path coefficients (β) were positive in the above model (Fig 7.1). Besides, the p-values in the above model were less than 0.01 which meant all the paths were significant. Hence it can be confirmed that the factors contributed towards the variable employee 'Issues and Challenges'.

3. Validity

In general, validity is an indication of how sound the research is. More specifically, validity applies to both the design and the methods of the research. Validity in data collection means that the findings truly represent the phenomenon that is claiming to measure. In this study, both content validity and construct validity is tested.

A. Content validity

Content validity (also known as logical validity) refers to the extent to which a measure represents all facets of a given construct. Content validity is tested by consulting the experts in the field of research.

B. Construct validity

Construct validity is the degree to which a test measures what it claims, or purports, to be measuring. There are several methods to test the construct validity. Here, the researcher used two kinds of validity tests, i.e., convergent validity and Discriminant validity.

C. Convergent Validity

Convergent validity tests establish whether responses to the questions are sufficiently correlated with the respective latent variables. Convergent validity is usually assessed based on the comparison of loadings calculated through a non-confirmatory analysis with a fixed value (Ketkar, Kock, Parente & Verville, 2012)

Table 7.5

Factor Loadings and p values- operational issues

Structural Paths	Estimate	Sig.
Financial_problems10 ← Financial Problems	.524	.000
Financial_problems9 ← Financial Problems	.539	.000
financial_problems8 ← Financial Problems	.544	.000
Financial_problems7 ← Financial Problems	.556	.000
Financial_problems6 ← Financial Problems	.693	.000
Financial_problems5 ← Financial Problems	.781	.000
Financial_problems4 ← Financial Problems	.903	.000
Financial_problems3 ← Financial Problems	.677	.000
Financial_problems2 ← Financial Problems	.994	.000
Financial_problems1 ← Financial Problems	.986	.000

Structural Paths	Estimate	Sig.
Regulatory_issues10 ← Regulatory Issues	.610	.000
Regulatory_issues9 ← Regulatory Issues	.907	.000
Regulatory_issues8 ← Regulatory Issues	.929	.000
Regulatory_issues7 ← Regulatory Issues	.904	.000
Regulatory_issues6 ← Regulatory Issues	.839	.000
Regulatory_issues5 ← Regulatory Issues	.715	.000
Regulatory_issues4 ← Regulatory Issues	.692	.000
Regulatory_issues3 ← Regulatory Issues	.681	.000
Regulatory_issues2 ← Regulatory Issues	.627	.000
Regulatory_issues1 ← Regulatory Issues	.615	.000
Operational_issues6 ← Operational Problems	.617	.000
Operational_issues5 ← Operational Problems	.789	.000
Operational_issues4 ← Operational Problems	.898	.000
Operational_issues3 ← Operational Problems	.976	.000
Operational_issues2 ← Operational Problems	.989	.000
Operational_issues1 ← Operational Problems	.973	.000
Marketing_issues4 ← Marketing issues	.867	.000
Marketing_issues3 ← Marketing issues	.955	.000
Marketing_issues2 ← Marketing issues	.971	.000
Marketing_issues1 ← Marketing issues	.912	.000
Technological_issues2 ← Technological Issues	.997	.000
Technological_issues1 ← Technological Issues	.977	.000
Personal_issues3 ← Personal Issues	.952	.000
Personal_issues2 ← Personal Issues	.982	.000
Personal_issues1 ← Personal Issues	.827	.000
Training_problems3 ← Training Problems	.978	.000
Training_problems2 ← Training Problems	.993	.000
Training_problems1 ← Training Problems	.859	.000

From the table 7.5, it can be identified that the loadings associated with each latent variables were higher. The p-values related to the loadings were lower than 0.05 and loadings for indicators of all respective latent variables were above 0.5. Since the model satisfies the above criteria, it is said to have acceptable convergent validity.

D. Discriminant Validity

Discriminant validity tests verify whether responses from the respondents to the questions are either correlated or not with other latent variables. A measurement model has acceptable discriminant validity if the square root of the average variance extracted (AVE) for each latent variable is higher than any of the correlations between the latent variable under consideration and any of the other latent variables in the measurement model (Fornell & Larcker, 1981).

Table 7.6
Correlations and AVE's

Correlations			Average Variance Extracted	
Financial Issues	↔ Regulatory Issues	0.383	Financial Issues	0.792
Financial Issues	↔ Operational Problems	0.367	Regulatory Issues	0.841
Financial Issues	↔ Marketing Issues	0.28	Operational	0.900
Financial Issues	↔ Technological Issues	0.347	Marketing Issues	0.788
Financial Issues	↔ Personal Issues	0.333	Technological Issues	0.852
Financial Issues	↔ Training Problems	0.334	Personal Issues	0.792
Regulatory Issues	↔ Operational Problems	0.516	Training Problems	0.825
Regulatory Issues	↔ Marketing Issues	0.571		
Regulatory Issues	↔ Technological Issues	0.504		
Regulatory Issues	↔ Personal Issues	0.463		
Regulatory Issues	↔ Training Problems	0.504		
Operational Problems	↔ Marketing Issues	0.588		
Operational Problems	↔ Technological Issues	0.54		
Operational Problems	↔ Personal Issues	0.51		
Operational Problems	↔ Training Problems	0.5		

Correlations			Average Variance Extracted	
Marketing Issues	↔ Technological Issues	0.577		
Marketing Issues	↔ Personal Issues	0.59		
Marketing Issues	↔ Training Problems	0.576		
Technological Issues	↔ Personal Issues	0.725		
Technological Issues	↔ Training Problems	0.703		
Personal Issues	↔ Training Problems	0.82		

Discriminant validity was confirmed by examining correlations among the latent variables. As a rule of thumb, a 0.85 correlation or higher indicates poor discriminant validity in structural equation modelling (David 1998). None of the correlations among variables were above 0.85 (Table 7.6). Hence the discriminant validity of the model was established.

4. Normality and Reliability

Normality tests are used to determine if a data set is well-modelled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed.

Table 7.7

One-Sample Kolmogorov- Smirnov Test

Statements	Mean	Std. Deviation	Sig.
Unsupportive tax system and tax levels	4.4000	.88086	0.000
Changes in regulatory framework	4.3833	.89015	0.000
Lack of transparency	4.1867	.98066	0.000
Bankruptcy laws	3.9600	.97377	0.000
Ineffective competition law	3.8700	.93238	0.000
Complex procedures for property rights regulation	3.8800	.94971	0.000
Complex procedures for copy right regulation	3.9233	1.02026	0.000
Complex procedures for patent and trademark regulation	4.0100	1.05844	0.000
High cost for business regulation	4.0433	1.03199	0.000
Complex procedures for business regulation	4.2867	1.11143	0.000

Statements	Mean	Std. Deviation	Sig.
Lack of fixed capital	2.7533	1.21273	0.000
Lack of personal savings and resources	2.7567	1.20372	0.000
Fear of taking more loan	2.9167	3.24316	0.000
Lack of securities and credibility for debt financing	2.8767	1.24094	0.000
Lack of business experience	3.1567	1.27706	0.000
Lack of skill for debt financing	3.3300	1.27010	0.000
Strict credit scoring methodologies and regulations	3.7233	1.15957	0.000
Complex financial document procedures	4.0333	1.04684	0.000
Long time needed to decide on an application for funding	4.0633	1.06604	0.000
Lack of knowledge, understanding awareness of start up funding	3.7800	1.17026	0.000
Lack of coordination	3.5500	1.31654	0.000
Problem of infrastructure	3.5167	1.30463	0.000
Lack of skill	3.4800	1.29170	0.000
Cost containment	3.5833	1.28656	0.000
Shortage of skilled staff	3.8200	1.26211	0.000
Increased competition	4.3600	.99685	0.000
Lack of adequate marketing and promotion	4.0167	1.08025	0.000
Increased guest sophistication	3.9033	.99866	0.000
Limited market access	3.9167	.99315	0.000
Increased in number of similar businesses	4.1500	1.00874	0.000
Interactive reservation system	3.9400	1.24428	0.000
Yield management	3.9100	1.25452	0.000
Affected by health problems	3.8100	1.35401	0.000
Limited time take up dual role	3.4700	1.35717	0.000
Opposition from the family	3.3900	1.37265	0.000
Lack of time to attend the training	3.9400	1.34004	0.000
Huge training cost	3.7133	1.34556	0.000
Long distance to training centre	3.6833	1.36232	0.000

From the table 7.7, it is observed that the significant values of all the variables are lower than 0.05. Therefore, the data are not normal in exact sense. To

assume normality, skewness and kurtosis are used commonly. A distribution is said to be normal when the kurtosis value lying below 10 and skewness value 3. The results of test of skewness and kurtosis are presented in the table given below.

Table 7.8
Skewness and Kurtosis

Statements	Skewness Statistics	Kurtosis Statistics
Unsupportive tax system and tax levels	-1.614	2.058
Changes in regulatory framework	-1.491	1.429
Lack of transparency	-1.217	.866
Bankruptcy laws	-.860	.216
Ineffective competition law	-.835	.609
Complex procedures for property rights regulation	-.866	.648
Complex procedures for copy right regulation	-.816	.129
Complex procedures for patent and trademark regulation	-1.042	.465
High cost for business regulation	-1.043	.479
Complex procedures for business regulation	-1.542	1.332
Lack of fixed capital	-.004	-1.071
Lack of personal savings and resources	-.009	-1.074
Fear of taking more loan	13.923	223.975
Lack of securities and credibility for debt financing	.014	-1.052
Lack of business experience	-.102	-1.082
Lack of skill for debt financing	-.226	-1.088
Strict credit scoring methodologies and regulations	-.598	-.735
Complex financial document procedures	-.930	-.041
Long time needed to decide on an application for funding	-1.044	.225
Lack of knowledge, understanding awareness of start up funding	-.585	-.674
Lack of coordination	-.525	-.940

Statements	Skewness Statistics	Kurtosis Statistics
Problem of infrastructure	-.469	-1.000
Lack of skill	-.443	-1.002
Cost containment	-.542	-.889
Shortage of skilled staff	-.842	-.471
Increased competition	-1.587	1.712
Lack of adequate marketing and promotion	-1.027	.132
Increased guest sophistication	-.981	.442
Limited market access	-.925	.305
Increased in number of similar businesses	-1.190	.751
Interactive reservation system	-.976	-.149
Yield management	-.944	-.222
Affected by health problems	-.880	-.587
Limited time take up dual role	-.550	-.998
Opposition from the family	-.463	-1.097
Lack of time to attend the training	-.964	-.464
Huge training cost	-.718	-.780
Long distance to training centre	-.682	-.848

Here, it is found that all the variables fall under the kurtosis value of 10 and Skewness value of 3. Therefore, kurtosis and Skewness were not problematic and hence, parametric test can be adopted.

Table 7.9**Reliability Test (Cronbach's Alpha)- Operational Issues**

Regulatory Issues	Financial Issues	Operational Problems	Marketing Issues	Technological Issues	Personal Issues	Training Problems
.799	.852	.901	.952	.911	.805	.927.

From the table 7.9, it is identified that the concerned Cronbach's alpha for the extracted factors are higher than 0.70 and hence, it is concluded that the measurement construct a reliable one.

7.3. Issues and Challenges - Comparison of Mean

Comparison of means tests helps to determine if the groups have similar means. There are many cases in statistics to compare means for two populations or samples.

7.3.1 One sample T test- Issues and Challenges

Here, Five point Likert's scale is used to record the responses, where 1 indicates with 'Strongly disagree' and 5 represents 'Strongly agree'. The responses of the hotel entrepreneurs about the 'issues and challenges' are presented in Table 7.10

Table 7.10**One sample t test**

Variables	Statements	Mean	SD	t Value	Sig.
Regulatory Issues	Unsupportive tax system and tax levels	4.4000	.88086	27.528	.000
	Frequent Changes in regulatory framework	4.3833	.89015	26.917	.000
	Lack of transparency	4.1867	.98066	20.959	.000
	Existing Bankruptcy laws	3.9600	.97377	17.076	.000
	Ineffective competition law	3.8700	.93238	16.162	.000

Variables	Statements	Mean	SD	t Value	Sig.
	Complex procedures for property rights regulation	3.8800	.94971	16.049	.000
	Complex procedures for copy right regulation	3.9233	1.02026	15.675	.000
	Complex procedures for patent and trademark regulation	4.0100	1.05844	16.528	.000
	High cost for business regulation	4.0433	1.03199	17.511	.000
	Complex procedures for business regulation	4.2867	1.11143	20.051	.000
Financial Problems	Lack of fixed capital	2.7533	1.21273	-3.523	.000
	Lack of personal savings and resources	2.7567	1.20372	-3.501	.001
	Difficulty of taking more loans	2.9167	3.24316	-.445	.657
	Lack of securities and credibility for debt financing	2.8767	1.24094	-1.721	.086
	Lack of business experience	3.1567	1.27706	2.125	.034
	Lack of skill for debt financing	3.3300	1.27010	4.500	.000
	Strict credit scoring methodologies and regulations	3.7233	1.15957	10.804	.000
	Complex financial document procedures	4.0333	1.04684	17.097	.000
	Long time gap for financing	4.0633	1.06604	17.277	.000
	Lack of knowledge, understanding awareness of start up funding	3.7800	1.17026	11.544	.000
Operational Issues	Lack of coordination	3.5500	1.31654	7.236	.000
	Problem of infrastructure	3.5167	1.30463	6.859	.000
	Lack of skill	3.4800	1.29170	6.436	.000
	High level of Cost	3.5833	1.28656	7.853	.000
	Shortage of skilled staff	3.8200	1.26211	11.253	.000
	Increased competition	4.3600	.99685	23.630	.000
Marketing Issues	Lack of adequate market promotion measures	4.0167	1.08025	16.301	.000
	Increased demands of guests	3.9033	.99866	15.667	.000
	Limited market access	3.9167	.99315	15.987	.000

Variables	Statements	Mean	SD	t Value	Sig.
	Increase in number of similar businesses	4.1500	1.00874	19.746	.000
Technological Issues	Interactive reservation system	3.9400	1.24428	13.085	.000
	Yield management	3.9100	1.25452	12.564	.000
Personal Issues	health problems	3.8100	1.35401	10.362	.000
	Limited time to handle dual role	3.4700	1.35717	5.998	.000
	Opposition from the family	3.3900	1.37265	4.921	.000
Training Problems	Lack of time to attend the training	3.9400	1.34004	12.150	.000
	High training cost	3.7133	1.34556	9.182	.000
	Long distance to training centre	3.6833	1.36232	8.688	.000

Source: Primary Data.

Table 7.10 shows the issues and challenges experienced by the sample hotel entrepreneurs. Among the Regulatory Issues, the problem of unsupportive tax system and tax rates is identified as the major problem with mean value of 4.4000. The other major issues in the order of gravity are frequent changes in regulatory framework (mean Score 4.3833), Complex procedures for business regulation (4.2867), Lack of transparency (mean Score 4.1867), High cost for business regulation (4.0433), Bankruptcy laws (mean Score 3.9600), Complex procedures for copy right regulation (3.9233), Ineffective competition law (mean score 3.8700) and Complex procedures for property rights regulation (mean Score 3.8600).

Long time gap for financing with the mean score of 4.0633 is the major issue in respect of financial problems. The other problems in that order are complex financial document procedures (4.0333), Lack of knowledge, understanding awareness of startup funding, strict credit scoring methodologies and regulations, Lack of skill for debt financing and Problem of taking more loans.

Increased competition with mean score of 4.3600 is identified as the major problem in the area of Operation of business. Shortage of skilled staff (3.8200) is the next major issue in this respect. The other problems are High level of Cost (3.5833),

Lack of coordination (3.5500), Problem of infrastructure (3.5167) and Lack of skill (3.4800).

Increase in number of similar businesses is found the major marketing problem. In this case the mean score is 4.1500. The other marketing issues are Lack of adequate market promotion measures (4.0167), Limited market access (3.9167) and increased demands of guests (3.9033).

Interactive reservation system with mean score of 3.9400 is identified as the major technological issue followed by Yield management (3.9100).

The major personal issues of the entrepreneurs are health problems (3.8100), Limited time to handle dual role (3.4700) and Opposition from the family (3.3900).

Lack of time to attend the training (3.9400) is identified as major issue in respect of training. The other problems are High training cost (3.7133) and Long distance to training centre (3.6833).

The table also reveals that the difference between the perceived score and the test value (3) of all the factors are significant, since the p value of all the factors of stress are less than 0.05 except two variables belongs to 'financial issues' (Table 7.10).

7.4. Issues and Challenges According to Form of Business

The Issues and Challenges of the sample entrepreneurs in Hotels according to form of business are presented in Table 7.11

Table 7.11

**Form of Business wise Classification of Hotel
Entrepreneurs Showing Issues and Challenges- One Way ANOVA**

Form of Business		N	Mean	Std. Deviation	F Value	Sig.
Regulatory Issues	Partnership	79	4.0848	.83820	1.636	0.181
	Family business	79	3.9405	.93733		
	Proprietorship	87	4.1908	.71082		
	Private limited	55	4.1764	.57056		
	Total	300	4.0943	.79172		
Financial Problems	Partnership	79	3.3076	1.04744	0.405	0.750
	Family business	79	3.2544	1.05013		
	Proprietorship	87	3.3954	.96061		
	Private limited	55	3.4164	.99476		
	Total	300	3.3390	1.01103		
Operational Issues	Partnership	79	3.5970	1.09701	2.508	0.059
	Family business	79	3.5169	1.26974		
	Proprietorship	87	3.8467	1.09445		
	Private limited	55	3.9788	.98604		
	Total	300	3.7183	1.13425		
Marketing Issues	Partnership	79	3.8829	.98208	1.720	0.163
	Family business	79	3.8734	1.09257		
	Proprietorship	87	4.1466	.89129		
	Private limited	55	4.1000	.82299		
	Total	300	3.9967	.96424		
Technological Issues	Partnership	79	3.9937	1.20494	0.594	0.619
	Family business	79	3.7658	1.34649		
	Proprietorship	87	3.9655	1.21472		
	Private limited	55	3.9909	1.18826		
	Total	300	3.9250	1.24111		

Form of Business		N	Mean	Std. Deviation	F Value	Sig.
Personal Issues	Partnership	79	3.5148	1.25496	1.825	0.143
	Family business	79	3.3080	1.42602		
	Proprietorship	87	3.6858	1.21400		
	Private limited	55	3.7697	1.19304		
	Total	300	3.5567	1.28542		
Training Problems	Partnership	79	3.8270	1.30947	1.631	0.182
	Family business	79	3.5105	1.44099		
	Proprietorship	87	3.8736	1.21812		
	Private limited	55	3.9455	1.15071		
	Total	300	3.7789	1.29702		

Source: Primary Data

As seen from the table 7.11, In respect of regulatory issues, the problem is more among Proprietorship form of business (mean score 4.1908) followed by Private limited (mean score 4.1764), Partnership (mean score 4.0948) and Family business (mean score 3.9405). The difference is found statistically not significant.

As regards financial problems, it is more among Private limited (mean score 3.4164). The mean score in this respect is 3.3954 among proprietorship. It is comparatively low among family business (mean score 3.2544). This difference is not statistically significant.

In respect of operational problems Private limited occupies highest mean score of 3.9788 followed by Proprietorship (3.8467), Partnership (3.5970) and Family business (3.5169). In this case is also the difference among the four forms of business is not significant statistically.

With respect to marketing problems, the Proprietorship form of business is having highest mean score (4.1466). This is followed by Private limited (4.1000), Partnership (3.8829) and Family business (3.8734). The difference in this respect is not statistically significant.

In the case of technological problems the mean score is highest among the Partnership (3.9937) followed by Private Limited (3.9909), Proprietorship (3.9655) and Family business (3.7658) and the difference among the various forms of business is not statistically significant.

The Private limited occupies highest mean score of 3.7697 in the case of personal problems. The mean score in this respect is 3.6858, 3.5148 and 3.3080 respectively among proprietorship, partnership and family business and this difference is also statistically not significant.

In the case of training problems the mean score is highest among the private limited form of business entrepreneurs (3.9455) followed by Proprietorship (8.736), Partnership (8.270) and Family business (3.5105). This difference is not statistically significant.

Testing of Hypothesis No.9

H₀: There is no significant difference among Hotel entrepreneurs in unorganized sector according to the form of business organization in respect of their issues and challenges.

In the case of seven issues and challenges experienced by hotel entrepreneurs, the form of business wise analysis showed that no statistically significant difference (application of F-Test) is witnessed in any of these problems among the four forms of business entrepreneurs. That is the level of significance is found more than that of 0.05 levels in the case of all the issues. Hence the ninth hypothesis that there is no significant difference among Hotel entrepreneurs in unorganized sector according to the form of business organization in respect of their issues and challenges may be accepted.

7.5. Issues and Challenges According to Mode of Operation

The table 7.12 exhibits the issues and challenges faced by sample hotel entrepreneurs according to their mode of operation.

Table 7.12
Mode of Operation wise Classification of
Hotel Entrepreneurs Showing Issues and Challenges

Mode of Operation		N	Mean	SD	F Value	Sig.
Regulatory Issues	Independent	122	4.1787	.74769	.980	.403
	Chain	72	4.0500	.86513		
	Network	52	4.0865	.72708		
	Franchise	54	3.9704	.84488		
	Total	300	4.0943	.79172		
Financial Problems	Independent	122	3.4393	.95386	.692	.557
	Chain	72	3.2750	1.11769		
	Network	52	3.2904	.94356		
	Franchise	54	3.2444	1.05788		
	Total	300	3.3390	1.01103		
Operational Issues	Independent	122	3.8716	1.12709	1.828	.142
	Chain	72	3.6296	1.15138		
	Network	52	3.7468	1.10873		
	Franchise	54	3.4630	1.12559		
	Total	300	3.7183	1.13425		
Marketing Issues	Independent	122	4.0451	.89363	.565	.638
	Chain	72	3.8750	1.07386		
	Network	52	4.0625	.96872		
	Franchise	54	3.9861	.97179		
	Total	300	3.9967	.96424		
Technological Issues	Independent	122	4.0738	1.11280	2.009	.113
	Chain	72	3.7431	1.41668		
	Network	52	3.6827	1.32113		
	Franchise	54	4.0648	1.14943		
	Total	300	3.9250	1.24111		

Mode of Operation		N	Mean	SD	F Value	Sig.
Personal Issues	Independent	122	3.6530	1.25996	.402	.752
	Chain	72	3.4815	1.34139		
	Network	52	3.4679	1.34514		
	Franchise	54	3.5247	1.22791		
	Total	300	3.5567	1.28542		
Training Problems	Independent	122	3.7978	1.34401	.545	.652
	Chain	72	3.7500	1.30696		
	Network	52	3.6154	1.33722		
	Franchise	54	3.9321	1.14262		
	Total	300	3.7789	1.29702		

Source: Primary Data

In the case of regulatory issues the mean score is highest among Independent mode of business (mean value 4.1787) followed by Network (4.0865), Chain business (4.0500) and Franchisee (3.9704). It is found that there is no significant difference among them.

With respect of financial problems, Independent having the highest means score of 3.4393. This is followed by Network (mean value 3.2904), Chain (3.2750) and Franchisee (3.2444). The difference in this respect is not statistically significant.

In the case of operational issues, it is more among the Independent hotels (mean value 3.8716) followed by Network hotels (mean value 3.7468), Chain (3.6296) and Franchise (3.4630). This difference is not significant.

As regards Marketing Issues, it is seen that Network hotels secured the highest mean value (4.0625). It is 4.0451, 3.9861, 3.8750 respectively among Independent, Franchise and Chain mode of Hotels. The difference in this respect is not statistically significant.

In the case of technological issues, Independent mode of Hotels occupy highest mean value of 4.0738 followed by Franchise, Chain and Network mode of Hotels without any significant difference.

With respect of personal issues, Independent having the highest means score of 3.6530. This is followed by Franchisee (mean value 3.5247), Chain (3.4815) and Network (3.4679). The difference in this respect is not statistically significant.

In the case of Issues related to Training, the mean score is highest among Franchisee business (mean value 3.9321) according to mode of operation followed by Independent (3.7978), Chain business (3.7500) and Network (3.6154). It is found that there is no significant difference among them.

Testing of Hypothesis No.10

H0: There is no significant difference among Hotel entrepreneurs in unorganized sector according to the mode of operation of organization in respect of their issues and challenges.

In order to test the hypothesis, issues and challenges in seven areas namely Regulatory Issues, Financial Problems, operational issues, Marketing Issues, technological issues, Personal Issues and training problems have been analysed. The analysis revealed that in the case of all the seven issues, no statistically significant difference is seen among the four types of entrepreneurs according to their mode of operation. In none of the cases the significance level is found below 0.05. Thus, it is clear that there is no significant difference among the hotel entrepreneurs in respect of their issues according to their mode of operation. Hence the tenth hypothesis is that there is no significant difference among Hotel entrepreneurs in unorganized sector according to the mode of operation of organization in respect of their issues and challenges can be accepted.

Section B

7.6. Issues and Challenges of Travel Agency Business Entrepreneurs

7.6.1. Issues and challenges - Scale Validation

Here the scale 'Issues and challenges' has undergone test of validation. For this, the researcher has applied exploratory factor analysis (EFA), confirmatory factor analysis (CFA), convergent validity, discriminant validity, reliability (Cronbach's alpha) and normality.

1. Exploratory Factor Analysis

The researcher identified thirty eight variables in order to measure 'Issues and Challenges' of travel agencies. An Exploratory factor analysis with varimax rotation was performed and found appropriate when the objective was to identify the minimum number of factors associated with the maximum explanation of variance (Hair et al, 1998).

Table 7.13

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.932
Bartlett's Test of Sphericity	Approx. Chi-Square	17695.407
	Df	703
	Sig.	.000

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy was 0.932 and the Bartlett Test of Sphericity was significant ($p=0.000$) with a Chi Square value of 17695.407 with 703 degrees of freedom (Table 7.16) which was considered to be excellent for further analysis and provided support for the factorization.

The results of statistical assumption tests indicated that the data set was appropriate for factor analysis. Therefore, principal component analysis was conducted.

Table 7.14
Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.151	55.660	55.660	21.151	55.660	55.660	6.575	17.303	17.303
2	3.291	8.661	64.321	3.291	8.661	64.321	5.723	15.060	32.363
3	2.573	6.771	71.091	2.573	6.771	71.091	5.509	14.498	46.861
4	1.519	3.997	75.088	1.519	3.997	75.088	4.492	11.822	58.683
5	1.228	3.232	78.321	1.228	3.232	78.321	4.177	10.993	69.676
6	.978	2.574	80.894	.978	2.574	80.894	3.781	9.950	79.626
7	.860	2.262	83.156	.860	2.262	83.156	1.342	3.531	83.156
8	.744	1.957	85.114						
9	.707	1.862	86.975						
10	.574	1.511	88.487						
11	.540	1.421	89.907						
12	.484	1.273	91.180						
13	.443	1.167	92.347						
14	.384	1.011	93.358						
15	.362	.952	94.310						
16	.311	.818	95.128						
17	.271	.712	95.840						
18	.211	.555	96.395						
19	.194	.512	96.907						

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
20	.145	.381	97.288						
21	.120	.316	97.604						
22	.114	.299	97.903						
23	.099	.260	98.163						
24	.089	.234	98.397						
25	.086	.226	98.623						
26	.068	.179	98.802						
27	.065	.172	98.974						
28	.054	.142	99.116						
29	.052	.138	99.254						
30	.048	.127	99.380						
31	.047	.123	99.503						
32	.044	.114	99.618						
33	.036	.094	99.711						
34	.031	.082	99.793						
35	.026	.067	99.860						
36	.022	.058	99.919						
37	.019	.051	99.970						
38	.012	.030	100.000						
Extraction Method: Principal Component Analysis.									

Source: Primary data

The Exploratory factor analysis identified seven factors with an Eigen value greater than 1, which together explained about 84% percent (Table 7.14) of the variance indicated a good fit and hence it was assumed that model represents the data very well.

Table 7.15

Rotated Component Matrix

	Component						
	Regulatory Issues	Financial Problems	Operational Problems	Marketing Issues	Technological Issues	Personal Issues	Training Problems
Unsupportive tax system and tax levels	.893						
Changes in regulatory framework	.892						
Lack of transparency	.884						
Bankruptcy laws	.868						
Ineffective competition law	.863						
Complex procedures for property rights regulation	.779						
Complex procedures for copy right regulation	.709						
Complex procedures for patent and trademark regulation	.527						
High cost for business regulation	.512						
Complex procedures for business regulation	.505						
Lack of fixed capital		.912					
Lack of personal savings and resources		.908					
Fear of taking more loan		.907					
Lack of securities and credibility for debt financing		.901					
Lack of business experience		.880					
Lack of skill for debt financing		.875					
Strict credit scoring methodologies and regulations		.873					
Complex financial document procedures		.770					
Long time needed to decide on an application for funding		.692					

	Component						
	Regulatory Issues	Financial Problems	Operational Problems	Marketing Issues	Technological Issues	Personal Issues	Training Problems
Lack of knowledge, understanding awareness of start up funding		.588					
Lack of coordination			.818				
Problem of infrastructure			.796				
Lack of skill			.763				
Cost containment			.717				
Shortage of skilled staff			.705				
Increased competition			.659				
Lack of adequate marketing and promotion				.814			
Increased guest sophistication				.812			
Limited market access				.797			
Increased in number of similar businesses				.751			
Interactive reservation system					.654		
Yield management					.652		
Affected by health problems						.786	
Limited time take up dual role						.757	
Opposition from the family						.645	
Lack of time to attend the training							.750
Huge training cost							.586
Long distance to training centre							.529
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.							
a. Rotation converged in 8 iterations.							

Seven factors extracted from the exploratory factor analysis are shown in table 7.15. There are ten variables grouped belongs to the factor ‘Regulatory issues’,

ten variables for ‘financial problems’, six variables for ‘operational problems’, four for ‘marketing issues’, two for ‘technological issues’, three for ‘personal issues’ and three for ‘training problems’.

2. Confirmatory Factor Analysis (CFA)

In order to confirm the structure of the construct ‘operational issues’ extracted from exploratory factor analysis, confirmatory factor analysis technique is used. For this, SPSS Amos 21.0 has been employed.

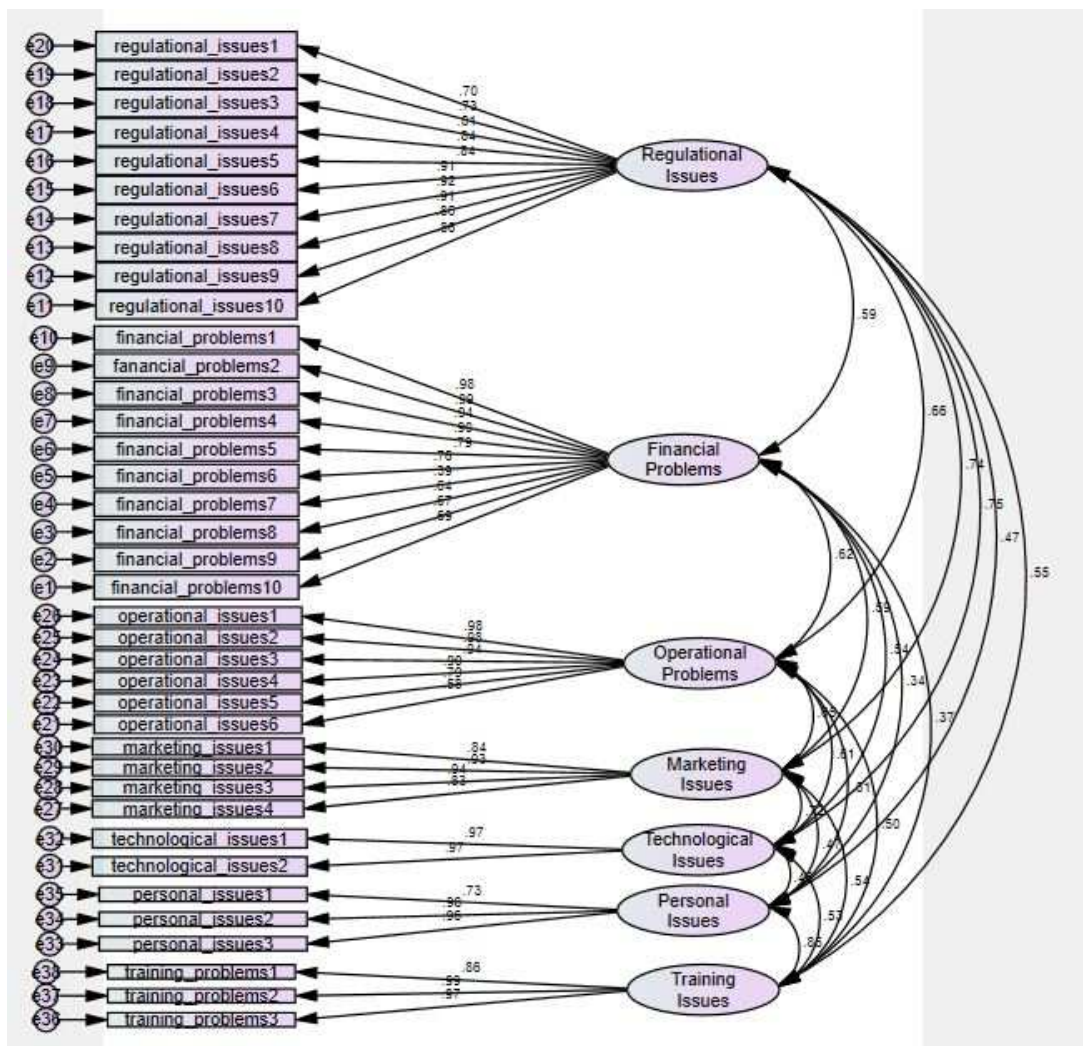


Fig 7.2: Measurement model for ‘Issues and Challenges’ of Travel Agency Entrepreneurs

The results shown in table 4 provide a quick overview of the model fit. Goodness of Fit index (GFI) obtained is 0.922 as against the recommended value of above 0.90. The Adjusted Goodness of Fit Index (AGFI) is 0.908 as against the recommended value of above 0.90 as well. The Normed fit Index (NFI), Relative Fit index (RFI), Comparative Fit index (CFI), Tucker Lewis Index (TLI) are 0.904, 0.918, 0.909, 0.918 respectively as against the recommended level of above 0.90. RMSEA is 0.039. It is well below the recommended limit of 0.08. The Root Mean Square Residual (RMR) is also well below the recommended limit of 0.05 at 0.045. This can be interpreted as meaning that the model explains the correlation to within an average error of 0.045 (Hu and Bentler, 1990). Hence the model shows an overall acceptable fit.

Table 7.16
Model Fit Indices

	GFI	AGFI	NFI	RFI	CFI	TLI	RMSEA	RMR
Obtained	.922	.908	.904	.918	.909	.918	.039	.045
Recommended	>.90	>.90	>.90	>.90	>.90	>.90	<0.08	<0.05

All the paths shown in the model (Fig 7.2) are significant as critical ratios were above 1.96. Hence, confirms the measurement model.

3. Validity

The researcher seeks expert opinion in order to assess whether the measurement scale had construct validity. In this study, both content validity and construct validity established.

A. Content validity

In research, content validity (also known as logical validity) refers to the extent to which a measure represents all facets of a given construct. Content validity is tested by consulting the experts in the field of research.

B. Construct validity

Construct validity is "the degree to which a test measures what it claims, or purports, to be measuring. There are several methods to test the construct validity. In this research, the researcher used two kinds of validity tests, i.e, convergent validity and discriminant validity.

C. Convergent Validity

Convergent validity tests establish whether responses to the questions are sufficiently correlated with the respective latent variables. Convergent validity is usually assessed based on the comparison of loadings calculated through a non-confirmatory analysis with a fixed value (Ketkar, Kock, Parente & Verville, 2012)

Table 7.17

Factor Loadings and p values- operational issues

Structural Paths	Estimate	Sig.
Financial_problems10 ← Financial Problems	.690	.000
Financial_problems9 ← Financial Problems	.671	.000
Financial_problems8 ← Financial Problems	.644	.000
Financial_problems7 ← Financial Problems	.505	.000
Financial_problems6 ← Financial Problems	.758	.000
Financial_problems5 ← Financial Problems	.788	.000
Financial_problems4 ← Financial Problems	.897	.000
Financial_problems3 ← Financial Problems	.941	.000
Financial_problems2 ← Financial Problems	.987	.000
Financial_problems1 ← Financial Problems	.980	.000
Regulatory_issues10 ← Regulatory Issues	.863	.000
Regulatory_issues9 ← Regulatory Issues	.863	.000
Regulatory_issues8 ← Regulatory Issues	.914	.000
Regulatory_issues7 ← Regulatory Issues	.921	.000
Regulatory_issues6 ← Regulatory Issues	.911	.000

Structural Paths	Estimate	Sig.
Regulatory_issues5 ← Regulatory Issues	.845	.000
Regulatory_issues4 ← Regulatory Issues	.837	.000
Regulatory_issues3 ← Regulatory Issues	.809	.000
Regulatory_issues2 ← Regulatory Issues	.727	.000
Regulatory_issues1 ← Regulatory Issues	.695	.000
Operational_issues6 ← Operational Problems	.577	.000
Operational_issues5 ← Operational Problems	.793	.000
Operational_issues4 ← Operational Problems	.900	.000
Operational_issues3 ← Operational Problems	.942	.000
Operational_issues2 ← Operational Problems	.984	.000
Operational_issues1 ← Operational Problems	.979	.000
Marketing_issues4 ← Marketing issues	.834	.000
Marketing_issues3 ← Marketing issues	.940	.000
Marketing_issues2 ← Marketing issues	.935	.000
Marketing_issues1 ← Marketing issues	.842	.000
Technological_issues2 ← Technological Issues	.971	.000
Technological_issues1 ← Technological Issues	.967	.000
Personal_issues3 ← Personal Issues	.959	.000
Personal_issues2 ← Personal Issues	.985	.000
Personal_issues1 ← Personal Issues	.729	.000
Training_problems3 ← Training Problems	.974	.000
Training_problems2 ← Training Problems	.986	.000
Training_problems1 ← Training Problems	.858	.000

Source: Primary Data.

In the study, the factor loadings associated with the latent variables ranged between 0.50 and 0.99 as shown in Table 7.17. Hence, it was reasonable to assume that the measurement model for the construct “operational issues” has acceptable convergent validity.

D. Discriminant Validity

Discriminant validity tests verify whether responses from the respondents to the questions are either correlated or not with other latent variables. A measurement model has been acceptable discriminant validity if the square root of the average variance extracted (AVE) for each latent variable is higher than any of the correlations between the latent variable under consideration and any of the other latent variables in the measurement model (Fornell & Larcker, 1981).

Table 7.18
Correlations and AVE's

Correlations				Average Variance Extracted	
Financial Issues	↔	Regulatory Issues	.459	Financial Issues	.812
Financial Issues	↔	Operational Problems	.231	Regulatory Issues	.902
Financial Issues	↔	Marketing Issues	.426	Operational	.758
Financial Issues	↔	Technological Issues	.524	Marketing Issues	.824
Financial Issues	↔	Personal Issues	.345	Technological Issues	.769
Financial Issues	↔	Training Problems	.293	Personal Issues	.918
Regulatory Issues	↔	Operational Problems	.641	Training Problems	.856
Regulatory Issues	↔	Marketing Issues	.559		
Regulatory Issues	↔	Technological Issues	.569		
Regulatory Issues	↔	Personal Issues	.561		
Regulatory Issues	↔	Training Problems	.266		
Operational Problems	↔	Marketing Issues	.332		
Operational Problems	↔	Technological Issues	.292		
Operational Problems	↔	Personal Issues	.329		
Operational Problems	↔	Training Problems	.568		
Marketing Issues	↔	Technological Issues	.527		
Marketing Issues	↔	Personal Issues	.586		
Marketing Issues	↔	Training Problems	.521		
Technological Issues	↔	Personal Issues	.597		
Technological Issues	↔	Training Problems	.522		
Personal Issues	↔	Training Problems			

Source: Primary Data.

Discriminant validity was confirmed by examining correlations among the constructs. As a rule of thumb, a 0.85 correlation or higher indicates poor discriminant validity in structural equation modelling (David 1998). None of the correlations among variables were above 0.85 (Table 7.18). The results suggested adequate discriminant validity of the measurement.

4. Normality and Reliability

In statistics, normality tests are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. Reliability in statistics and psychometrics is the overall consistency of a measure. A measure is said to have a high reliability if it produces similar results under consistent conditions.

Table 7.19
One-Sample Kolmogorov- Smirnov Test

Statements	Mean	Std. Deviation	Sig,
Unsupportive tax system and tax levels	1.7933	1.04607	0.000
Changes in regulatory framework	1.8400	1.03826	0.000
Lack of transparency	2.0967	1.17698	0.000
Bankruptcy laws	2.1567	1.15899	0.000
Ineffective competition law	2.1767	1.16188	0.000
Complex procedures for property rights regulation	2.1067	1.12227	0.000
Complex procedures for copy right regulation	2.1233	1.12799	0.000
Complex procedures for patent and trademark regulation	2.1033	1.10909	0.000
High cost for business regulation	1.9433	1.12740	0.000
Complex procedures for business regulation	1.9167	1.11679	0.000
Lack of fixed capital	2.7467	1.08617	0.000
Lack of personal savings and resources	2.7400	1.07840	0.000
Fear of taking more loan	2.8100	1.08219	0.000
Lack of securities and credibility for debt financing	2.6967	1.09330	0.000

Statements	Mean	Std. Deviation	Sig,
Lack of business experience	2.5100	1.24703	0.000
Lack of skill for debt financing	2.4133	1.22235	0.000
Strict credit scoring methodologies and regulations	2.2600	2.11992	0.000
Complex financial document procedures	1.9967	1.03935	0.000
Long time needed to decide on an application for funding	2.0267	1.11809	0.000
Lack of knowledge, understanding awareness of start up funding	2.3000	1.17527	0.000
Lack of coordination	2.4867	1.22535	0.000
Problem of infrastructure	2.5100	1.19499	0.000
Lack of skill	2.5333	1.18331	0.000
Cost containment	2.4833	1.22258	0.000
Shortage of skilled staff	2.3233	1.20705	0.000
Increased competition	1.5033	.79504	0.000
Lack of adequate marketing and promotion	1.8767	1.11006	0.000
Increased guest sophistication	2.1800	.99208	0.000
Limited market access	2.2067	1.02671	0.000
Increased in number of similar businesses	1.8300	1.07624	0.000
Interactive reservation system	2.0167	1.20606	0.000
Yield management	2.0667	1.22770	0.000
Affected by health problems	2.6333	1.40433	0.000
Limited time take up dual role	3.0267	1.27201	0.000
Opposition from the family	3.0900	1.31186	0.000
Lack of time to attend the training	2.6333	1.59815	0.000
Huge training cost	2.9233	1.47582	0.000
Long distance to training centre	2.9267	1.47032	0.000

Source: Primary Data.

Analysis for univariate normality done using Kolomogorov- Smirnov test with Lillefors significance correction revealed that none of the variables are normally distributed.

To assume normality, skewness and kurtosis are commonly used by the statisticians. Skewness refers to the symmetry of a distribution whereas kurtosis relates to the peakedness of a distribution. A distribution is said to be normal when the values of skewness and kurtosis are equal to zero (Tabachnick and Fidell; 2001). However, there are few clear guidelines about how much non-normality is problematic. It is suggested that absolute values of univariate skewness indices greater than 3.0 seem to describe extremely skewed data sets (Chou and Bentler 1995). Regarding kurtosis, there appears that kurtosis index greater than 10.0 may suggest a problem.

Table 7.20
Skewness and Kurtosis

Statements	Skewness Statistics	Kurtosis Statistic
Unsupportive tax system and tax levels	1.305	.658
Changes in regulatory framework	1.155	.276
Lack of transparency	.703	-.729
Bankruptcy laws	.625	-.760
Ineffective competition law	.707	-.543
Complex procedures for property rights regulation	1.103	.559
Complex procedures for copy right regulation	1.092	.537
Complex procedures for patent and trademark regulation	.964	.176
High cost for business regulation	1.127	.371
Complex procedures for business regulation	1.065	.133
Lack of fixed capital	.281	-.512
Lack of personal savings and resources	.259	-.543
Fear of taking more loan	.177	-.673
Lack of securities and credibility for debt financing	.208	-.721
Lack of business experience	.326	-.996
Lack of skill for debt financing	.507	-.797
Strict credit scoring methodologies and regulations	10.372	148.081

Statements	Skewness Statistics	Kurtosis Statistic
Complex financial document procedures	1.176	.982
Long time needed to decide on an application for funding	1.147	.580
Lack of knowledge, understanding awareness of start up funding	.469	-.771
Lack of coordination	.443	-.841
Problem of infrastructure	.391	-.857
Lack of skill	.383	-.840
Cost containment	.503	-.748
Shortage of skilled staff	.736	-.398
Increased competition	1.858	4.041
Lack of adequate marketing and promotion	.925	-.557
Increased guest sophistication	.749	-.093
Limited market access	.771	-.028
Increased in number of similar businesses	1.105	.105
Interactive reservation system	1.085	.145
Yield management	.986	-.135
Affected by health problems	.308	-1.310
Limited time take up dual role	.136	-1.241
Opposition from the family	.083	-1.298
Lack of time to attend the training	.382	-1.456
Huge training cost	.208	-1.394
Long distance to training centre	.197	-1.385

Source: Primary Data.

In this study, all the variables fall under the kurtosis value of 10 and Skewness value of 3, inferring kurtosis and skewness were not problematic in this research. Hence, parametric test can be used.

Table 7.21
Reliability Test (Cronbach's Alpha)- Operational Issues

Regulatory Issues	Financial Issues	Operational Problems	Marketing Issues	Technological Issues	Personal Issues	Training Problems
.827	.915	.918	.798	.787	.926	.879

The test of reliability shows adequate values, hence, it is concluded that the measurement construct a reliable one.

7.7. Issues and Challenges

Comparison of means tests helps the researcher to determine if the groups have similar means. There are many cases in statistics to compare means for two populations or samples.

7.7.1. Issues and Challenges - One sample T test

Five point Likert's scale is used to record the responses, where 1 indicates with 'Strongly disagree' and 5 represents 'Strongly agree'. Table 7.22 shows the Perception of the respondents with regard to the 'Issues and Challenges'.

Table 7.22
One sample t test

Factors	Statements	Mean	SD	t Value	Sig.
Regulatory Issues	Unsupportive tax system and tax rates	4.2067	1.04607	19.980	.000
	Frequent changes in regulatory framework	4.1600	1.03826	19.351	.000
	Lack of transparency	3.9033	1.17698	13.294	.000
	Bankruptcy laws	3.8433	1.15899	12.603	.000
	Ineffective competition law	3.8233	1.16188	12.274	.000
	Complex procedures for property rights regulation	3.8933	1.12227	13.787	.000

Factors	Statements	Mean	SD	t Value	Sig.
	Complex procedures for copy right regulation	3.8767	1.12799	13.461	.000
	Complex procedures for patent and trademark regulation	3.8967	1.10909	14.003	.000
	High cost for business regulation	4.0567	1.12740	16.234	.000
	complex procedures for business regulation	4.0833	1.11679	16.802	.000
Financial Problems	Lack of fixed capital	3.2533	1.08617	4.040	.000
	lack of personal savings and resources	3.2600	1.07840	4.176	.000
	Fear of taking more loan	3.1900	1.08219	3.041	.003
	Lack of securities and credibility for debt financing	3.3033	1.09330	4.806	.000
	Lack of business experience	3.4900	1.24703	6.806	.000
	Lack of skill for debt financing	3.5867	1.22235	8.313	.000
	Strict credit scoring methodologies and regulations	3.9400	2.03885	7.986	.000
	Complex financial document procedures	4.0033	1.03935	16.720	.000
	Long time lag for funding	3.9733	1.11809	15.078	.000
	Lack of knowledge, understanding awareness of start up funding	3.7000	1.17527	10.316	.000
Operational Issues	Lack of coordination	3.5133	1.22535	7.256	.000
	Problem of infrastructure	3.4900	1.19499	7.102	.000
	Lack of skill	3.4667	1.18331	6.831	.000
	High level of cost	3.5167	1.22258	7.320	.000
	Shortage of skilled staff	3.6767	1.20705	9.710	.000
	Increased competition	4.4967	.79504	32.606	.000

Factors	Statements	Mean	SD	t Value	Sig.
Marketing Issues	Lack of adequate market promotion measures	4.1233	1.11006	17.528	.000
	Increased demands of guests	3.8200	.99208	14.316	.000
	Limited market access	3.7933	1.02671	13.383	.000
	Increased No. of similar businesses	4.1700	1.07624	18.829	.000
Technological Issues	Interactive reservation system	3.9833	1.20606	14.122	.000
	Yield management	3.9333	1.22770	13.168	.000
Personal Issues	Health problems	3.3667	1.40433	4.522	.000
	Limited time take up dual role	2.9733	1.27201	-.363	.041
	Opposition from the family	2.9100	1.31186	-1.188	.023
Training Problems	Lack of adequate time to attend the training programmes	3.3667	1.59815	3.974	.000
	High cost of training	3.0767	1.47582	.900	.041
	Long distance to training centre	3.0733	1.47032	.864	.038

Source: Primary Data.

Table 7.22 exhibits the issues and challenges experienced by the sample travel agency entrepreneurs. Among the Regulatory Issues, the problem of unsupportive tax system and tax rates is identified as the major problem with mean value of 4.2067. This is followed by frequent changes in regulatory framework (mean Score 4.1600), Complex procedures for business regulation (4.0833), High cost for business regulation (4.0567), Lack of transparency (mean Score 3.9033), Bankruptcy laws (mean Score 3.9600), Complex procedures for property rights regulation (3.8933) and Complex procedures for copy right regulation (3.8767).

In respect of financial problems, Complex financial document procedures Long time gap for financing (with the mean score of 4.0033) is the major issue. The other problems in that order are long time lag for funding (3.9733), Strict credit scoring methodologies and regulations (3.9400), Lack of knowledge, understanding

awareness of start up funding (3.7000), Lack of skill for debt financing (3.5867) and Lack of business experience (3.4900).

The major problem in the area of Operation of business is increased competition (with mean score of 4.4967). Shortage of skilled staff with mean score of 3.6767 is the next major issue in this respect. The other problems are high level of cost (3.5167), Lack of coordination (3.5133) and Problem of infrastructure (3.4900).

Increase in number of similar businesses is identified as the major marketing problem (4.1700). The other marketing issues are Lack of adequate market promotion measures (4.1233), and increased demands of guests (3.8200).

Interactive reservation system with mean score of 3.9833 is identified as the major technological issue followed by Yield management (3.9333).

The major personal issues of the entrepreneurs are health problems (3.3667), Limited time to handle dual role (2.9733) and Opposition from the family (2.9100).

In respect of training, Lack of adequate time to attend the training programmes (3.3667), is identified as major issue. The other problems are High training cost (3.0767) and Long distance to training centre (3.0733).

7.7.2. Operational Issues according to Form of Business

Table 7.23 presents the issues and challenges of Travel agency Entrepreneurs according to the form of business.

Table 7.23

Form of Business wise Classification of Travel agency owners showing Operational Issues - One Way ANOVA

Form of Business		N	Mean	Std. Deviation	Std. Error	F Value	Sig.
Regulatory Issues	Partnership	96	4.1281	.84973	.08673	1.415	.239
	Family business	64	3.9563	.98559	.12320		
	Proprietorship	79	3.9190	.97508	.10971		
	Private limited	61	3.8230	1.08173	.13850		
	Total	300	3.9743	.96440	.05568		
Financial Problems	Partnership	96	3.7271	.97338	.09935	2.395	.068
	Family business	64	3.6250	.94852	.11856		
	Proprietorship	79	3.5392	.91433	.10287		
	Private limited	61	3.3049	1.10551	.14155		
	Total	300	3.5700	.98848	.05707		
Operational Problems	Partnership	96	3.8819	.99793	.10185	2.444	.064
	Family business	64	3.7057	.96259	.12032		
	Proprietorship	79	3.6561	1.01462	.11415		
	Private limited	61	3.4317	1.14033	.14600		
	Total	300	3.6933	1.03292	.05964		
Marketing Issues	Partnership	96	4.1380	.93953	.09589	1.945	.122
	Family business	64	3.9141	.89000	.11125		
	Proprietorship	79	3.9905	.97192	.10935		
	Private limited	61	3.7705	1.03611	.13266		
	Total	300	3.9767	.96288	.05559		
Technological Issues	Partnership	96	4.1406	1.17138	.11955	2.249	.083
	Family business	64	3.8828	1.18771	.14846		
	Proprietorship	79	4.0316	1.03880	.11687		
	Private limited	61	3.6557	1.39206	.17824		
	Total	300	3.9583	1.19814	.06917		

Form of Business		N	Mean	Std.	Std.	F	Sig.
Personal Issues	Partnership	96	3.0313	1.30772	.13347	.125	.945
	Family business	64	3.1094	1.14404	.14301		
	Proprietorship	79	3.1392	1.17743	.13247		
	Private limited	61	3.0656	1.27049	.16267		
	Total	300	3.0833	1.22743	.07087		
Training Problems	Partnership	96	3.1111	1.49437	.15252	.150	.930
	Family business	64	3.1354	1.52893	.19112		
	Proprietorship	79	3.2194	1.36802	.15391		
	Private limited	61	3.2459	1.42842	.18289		
	Total	300	3.1722	1.45014	.08372		

Source: Primary Data.

Table 7.23 reveals that as regards the regulatory issues, the problem is more among Partnership form of business (mean score 4.1281) followed by Family business (mean score 3.9563), Proprietorship (mean score 3.9190) and Private Ltd (mean score 3.6557). The application of F test shows that this difference is not significant.

As regards financial problems, it is more among Partnership (mean score 3.7271). The mean score in this respect is 3.6250 among family business and is 3.5392 among the sample Proprietorship units. It is comparatively low among private Ltd business (mean score 3.3049). This difference is not found statistically significant.

In respect of operational problems, Partnership occupies highest mean score of 3.8819 followed by Family business (3.7057) and Proprietorship (3.6561) and the difference is not significant statistically.

With respect to marketing problems, the Partnership form of business occupied the highest mean score (4.1466). This is followed by Proprietorship (3.9905), Family business (3.9141) and Private Ltd (3.7705). The difference in this respect is not statistically significant.

In the case of technological problems the mean score is highest among the Partnership (4.1406) followed by Proprietorship (4.0316), Family business (3.8828) Private Limited (3.6557) and the difference among the various forms of business is not statistically significant.

The Proprietorship occupies highest mean score of 3.1392 in the case of personal problems. The mean score in this respect is 3.6858, 3.0656 and 3.0313 respectively among proprietorship, Private Ltd and Partnership business and this difference is also statistically not significant.

In the case of training problems the mean score is highest among the private limited form of business entrepreneurs (3.2459) followed by Proprietorship (3.2194), Family business (3.1354) and Partnership (3.1111). This difference is not statistically significant (F test).

Testing of Hypothesis No.11

Ho: There is no significant difference among Travel agency business in unorganized sector according to the form of business organization in respect of their issues and challenges.

In the case of seven issues and challenges experienced by travel agency entrepreneurs, the form of business wise analysis showed that no statistically significant difference (F-Test) is seen in any of these problems among the four forms of business entrepreneurs. In all the cases, the level of significance is found more than that of 0.05 levels. Hence the hypothesis that there is no significant difference among Travel agency business entrepreneurs in unorganized sector according to the form of business organization in respect of their issues and challenges can be accepted.

7.7.3. Issues and challenges according to Mode of Operation.

The different issues and challenges experienced by the sample travel agency entrepreneurs according to their mode of operation are shown in Table 7.24.

Table 7.24
Mode of Operation wise Classification of Travel agency owners showing Operational Issues - One Way ANOVA

Mode of Operation		N	Mean	SD	Std. Error	F Value	Sig.
Regulatory Issues	Independent	120	4.0783	.89660	.08185	.890	.447
	Chain	86	3.9070	1.02450	.11047		
	Network	45	3.8422	.98753	.14721		
	Franchise	49	3.9592	.99811	.14259		
	Total	300	3.9743	.96440	.05568		
Financial Problems	Independent	120	3.7008	.91729	.08374	1.668	.174
	Chain	86	3.5244	1.03355	.11145		
	Network	45	3.5600	1.00553	.14990		
	Franchise	49	3.3388	1.03959	.14851		
	Total	300	3.5700	.98848	.05707		
Operational Problems	Independent	120	3.8056	.95909	.08755	1.615	.186
	Chain	86	3.5620	1.10526	.11918		
	Network	45	3.8259	.97569	.14545		
	Franchise	49	3.5272	1.10572	.15796		
	Total	300	3.6933	1.03292	.05964		
Marketing Issues	Independent	120	4.1271	.84141	.07681	1.853	.138
	Chain	86	3.8227	1.07981	.11644		
	Network	45	3.9611	.97694	.14563		
	Franchise	49	3.8929	.98689	.14098		
	Total	300	3.9767	.96288	.05559		
Technological Issues	Independent	120	4.1375	1.00411	.09166	2.489	.061
	Chain	86	3.6919	1.30872	.14112		
	Network	45	4.0556	1.27574	.19018		
	Franchise	49	3.8980	1.30296	.18614		
	Total	300	3.9583	1.19814	.06917		

Mode of Operation		N	Mean	SD	Std.	F	Sig.
Personal Issues	Independent	120	3.1389	1.26991	.11593	.457	.712
	Chain	86	2.9574	1.21945	.13150		
	Network	45	3.1704	1.14949	.17136		
	Franchise	49	3.0884	1.22432	.17490		
	Total	300	3.0833	1.22743	.07087		
Training Problems	Independent	120	3.2750	1.48862	.13589	.623	.601
	Chain	86	3.0039	1.42388	.15354		
	Network	45	3.1481	1.40984	.21017		
	Franchise	49	3.2381	1.45297	.20757		
	Total	300	3.1722	1.45014	.08372		

Source: Primary Data.

From the above Table it is clear that, in the case of regulatory issues the mean score is highest among Independent travel agency business (mean value 4.0783) according to mode of operation followed by Franchisee (3.9592), Chain business (3.9070) and Network (3.8422). However, this difference is not significant (application of F-test).

With respect of financial problems, Independent having the highest means score of 3.7008. This is followed by Network (mean value 3.5600), Chain (3.5244) and Franchisee (3.3388). The difference in this respect is not statistically significant.

In the case of operational issues, it is more among the Network travel agency business (mean value 3.8259) followed by Independent (3.8056) Chain hotels (mean value 3.5620) and Franchise (3.5272). This difference is not significant (F test).

As regards Marketing Issues, it is seen that Independent travel agency business secured the highest mean value (4.1271). It is 3.9611, 3.8929, 3.8227 respectively among Network, Franchise and Chain mode of Hotels. The difference in this respect is not statistically significant.

In the case of technological issues, Independent mode of travel agency business occupy highest mean value of 4.1375 followed by Network, Franchise and Chain mode of Hotels without any significant difference.

With respect of personal issues, Network travel agency business is having the highest means score of 3.1704. This is followed by Independent (mean value 3.1389), Franchise (3.0884) and Chain (2.9574). This difference is not statistically significant.

In the case of Issues related to Training, the mean score is highest among Independent business (mean value 3.2750) according to mode of operation followed by Franchise (3.2381), Network (3.1481) and Chain (3.0039), without any significant difference.

Testing of Hypothesis No.12

Ho: There is no significant difference among Travel agency business entrepreneurs in unorganized sector according to the mode of operation of business organization in respect of their issues and challenges.

In order to test the above stated hypothesis, issues and challenges in seven areas namely Regulatory Issues, Financial Problems, operational issues, Marketing Issues, technological issues, Personal Issues and training problems have been analysed. The analysis revealed that in the case of all the seven issues, no statistically significant difference is seen among the four types of entrepreneurs according to their mode of operation. In none of the cases the significance level is found below 0.05. Thus, it is clear that there is no significant difference among the Travel agency entrepreneurs in respect of their issues according to their mode of operation. Hence the last hypothesis that there is no significant difference among Travel agency entrepreneurs in unorganized sector according to the mode of operation of business organization in respect of their issues and challenges can be accepted.

Findings, Conclusions and Recommendations

Travel and tourism is the largest service industry in India. It is one of the key sectors of the Indian economy and contributes significantly in achieving sustainable development of the Country. In terms of contribution to GDP and employment opportunities, tourism sector plays a key role in the Country. Travel and tourism depends on a wide range of infrastructure services like roads, railways, airports, hotel and accommodation, restaurants, shops and other recreation facilities. Tourism is both an industrial and economic activity. Many corporations, individuals, organizations, firms and associations are engaged in this sector. Tourism activity involves many industries in India. Hospitality and travel industries, hotel and accommodation, travel agencies, transportation, shops, restaurant and food establishments, entertainment venues, house boats, tour operating companies are the chief among them.

In the State of Kerala, the hotel & accommodation and Travel agency are two major forms of services related with tourism. Considering the significance of tourism, the government of Kerala provides various incentives and subsidies to entrepreneurs to attract investment in the Sector. In Kerala, known as “God’s own Country”, there are greater potentialities for increasing employment opportunities for young talented youth having entrepreneurial skills in the various business

activities related with tourism. In the State, Entrepreneurship in unorganized sector is considered as one of the most beautiful places in India due to its strategic location and the interesting adventurous sceneries that are preserved and protected by the Government to generation, experience and education.

8.1. The Research Problem in Brief

Tourism in the unorganized sector in the State has a key role in attracting domestic and foreign Tourists to various destinations. The sector provides employment directly or indirectly to a sizable number of skilled and unskilled people of the state. More number of young talented educated people in the state has been serving as tourism entrepreneurs. Further, in recent years more number of tourism businesses has been mushrooming in unorganized sector in the State. The government concentrates only on the organized sector of tourism industry in the State. In the State, tourism enterprises are large in number and scattered. Many of them operate still in the unorganized sector. They offer very creative services and products to suit the requirements of tourists visiting our country and adopt various innovative strategies and practices for the promotion of tourism marketing. In most cases, they operate the units with the help of owned funds. The government agencies and financial service providers concentrate more on organized sector of the tourism industry only. They do not provide any incentives, support and encouragement to the unorganized sector. The tourism entrepreneurs in unorganized sector especially hotel and travel agencies provide more services and facilities and also adopt various marketing strategies. They experience certain issues and challenges in their day to day operation of business. However, from the survey of available literature, it has been found that no systematic research has been done to review the areas of services and facilities; Marketing strategies; Support & initiatives on the Part of Government and Other agencies; issues and challenges of the tourism entrepreneurs in the unorganized sector in Kerala.

In this background, the present study has been undertaken to investigate the following major research issues.

1. What is the current status of Tourism entrepreneurs of hotels and travel agency business in the unorganized sector in the state of Kerala?
2. What are the services and facilities offered by the Tourism entrepreneurs of hotels and travel agency business in the unorganized sector? And whether these services differ significantly according to the nature of business and mode of operation.
3. What are the marketing strategies and practices adopted by the Tourism entrepreneurs of hotels and travel agency business in the unorganized sector for their market promotion? And whether there is any significant difference among the entrepreneurs according to the nature of business and mode of operation?
4. What are the initiatives and support on the part of Government, banks and business associations to attract tourism entrepreneurs in the unorganized sector? And are these initiatives and support differs significantly according to the nature of business and mode of operation?
5. What are the major issues and challenges faced by tourism entrepreneurs in the unorganized sector in the State?

8.2. Objectives of the Study

The specific objectives of the study are as follows.

1. To examine the current status of Tourism entrepreneurship in unorganized sector in India in general and in the State of Kerala in particular.
2. To review the existing facilities and services provided by the tourism entrepreneurs in unorganized sector in the State.
3. To evaluate the marketing Practices and strategies adopted by the tourism entrepreneurs in unorganized sector.

4. To examine the initiatives and support from Government, Banks and business associations for the development of tourism entrepreneurship in unorganized sector.
5. To identify the issues and challenge of tourism entrepreneurs in unorganized sector in Kerala.

8.3. Hypotheses

The following hypotheses were developed and tested.

1. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the hotel entrepreneurs in unorganized sector according to the form of business organization.
2. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the hotel entrepreneurs in unorganized sector according to the mode of operation of business.
3. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the travel agency business entrepreneurs in unorganized sector according to the form of business organization.
4. Ho: In respect of marketing practices and strategies adopted, there is no significant difference among the travel agency business entrepreneurs in unorganized sector according to the mode of operation of business.
5. Ho: Hotel entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with respect to the initiatives and support from Government, Banks and business associations.
6. Ho: Hotel entrepreneurs in unorganized sector do not differ significantly according to the mode of operation of business with respect to the initiatives and support from Government, Banks and business associations.
7. Ho: Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the form of business organization with

respect to the initiatives and support from Government, Banks and business associations.

8. Ho: Travel agency business entrepreneurs in unorganized sector do not differ significantly according to the mode of operation of business organization with respect to the initiatives and support from Government, Banks and business associations.
9. Ho: There is no significant difference among Hotel entrepreneurs in unorganized sector according to the form of business organization in respect of their operational issues and challenges.
10. Ho: There is no significant difference among Hotel entrepreneurs in unorganized sector according to the mode of operation of business organization in respect of their operational issues and challenges.
11. Ho: There is no significant difference among Travel agency business entrepreneurs in unorganized sector according to the form of business organization in respect of their operational issues and challenges.
12. Ho: There is no significant difference among Travel agency business entrepreneurs in unorganized sector according to the mode of operation of business organization in respect of their operational issues and challenges.

8.4. Methodological Design

The present study is both descriptive and analytical nature. Both secondary and primary data were collected and used for the study. The secondary data were collected from published and unpublished reports and records of Department of Tourism, Government of India and Kerala; Journals, periodicals, research dissertations, books, websites, conference proceedings, etc. The primary data have been collected from the selected entrepreneurs of hotel and travel agency business functioning in unorganized sector in Kerala. A total of 600 entrepreneurs consisting of 300 from hotel business and 300 from the travel agency business were selected with the help of Simple Random sampling through lottery method. The data have

been collected with the help of a structured pre-tested questionnaire after conducting suitable validity and reliability tests.

The review of tourism entrepreneurship with special reference to Hotels and Travel Agency business has been performed with the help of secondary data and fulfilled the first objective. In order to fulfill the second specific objective of the study, the various services and facilities offered by the tourism entrepreneurs of hotel and Travel agency business for the benefit of Tourists have been examined in detail and analyzed according to the form of business and mode of operation with the help of selected variables. According to the form of business organization, the selected entrepreneurs are classified as partnership, family business, proprietorship and private Ltd. Likewise, on the basis of mode of operation of business, the entrepreneurs may be in the form of independent, chain, network and Franchisee. The various practices and strategies adopted by the tourism entrepreneurs of hotel and travel agency business for the promotion of marketing have been analyzed to achieve the third objective of the study. In this case also, a comparative analysis on the basis of form of business organization and mode of operation has been done.

For achieving the fourth specific objective, a comparative analysis on the Initiatives and Support of Government, Banks and Business Associations for the development of hotel and travel agency entrepreneurs in unorganized in the State has been attempted with the help of selected variables. The issues and challenges experienced by the tourism entrepreneurs of hotel and travel agency business in unorganized sector in the selected areas are identified and a comparison has been conducted among the entrepreneurs according to their form of organization and mode of operation.

The analysis of the data has been done by employing suitable mathematical and statistical tools like Mean, Percentage Standard Deviation, One Sample t test, One way ANOVA and Factor Analysis. The data were analyzed with the help of computer by applying the softwares AMOS 20 and SPSS 21.0.

8.5. Summary of the Chapters

The report of the research work has been presented in eight chapters as detailed below.

The first chapter is the introduction and contains the significance of the Study, Statement of the research problem, Scope of the study, Objectives, Hypotheses developed and tested, Methodology and Data base, Limitations of the study and Chapter scheme of the research report.

In the second chapter, the available relevant literature on the topic of research are presented under three heads namely international level studies, national studies and state level studies.

The third chapter gives an overview of Tourism entrepreneurship in unorganized sector in India in general and Kerala in particular with the help of secondary data.

The fourth chapter attempts to review the profile of the sample entrepreneurs of hotel and travel agency business in unorganized sector in Kerala and their services and facilities to the customers with the help of primary data.

The fifth chapter discusses the results of analysis on the marketing practices and strategies of entrepreneurs of hotel and travel agency business in unorganized sector in Kerala

The sixth chapter deals with the initiatives and support of government, banks and business associations for entrepreneurs of hotel and travel agency business in unorganized sector in Kerala.

The seventh chapter attempts to identify the issues and challenges of the tourism entrepreneurs of hotel and travel agency business in unorganized sector.

The eight and last chapter presents the major findings of the study, the conclusions based on the findings, recommendations and scope for further research.

For the purpose of discussion, the chapter is divided into three sections. Section A presents major findings, B is concerned with the conclusions drawn from the findings and section C deals with the recommendations based on the findings and conclusions of the study.

Section A

8.6. Findings of the Study

Based on the analysis of the data collected from the hotel entrepreneurs and travel agency owners, the study turns up some valuable findings, which are shown under different heads in the following pages.

8.6.1. Demographic Profile

A. Demographic Profile of Hotel Entrepreneurs

1. All the sample hotel entrepreneurs (100%) are male.
2. Most of the respondents (36.6%) are in the age category of 31-40 years, followed by 41-50 age group respondents (35%), 51 and above category (21.7%) and the remaining up to 30 years (6.7%).
3. It is seen that 36.7 percent of the respondents are post graduates, 20 per cent up to 12 Standard , 13.3 percent of the respondents posses other qualifications. Only 6.7 percent of the respondents are specialization qualified persons.
4. Form of business wise classification of sample hotel entrepreneurs showed that 29% of the respondents are from proprietorship form, 26.3% belong to partnership and family business and 18.3% belong to the form of Private Limited.
5. Mode of operation of business wise classification of sample hotel entrepreneurs revealed that 40.6 per cent are independent mode, 24 per cent

represent chain business, 18 per cent franchisee and the remaining 17.3per cent are in the network mode of business.

B Demographic Profile of Travel Agency Entrepreneurs

1. All the selected Travel Agency entrepreneurs (100%) are male.
2. It is seen that 46.7% of the respondents are in the age group of 31-40 years. This is followed by 41-50 age group respondents (23.3%), below 30 years group (18.33%). Only 11.7% fall the age group of 51 & above years.
3. The data regarding educational qualification of respondents showed that 45 per cent of the respondents are graduates, 25 percent respondents have the education up to 12th standard. Only 13.3 per cent of respondents are post graduates. Similarly only 10 per cent are other qualified persons and 6.7 per cent of the respondents are with specialization qualification.
4. Classification of sample respondents according to the basis of form of business revealed that 32% respondents run their business in the form of partnership. The per cent share of respondents is 26.3, 21.3, 20.3 respectively among entrepreneurs in the form of proprietorship, family business and private limited.
5. Classification of sample respondents according to the basis of mode of operation of business showed that 40 per cent run their business in independent mode, 28.6 per cent in the mode of chain, 16.3 per cent of respondents in franchise mode and remaining 15% in network mode of business.

8.6.2. Services and Facilities

A Services and Facilities of Hotel Entrepreneurs

1. Majority of the sample hotels provide the services of food and beverages (99%) and room service (94.33%). It is found that 76.66% hotels provide the service of conference hall and 75.66% percent hotels arranged emergency

medical service and other services. Similarly, 48.66% of entrepreneurs have linkage with tour operators and government.

2. The Services provided by the hotels according to form of business showed that proprietorship form of business occupies a dominant position. In the case of room service provided by the hotels, the partnership and family form of businesses have the same share (25.44%). As regards Food and beverage service provided by the hotels, proprietorship form of business has the highest share (29.29%) followed by partnership (26.26%).
3. The Services provided by the hotels according to the mode of operation of hotel indicated that occupies a prime position compared to other mode. The percentage share of network and franchise mode of business is found comparatively low in the case of all the services provided.
4. It is found that 99% of the sample hotels provide the facility of restaurant and coffee shop, 96.33% provides parking facility, 93.66% provides accommodation facility and 77.33% offers the medical services.
5. Proprietorship form of hotel business occupies a significant place in the case of facilities like Restaurant and coffee shop (28.96%), Accommodation (29.53%), Parking facility (28.72%), Outdoor pool (31.28%), Air condition (28.03%), Internet (29.84%) and Fitness centre (31.42%).
6. Similarly, partnership form of business fares well in the case of facilities like restaurant & coffee shop, accommodation, Parking facility, Air condition, Child care Facility, Laundry service, Child care facility and Wi-Fi or internet service.
7. Family business performs well in the provision of facilities like Restaurant and coffee shop, Parking facility, Air condition and Laundry service. The role of Private Ltd is noticeable in facilities like Shopping Facility, accommodation and parking facilities.

8. Independent mode of operation of Hotels concentrates more on the facilities of Restaurant and coffee shop, Accommodation Facility, Parking facility, Air condition, Medical facility, Valet service and Banquet hall. Chain hotels give more stress on the services like Accommodation Facility, Wi-Fi or internet service, Air condition, Fitness centre etc.
9. In the case of network form of hotels, the facilities of Accommodation, Restaurant and coffee shop, Wi-Fi or internet service and parking. Franchisee form of hotels give more stress on the facilities like parking, Restaurant and coffee shop, accommodation and air condition.
10. It is found that 98.66% of the hotels provide Indian Food items and 47.33% of sample hotels offer Continental food items. The percentage share of hotels providing Chinese food is 38.66. But, in the case of fast food and other food items, the percentage share of sample hotels is found low and is only 28.33 in the case of fast food and 24 in other food items.
11. Form of Business wise Classification of Sample Hotels showed that the percentage share is more in providing Indian food among the four forms of hotels. It is 29.39, 26.35, 25.67 and 18.59 respectively among proprietorship, Family business, Partnership and Private limited form of hotels.
12. In providing continental food, the percentage share of family business hotels is more (32.39) compared to Proprietorship (26.06), partnership (21.13) and private Ltd (20.42). It is also found that 29.31% of sample family business hotels provide Chinese food. The percentage share in this respect is 26.72, 24.14 and 19.83 respectively among partnership, proprietorship and private Ltd form of hotels. The percentage share of all the four forms of business of hotels in providing fast food and other food is found very low.
13. Classification of sample respondents according to the basis of mode of operation of business showed that in providing Indian food, the percentage share of Independent hotels is more (41.21%) compared to Chain Hotels (23.32%), Network (18.24%) and Franchise mode of hotels (17.23%).

14. In the case of continental food also, the percentage share of Independent hotels is more (35.92%). It is 23.24%, 20.42%, 20.42% respectively among Chain, Franchise and Network mode of hotels. However, in providing fast food and other food items the percentage share of all the different modes of hotels is found low.

B Services and Facilities of Travel Agency Entrepreneurs

1. It is found that among the various services offered by the travel agency business entrepreneurs, the services like Air ticketing (92.66%), Hotel and accommodation booking (90.66%), Tour Packages(90%), Visa processing(89.33%), Railway Booking (88.33%), Pick and drop arrangements(67.33%), Tourist guides (53.66%) and Airport transfers (49.66%) occupy a significant place.
2. Form of business wise classification of sample respondents showed that the percentage share of partnership form of travel agency is more in the provision of services like Air ticketing (32.74%), Tour packages (33.33%), Visa processing (32.83%), Hotel and accommodation booking (31.98%), Pick and drop arrangements (33.66%) and Tourist guides (32.68%) compared to family, proprietorship and partnership Ltd forms of travel agency business. Next to this, proprietorship occupies a significant role in offering various services. The role of Family business and Private Ltd form of travel agency business is found more only in the services like Air ticketing, visa processing, Railway booking and Tour packages
3. Mode of operation of business wise classification of sample respondents revealed that the percentage share of Independent mode of operation of Travel agency is found more in the case of services like Air ticketing (40.28%), Visa processing (41.42%), Hotel and accommodation booking (40.44%), Tour packages (39.26%), Pick and drop arrangements (39.60%) and Airport transfers (39.60%) compared to other modes operation of Travel agency. It is seen that Chain mode of Travel agency fared well in the provision of services like Air ticketing (28.06%), Tour packages (28.89%),

Railway ticket booking (28.30%), Visa processing (27.61%) and Pick and drop arrangements (30.20%). Similarly, Franchisee and network modes of operation of Travel agency performed better in providing services of Air ticketing, Railway booking, Visa processing and Tour packages.

4. In the case of various tour operating services provided, it is found that Accommodation services are offered by 92.66 per cent of sample travel agency entrepreneurs. Similarly, 91.33 per cent of sample travel agency entrepreneurs provided the sightseeing service. In the case of Transport/ car hire services the percentage share of sample respondents is found to be 85 and the percentage share of sample respondents who offered the Travel guiding services is 79. The percent share of sample entrepreneurs provided the Insurance services and Recreational services is 58 and 53 respectively.
5. Form of business wise classification of sample respondents showed that partnership form of Travel Agency Business has a crucial role in the case of Accommodation services (33.09%), Transport/ car hire services (32.55%), Travel guiding services (32.07%), Sightseeing (32.48%), Recreational services (33.33%), Insurance services (31.62%) compared to other forms of Travel Agency Business. The partnership form of Travel Agency Business occupied the next position in the case of various services except the case other services. The role of family and Private Ltd form of Travel Agency Business in providing various services is found low.
6. Mode of Operation wise Classification of Sample Entrepreneurs of Travel Agencies showed that the independent mode of operation of travel agency occupies a prime place in the case of all the tour operating services provided. The percentage share is 39.92 for Accommodation services. While it is 29.50, 15.47 and 15.11 respectively among chain, Franchisee and Network mode of operation of Travel Agencies. In the case of Transport/ car hire services, the percentage share of independent mode of operation of travel agency is found to be 38.83. However, it is 29.41, 17.25 and 14.51

respectively among chain, Franchisee and Network mode of operation of Travel Agencies.

7. As regards the various Facilities/ Activities provided by the travel agencies, it is found that sightseeing is the most important with a percentage share of 95. The facility of nature seeing is the next important activity accounting 82.33%. It is also seen that 79.66% of the sample respondents operate cultural activities. Religious activities constitute an important one with a percentage share of 66.33. The percentage share of other activities like shopping (42.66%), Adventure (40.66%), Beauty spa (29), Music (28.33%), Corporate meeting (18.33) is also found noticeable.
8. The Form of Business wise classification of sample entrepreneurs of travel agency showing various facilities showed that partnership form occupies a dominant place in the case of Sightseeing (32.98%), Nature seeing (34.41%), Cultural activities (34.74%) Other activities (33.68%) and Religions (32.16%) compared to other forms of proprietorship, Family business and Private limited.
9. It is found that independent mode of operation of travel agencies is dominant in providing the facilities of Sightseeing, Nature seeing, Cultural, Religions and other services. The percentage share in this respect is 40.35, 38.46, 38.49, 40.71 and 35.17 respectively. Next to independent mode, Chain mode occupies the second position especially in the provision of facilities of Music (31.77%), Sightseeing (28.07%), Cultural (30.14%) and Nature (29.97%).

8.6.3. Marketing Practices and Strategies

A. Marketing Practices and Strategies of Hotels

1. The result of marketing practices and strategies shows that in the case of cost leadership, Cost reduction through adoption of product design of competitive firms is the highest mean score (3.3033) followed by Following of the operation system of experienced firms to reduce the costs (3.3000). In the case of

differentiation, Following of superior distribution channel is the highest mean score (4.6867) followed by Offering of superior level of service (4.6800). In the case of focus, Focusing on a particular group of buyers is the highest mean score (3.4033) followed by Catering for the benefits required by a particular group of buyers (3.3467). There is no statistically significant difference of marketing practices and strategies among hotel entrepreneurs according to form of business of an organization.

2. It is found that in the case of cost leadership the mean value is more (3.3549) among proprietorship form of business entrepreneurs of hotels. However, it is found low among Private limited hotel entrepreneurs (3.0955). In the case of differentiation the mean value is more (4.7455) among private limited form of hotels and low mean value (4.6025) among partnership business. And in the case of focus, family business has the highest mean score (3.3576) and private limited has the lowest mean score (3.0727). There is no significant difference of marketing practices and strategies adopted by hotel entrepreneurs according to mode of operation.
3. The result shows that in the case of cost leadership the highest mean value (3.3727) is in the category of franchise and the lowest mean value (3.2115) among network business. In the case of differentiation the mean value is more (4.7611) among chain and low mean value (4.6213) among independent hotels. And the case of focus the mean value is more (3.2639) among franchise and low mean value (3.1285) among chain mode of operation

B. Marketing Practices and Strategies of Travel Agencies

1. It is found that marketing practices and strategies of cost leadership, Cost reduction through adoption of product design of competitive firms secured the highest mean score (3,3033) followed by Following of the operation system of experienced firms to reduce the costs. (3.3000). In the case of differentiation, Following of superior distribution channels occupy the highest mean score (4.6867) followed by Superior product promotion (4.6833). In the case of

focus, Focusing on a particular group of buyers secured the highest mean score (3.4033) followed by Catering for the benefits required by a particular group of buyers (3.3467).

2. It is observed that there is no significant difference of marketing practices and strategies among travel agency entrepreneurs according to form of business of an organization.
3. From the analysis of respondents on basis of form of business, it is found that in the case of cost leadership the mean value is more (3.4082) among family business form of business entrepreneurs of travel agencies. However, it is found low among Proprietorship travel agency entrepreneurs (3.1566). In the case of differentiation the mean value is more (4.7021) among partnership form of travel agencies and low mean value (4.6101) among proprietorship business. And in the case of focus, family business has the highest mean score (3.3008) and private limited has the lowest mean score (3.0123). It is found that there is no significant difference of marketing practices and strategies among travel agency entrepreneurs according to form of business of an organization.
4. From the analysis of respondents on basis of mode of operation of business, it is found that in the case of cost leadership the highest mean value (3.4651) is in the mode of chain and the lowest mean value (3.1958) among independent mode of business. In the case of differentiation the mean value is found more (4.7265) among franchise and low mean value (4.6222) among network agencies. And the case of focus the mean value is more (3.2398) among franchise and low mean value (3.1556) among network mode of operation. It is found that there is no significant difference of marketing practices and strategies among travel agency entrepreneurs according to mode of operation of an organization.

8.6.4. Initiative and Support of Government, Banks and Business Associations

A. Initiative and Support of Government, Banks & Business Association for hotels

1. It is observed that in the case government support, suitable government policies poses a threat to the realization of goals of the entrepreneurs which secured highest mean score (3.7967) and involvement of government in Tourism activity has the lowest mean score(3.5533). In the case of business association support, support for marketing secured highest mean value (3.9200) and Adoption of suitable Business techniques has the lowest mean value (3.7167). In the case of bank support, Streamlining the procedures to overcome the existing procedure is found to have the highest mean value (3.8553) and Provision of more fund secured the lowest mean value (3.7700).
2. From the mode of form of business wise analysis it is found that proprietorship mode of hotels have got the highest mean score in the case of government support and family mode of business secured the least mean score in this respect. In case of bank support, partnership firm has got the highest support and family business got the lowest support. In the case of support from business associations, Proprietorship mode has secured the highest mean value, the lowest by the family business mode in this case.
3. It is found that there is no significant difference in respect of initiatives and support of Government, banks and business associations for hotel entrepreneurs according to form of business.
4. It is observed that independent mode of firms have got the highest support from government, banks and business associations. Chain firms got only the least support from government, banks and business associations.

5. It is found that there is no significant difference among the hotel entrepreneurs according to the mode of operation of business organization with respect to the initiatives and support from Government, Banks and business associations.
6. Only 40% of the entrepreneurs responded that the process of getting license is very difficult and the percentage share in this respect is 34.16 among proprietorship form of Business. It is 25, 20.83 and 20 respectively among the Partnership, Private Limited and Family Business form of entrepreneurs. Likewise, 11.33% of sample hotel entrepreneurs stated that the process is very easy.
7. It is found that 63% of the sample hotel entrepreneurs have got the benefit of start up phase support of various agencies. In this case, the percentage share is more among Proprietorship form of business (29.62) compared to Private Limited (17.99).
8. The area of Marketing is found to be the major one among different areas of support from various institutions. Out of 65% of the entrepreneurs who got the benefit of Marketing, Proprietorship form ranks the first (32.30%) followed by Private Limited (24.61%) and Partnership (23.07%). The next important area of assistance is business management. In this respect, Family business enjoyed the highest benefit, the percentage share being 34.21 followed by Proprietorship form (26.31).
9. The Former employers constitute the most important institutional support. In this case, the per cent share of Proprietorship is more (38) among compared to Family business (28), Private Limited (18) and Partnership (16). Next to this, NGO and Tourism department are the important institutions who provided start up phase support to the Hotel entrepreneurs.
10. Out of 189 entrepreneurs who got the benefit the start up phase support, 108 entrepreneurs responded that the scheme is useful. The percentage share is more among Proprietorship form of business (38.55). Of the 37%

entrepreneurs opined that it is very useful, 32.43% belong to the category of Partnership, 27.02% from Family business group. Out of 189 entrepreneurs who enjoyed the benefit of the scheme, 26 entrepreneurs stated that the scheme is not useful. In this case also the per cent share of Proprietorship firm (38.46) is found high.

11. Out of 300 entrepreneurs surveyed, only 108 entrepreneurs have availed incentives from State Government. The percentage share in this respect is more in Partnership (30.55) and is found low among Private Limited form (12.03). Only 113 entrepreneurs are found aware of Capital subsidy scheme of the Ministry of Tourism and the percentage share of Partnership is found more (32.74). Of the 113 entrepreneurs who are aware of the Capital subsidy scheme, 92 entrepreneurs have applied for the scheme. In this case the percentage share is 43.78 among Partnership form and 31.52 among Family business.
12. It is found that 124 sample entrepreneurs responded that the other support from Central Government is not very effective. The percentage share is more among Proprietorship form (32.26). It is 27.42%, 20.97% and 19.35% respectively among Family business, Partnership and Private Limited. Regarding the effectiveness of Central Government support, 68 sample hotel entrepreneurs stated that it is somewhat effective. The percentage share is more among Partnership form (27.94). No significant difference is witnessed among the group in this respect.
13. In the case of other support from State Government, majority of the entrepreneurs are of opinion that it is not very effective. The percentage share in this respect is 32.79 among Proprietorship and 17.21 among Private Limited. In the case of other support from Banks, 33.91% of sample Proprietorship entrepreneurs are responded that it is not very effective. The percentage share in this case is only 16.52 among Private Limited. The percentage share of respondents who favoured the effectiveness of support from Banks is found very negligible.

14. With regard to the effectiveness of other support from Business associations, it is found that there is no response from a sizable number of sample respondents (96 entrepreneurs). Of the 94 entrepreneurs opined that it is not very effective, the percentage share is more among Proprietorship (34.04).

B. Initiative and Support of Government, Banks and Business Association for Travel Agents

1. It is found that in the case government support, Suitable Government policies scored the highest mean value (3.9900) and support from state government and support from local bodies scored lowest mean (3.6067). In the case of support of business associations, Information on entrepreneurship support initiatives scored the highest mean value (4.0500) and training facilities scored the lowest mean value (3.6233). In the case of bank support, Streamlining the procedures to overcome the existing procedure secured the highest mean value (3.8000) and Provision of more fund scored lowest mean value (3.7733).
2. The form of business wise analysis revealed that the Proprietorship business has got the highest support from government and business association. In the case of support and initiatives of Banks and business associations, Family for of business has secured the highest mean score. Private limited got the least support from government, bank and business association.
3. From the application of statistical tests, it is found that there is no significant difference among the travel agency entrepreneurs according to form of business in respect of initiatives and support from government, banks and business associations.
4. The mode of operation of business wise analysis showed that that independent mode of firms have got the highest support from government, banks and business associations followed by chain and franchise. Network firms have got only the least support from government, bank and business association.

5. It is found that there is no significant difference among travel agency entrepreneurs in the case of initiatives and support of government, bank and business association according to mode of operation.
6. It is found that the process of getting license to start business is difficult. Out of 115 sample entrepreneurs opined the process of getting license as very difficult, 37 are from the Partnership business (percentage share is 32.17). In this case the percentage share of entrepreneurs is found low among Family business (14.787). Only 8.67 per cent of sample entrepreneurs responded that the process is easy. In this case also the percentage share is more among Partnership (34.61).
7. It is seen that 63.66% of sample entrepreneurs have got the benefit of start up phase support from various agencies. The percentage share is more (27.74) among Proprietorship and is found low among Family business (19.89).
8. It is seen from the table that Marketing is the main area of support from various agencies followed by Business management and Business skills. Proprietorship form of business has occupied highest percentage of share (28.75) in the case of Marketing. In the area of Business skills also Proprietorship has got the highest percentage share (34.78).
9. As regards the agencies provided start up phase support to Travel agency entrepreneurs, the Tourism department occupied the prime place. The percentage share in this respect is 34.54 among Partnership and 16.36 among Family form business. The other institutions provided start up phase support in the order of importance is other institutions, Former employers, State Government and Chamber of commerce.
10. It is found that out of 65% of the sample Travel agency entrepreneurs have opined about the usefulness of the start up phase support, 44% of the respondents stated that it is useful and another 43% of the respondents rated it as very useful.

11. It is seen that 63% of sample respondents have not availed any kind of incentives from State Government. Out of the 113 entrepreneurs who availed incentives from State Government, 31.85% are from Partnership form. The percentage share in this respect is 28.31, 26.54 and 13.27 respectively among Proprietorship, Family business and Private Limited.
12. Only 31% of sample Travel agency entrepreneurs are aware of Capital subsidy scheme of Central Government. In this case, the percentage share is more (31.91) among Partnership form of business.
13. It is found that only 12.6% have applied for Capital subsidy scheme. Of these the percentage share is more among Proprietorship (34.21). However, it is 15.7% only among Family business form.
14. It is seen that 80% of the sample entrepreneurs responded about the effectiveness of support from Central Government. Out of this, 41% of the sample entrepreneurs stated that the supports from Central Government schemes are not very effective. In this respect the percentage share is 45 among Partnership form of business and the percentage share is found lowest (8) among Private Limited. Out of 86 sample entrepreneurs who opined it is somewhat effective, the percentage share is more among Proprietorship form (29.06) and is lowest among Family business.
15. As regards the effectiveness of State Government support, out of 73% of sample entrepreneurs stated that the support is not very effective, the percentage share is found more among Partnership form of business and is found low among Private Limited.
16. It is found that in the case of Bank support 56% of the sample entrepreneurs opined that it is not very effective. The percentage share is more (37.12) among Partnership form. Only 23% of the entrepreneurs are of the opinion that the Bank support is very effective. In this case the percentage share is more among Proprietorship and Private Limited (29.09%) each.

17. In the case of support from Business association, 44.49% of sample entrepreneurs reported that the support of the Business associations is not very effective. The percentage share of Partnership form is found highest (31.06) and lowest among Private Limited (9.72) in this respect.

8.6.5. Issues and Challenges

A. Issues and Challenges of Hotel entrepreneurs

1. It is found that hotel entrepreneurs experience issues and challenges in the areas of Regulation, Finance, operation, Marketing, Technology, personal and Training.
2. Among the Regulatory Issues, the problem of unsupportive tax system and tax rates is found to be the major problem with mean value of 4.4000. The other major issues in the order are frequent changes in regulatory framework (mean Score 4.3833), Complex procedures for business regulation (4.2867), Lack of transparency (mean Score 4.1867), High cost for business regulation (4.0433), Bankruptcy laws (mean Score 3.9600), Complex procedures for copy right regulation (3.9233), Ineffective competition law (mean score 3.8700) and Complex procedures for property rights regulation (mean Score 3.8600).
3. Long time gap for financing with the mean score of 4.0633 is found to be the major financial problem. The other problems in that order are complex financial document procedures (4.0333), Lack of knowledge, understanding awareness of startup funding, strict credit scoring methodologies and regulations, Lack of skill for debt financing and Problem of taking more loans.
4. Increased competition with mean score of 4.3600 is found to be the major problem in the area of Operation of business. Shortage of skilled staff (3.8200) is the next major issue in this respect. The other problems are High

level of Cost (3.5833), Lack of coordination (3.5500), Problem of infrastructure (3.5167) and Lack of skill (3.4800).

5. It is found that increase in number of similar businesses (mean score 4.1500) is the major marketing problem. The other marketing issues are Lack of adequate market promotion measures (4.0167), Limited market access (3.9167) and increased demands of guests (3.9033).
6. Interactive reservation system with mean score of 3.9400 is found to be the major technological issue followed by Yield management (3.9100).
7. The major personal issues of the entrepreneurs are health problems (3.8100), Limited time to handle dual role (3.4700) and Opposition from the family (3.3900).
8. Lack of time to attend the training (3.9400) is found to be the major issue in respect of training. The other problems in this area are High training cost (3.7133) and Long distance to training centre (3.6833).
9. Form of business wise analysis showed that in the case of regulatory issues, the problem is more among Proprietorship form of business (mean score 4.1908) followed by Private limited (mean score 4.1764), Partnership (mean score 4.0948) and Family business (mean score 3.9405). The difference is not found statistically significant.
10. In the case of financial problems, it is more among Private limited (mean score 3.4164). The mean score in this respect is 3.3954 among proprietorship. It is comparatively low among family business (mean score 3.2544). This difference is not found statistically significant.
11. As regards the operational problems, Private limited occupies highest mean score of 3.9788 followed by Proprietorship (3.8467), Partnership (3.5970) and Family business (3.5169) without any significant difference.
12. In respect to marketing problems, the Proprietorship form of business is having highest mean score (4.1466). This is followed by Private limited

(4.1000), Partnership (3.8829) and Family business (3.8734). No significant difference is found in this case.

13. The form of Partnership business occupies the highest mean score in the case of technological problems (3.9937) followed by Private Limited (3.9909), Proprietorship (3.9655) and Family business (3.7658) and this difference among them is not statistically significant.
14. The Private limited has secured the highest mean score of 3.7697 in the case of personal problems. The mean score in this respect is 3.6858, 3.5148 and 3.3080 respectively among proprietorship, partnership and family business forms without any significant difference.
15. In the case of training problems, the mean score is highest among the private limited form of business entrepreneurs (3.9455) followed by Proprietorship (8.736), Partnership (8.270) and Family business (3.5105) having no statistically significant difference.
16. It is found that there is no significant difference among Hotel entrepreneurs in unorganized sector according to the form of business in respect of their issues and challenges.
17. From the mode of business wise analysis, it is found that in the case of regulatory issues the mean score is highest among Independent business (4.1787) followed by Network (4.0865), Chain business (4.0500) and Franchisee (3.9704) without any significant difference.
18. In the case of financial problems, Independent hotels have the highest means score of 3.4393. This is followed by Network (3.2904), Chain (3.2750) and Franchisee (3.2444). The difference in this respect is not found statistically significant.
19. The problem of operational issues is found more among the Independent hotels (mean value 3.8716) followed by Network hotels (mean value

3.7468), Chain (3.6296) and Franchise (3.4630) without any statistically significant difference.

20. As regards technological issues, Independent mode of Hotels occupy highest mean value of 4.0738 followed by Franchise, Chain and Network mode of Hotels without any significant difference.
21. It is found that in the case of personal issues, Independent mode of hotels are having the highest means score of 3.6530. This is followed by Franchisee (mean value 3.5247), Chain (3.4815) and Network (3.4679). This difference is not statistically significant.
22. In the case of Issues related to Training, it is found that the mean score is highest among Franchisee business (mean value 3.9321) followed by Independent (3.7978), Chain business (3.7500) and Network (3.6154). However, this difference is not significant.
23. It is found that there is no significant difference among Hotel entrepreneurs in unorganized sector according to the mode of operation in respect of their issues and challenges.

B. Issues and Challenges of Travel Agency entrepreneurs

1. It is found that among the Regulatory Issues, the problem of unsupportive tax system and tax rates is the major problem with mean value of 4.2067. This is followed by frequent changes in regulatory framework (mean Score 4.1600), Complex procedures for business regulation (4.0833), High cost for business regulation (4.0567), Lack of transparency (mean Score 3.9033), Bankruptcy laws (mean Score 3.9600), Complex procedures for property rights regulation (3.8933) and Complex procedures for copy right regulation (3.8767).
2. Complex financial document procedures Long time gap for financing (with the mean score of 4.0033) is found to be the major financial issue. The other important problems are long time lag for funding (3.9733), Strict credit

scoring methodologies and regulations (3.9400), Lack of knowledge, understanding awareness of startup funding (3.7000), Lack of skill for debt financing (3.5867) and Lack of business experience (3.4900).

3. The major problem in the area of Operation of business is found to be increased competition (with mean score of 4.4967). Shortage of skilled staff with mean score of 3.6767 is found the next major issue in this respect. The other problems are high level of cost (3.5167), Lack of coordination (3.5133) and Problem of infrastructure (3.4900).
4. It is found that increase in number of similar businesses is the major marketing issue (4.1700) followed by Lack of adequate market promotion measures (4.1233) and increased demands of guests (3.8200).
5. Interactive reservation system with mean score of 3.9833 is found to be the major technological challenge followed by Yield management (3.9333).
6. Health problems (3.3667), Limited time to handle dual role (2.9733) and Opposition from the family (2.9100) are the major personal issues of the entrepreneurs.
7. In area of training, lack of adequate time to attend the training programmes (3.3667), is found the major issue. The other important problems are high training cost (3.0767) and long distance to training centre (3.0733).
8. From the form of business wise analysis, it is found that as regards the regulatory issues, the problem is more among Partnership form of business (mean score 4.1281) followed by Family business (mean score 3.9563), Proprietorship (mean score 3.9190) and Private Ltd (mean score 3.6557). The application of F test shows that this difference is not significant.
9. In the case of financial problems, it is more among Partnership (mean score 3.7271). The mean score in this respect is 3.6250 among family business and is 3.5392 among the sample Proprietorship units. It is comparatively low

among private Ltd business (mean score 3.3049). This difference is not found statistically significant.

10. It is found that in respect of operational problems, Partnership occupies highest mean score of 3.8819 followed by Family business (3.7057) and Proprietorship (3.6561) and the difference is not significant statistically.
11. As regards the marketing problems, the Partnership form of business occupied the highest mean score (4.1466), followed by Proprietorship (3.9905), Family business (3.9141) and Private Ltd (3.7705). The difference in this respect is not statistically significant.
12. It is found that in the case of technological problems the mean score is highest among the Partnership (4.1406) followed by Proprietorship (4.0316), Family business (3.8828) Private Limited (3.6557) and the difference among the various forms of business is not statistically significant.
13. It is seen that the Proprietorship occupies highest mean score of 3.1392 in the case of personal problems. The mean score in this respect is 3.6858, 3.0656 and 3.0313 respectively among proprietorship, Private Ltd and Partnership business and this difference is also statistically not significant.
14. As regards the training problems the mean score is highest among the private limited form of business entrepreneurs (3.2459) followed by Proprietorship (3.2194), Family business (3.1354) and Partnership (3.1111) and the difference is not found statistically significant.
15. From the mode of operation wise analysis it is found that, in the case of regulatory issues the mean score is highest among Independent travel agency business (mean value 4.0783) followed by Franchisee (3.9592), Chain business (3.9070) and Network (3.8422) and this difference is not significant (application of F-test).
16. With respect of financial problems, Independent mode is having the highest means score of 3.7008. This is followed by Network (mean value 3.5600),

Chain (3.5244) and Franchisee (3.3388) and the difference in this respect is not statistically significant.

17. In the case of operational issues, it is more among the Network travel agency business (mean value 3.8259) followed by Independent (3.8056) Chain hotels (mean value 3.5620) and Franchise (3.5272). However, this difference is not significant (F test).
18. As regards Marketing Issues, it is seen that Independent travel agency business secured the highest mean value (4.1271). It is 3.9611, 3.8929, 3.8227 respectively among Network, Franchise and Chain mode of Hotels and the difference is not statistically significant.
19. In the case of technological issues, Independent mode of travel agency business occupy highest mean value of 4.1375 followed by Network, Franchise and Chain mode of Hotels without any significant difference.
20. With respect of personal issues, Network travel agency business is having the highest means score of 3.1704. This is followed by Independent (mean value 3.1389), Franchise (3.0884) and Chain (2.9574). However, the difference is not statistically significant.
21. In the case of Issues related to Training, the mean score is highest among the Independent mode (mean value 3.2750) followed by Franchise (3.2381), Network (3.1481) and Chain (3.0039). This difference is not statistically significant.

Section B

8.7. Conclusions

The major conclusions drawn from the above mentioned findings of the study are listed below.

1. Majority of the entrepreneurs of hotel business in the unorganized sector in Kerala provides the services of food and beverages, room services, the services of conference hall, emerging medical services and swimming pools to the tourists. Out of the four forms of business, proprietorship form plays a crucial role in rendering different services to tourists visiting the state. The independent mode of operation is the most important mode in terms of providing various services. As regards the facilities provided by the hotel entrepreneurs, restaurants, parking, accommodation, air condition, WIFI/ internet facilities, laundry, valet are the most important ones. Among the various forms of businesses providing these facilities, proprietorship and partnership forms occupies a prime place. Likewise, independent mode of operation of hotels enjoys a pivotal position in providing various facilities. With regard to the type of food provided by the hotel entrepreneurs in the unorganized sectors, Indian food, continental food, Chinese food and fast food are the major items. Family form of business has a crucial role in providing Indian, Chinese, continental food items. Similarly independent modes of operation of hotels are in forefront in provision of different type of food items.
2. The major services offered by the travel agency entrepreneurs in the unorganized sector are air ticketing, hotel and accommodation booking tour packages, visa processing, railway ticket booking and pick drop arrangements. Among the four forms of business in offering various services, partnership and proprietorship form occupies an important role. The independent mode of travel agency ranks the first in providing the services. The important tour operating services includes accommodation, sightseeing,

transport hiring, insurance, recreational and shopping services. Among the four forms of travel agency business entrepreneurs, partnership and proprietorship form occupies a significant place in providing various four operating services. In the case of tour operating services also the role of independent mode of operation of travel agency entrepreneur is very crucial. The important activities or facilities of travel agency business are sightseeing, nature seeing, cultural seeing and religious centre seeing and adventure trips. Partnership form of business and independent mode of operation of travel agencies are in forefronts in providing various facilities.

3. Cost leadership, differentiation and focus are the strategies and practices adopted by hotel and travel agency entrepreneurs for the marketing of their products and services. In the case of cost leadership strategy, the practices followed by hotel entrepreneurs under various forms of business are more or less the same. There is no significant difference among the hotel entrepreneurs of different forms of business in respect of the strategies of differentiation and focus. Likewise, there is no significant difference among the independent, chain, network and franchise mode of hotel entrepreneurs in respect of the marketing strategies of cost leadership, differentiation and focus.
4. The marketing strategies adopted by the travel agency entrepreneurs of different forms of partnership, family business, proprietorship and private Ltd are more or less the same. No significant difference is witnessed among the four modes of operation of independent, chain, network and franchise in respect of different marketing strategies and practices followed by travel agency entrepreneurs.
5. Government, banks and business associations are the agencies involved in the development of tourism entrepreneurship in unorganized sector. However, no significant difference is seen in the case of initiatives under support of government, banks and business associations to the hotel entrepreneurs of unorganized sector according to both the form of business

and mode of operation of the business. Likewise, in the case of support and initiatives of government, bank and business associations towards travel agency entrepreneurs, no significant difference is found among the entrepreneurs according to form of business and mode of operation wise classifications.

6. The entrepreneurs of hotel and travel agency business faces the issues and challenges in the areas of Regulation, Finance, Operation, Marketing, Technology, Personal and Training. The problem of unsupportive tax system and tax rates is the most crucial among the regulatory issues. Frequent changes in regulatory framework and complex procedures for business regulators are the other important issues in this area. Long time gap for financing is the major financial problem experienced by hotel entrepreneurs followed by complex financial documents procedures and lack of knowledge, awareness of startup funding. Increased competition and shortage of skilled staff are the crucial problems of the hotel entrepreneurs in their day to day operation of business. Increase in number of similar businesses and lack of adequate market promotional measures are the major marketing issues. Interactive reservation system is a crucial one in the area of technology. Health problems, limited time to handle dual role and opposition from the family are the major personnel challenges experienced by hotel entrepreneurs. However, in respect of these issues and challenges there is no significant difference among the hotel entrepreneurs in unorganized sector according to both the form of business and mode of operations.
7. In the case of travel agency entrepreneur also the problem of unsupportive tax system and tax rates, frequent changes in regulatory framework are found to be the major regulatory problems. Complex financial document procedures and long time lag for funding are the major financial problems. Among the operational problems, increased competition and shortage of skilled staff are the most crucial ones. Increase in number of similar businesses is found as the major marketing problem. The most crucial

technological issue is interactive reservation system. Health related issues are the most personal problem of travel agency entrepreneurs. Lack of adequate time to attend the training programmes and high cost of training are the major problems of travel agency entrepreneurs in unorganized sector in respect of training. However, there is no significant difference among the travel agency entrepreneurs in unorganized sector according to form of business and mode of operation with respect to their issues and challenges.

Section C

8.8. Recommendations

Based on the above stated findings and conclusions, the following recommendations are presented for the improvement of the current situation.

1. From the analysis of survey data, it has been found the tourism entrepreneurs in hotel and travel agency business experience issues relating to the existing tax system. Considering the employment opportunities and contributions to foreign exchange, the Central Government may introduce the provisions for deductions exclusively meant for tourism entrepreneurs in the income Tax Act. Both the Central and State Governments should streamline and simplifying the existing regulatory frame in the respect of tourism entrepreneurship.
2. It is found that the existing provisions in the tourism regulations are not sufficient to overcome the growing issues and challenges of tourism entrepreneurs. This can be solved by simplifying and streamlining the present rules and regulations related tourism. Further, the existing regulations in the area of tourism do not contain provisions with respect to unorganised sector tourism. Hence, the State Government may enact a comprehensive Tourism Act with a view to direct supervise and regulate the activities of unorganised sector tourism entrepreneurs in Kerala.
3. From the analysis it is found that the tourism entrepreneurs in unorganized sector experience different problems in the area of finance. The following suggestions will be helpful to overcome the existing financial problems.
 - a) The State Government can direct the cooperative banks to utilize their excess funds generated for providing financial support to the tourism entrepreneurs in unorganized sector. While providing financial assistance, due consideration should be given the performance of the entrepreneurs.

- b) The Banks should take necessary steps to reduce the time lag for financing to tourism entrepreneurs to the minimum possible extent.
- c) The existing credit scoring methodologies and regulations followed by the Banks should be simplified to the extent possible in respect of tourism entrepreneurs in unorganized sector.
- d) The existing procedures and formalities related to submission of financial documents by the unorganized sector tourism entrepreneurs may be simplified by banks.
- e) It is also found that the banks are reluctant to finance unorganized sector tourism entrepreneurs without having prior business experience. Hence, it is suggested that the Government can initiate steps to start Tourism Parks in major tourism centres in the State. This will motivate and promote the young talented and educated people to the tourism entrepreneurship. Further, Government should direct the cooperative banks and public sector banks to introduce separate scheme of financial support for unorganized sector tourism entrepreneurs.
- f) Even though start up funding is provided by the Government for tourism entrepreneurs, it is found that most of the unorganized entrepreneurs are not aware about the scheme. Hence, steps may be taken by the Government authorities for its publicity through TV, Radio, Periodicals and magazines.
- g) Tourism entrepreneurs in unorganized sector experience the problem of infrastructure in their day to day operations. Hence, it is necessary that adequate funds should be earmarked in the plan fund during the budget preparation especially for improving the infrastructure facilities like tourist transport, accommodation, tourist lodges, restaurants, cafeterias, way side facilities tented accommodation etc. The entrepreneurs in tourism sector can choose the entrepreneurship

in the form of micro, tiny small enterprises according to their financial capacity and infrastructure.

- h) The Cooperative banks in the state may formulate short term and long term loans for new and existing unorganized sector tourism entrepreneurs at a moderate and fair interest rate. Priority should be given to professionally qualified entrepreneurs with sufficient infrastructure while providing loans.
4. The tourism industry in the unorganized sector is found to be experienced problems in the area of training. Inadequate number of trained managerial and skilled manpower is a serious issue in the travel and tourism industry in unorganised sector. As a solution to this, the following measures will be useful.
- i. The Department of Tourism, Government of Kerala should open new training centres in important tourism centres according to the convenience of unorganized entrepreneurs.
 - ii. The Government controlled institutions in the tourism sectors like KITS can play a positive role in this respect. The institution with the help of their faculty members can introduce the scheme of training to the existing and prospective entrepreneurs in the unorganised sector at major tourism centres.
5. The subject of Tourism may be introduced in the curriculum of high school classes in the State. The Education Department of the Government of Kerala may take initiative for this.
6. More and more Research and Development activities may be encouraged and undertaken by the Tourism Department with a view to improve potentialities of the untapped areas. The areas like ecotourism, sports tourism, heritage tourism, education tourism have more potentialities in the State.

7. In order to avoid unhealthy competition among the entrepreneurs in the unorganised sector, it is necessary to procure a common fund from the pool of entrepreneurs in the tourism sector. The fund can be utilized for the common purpose of the entrepreneurs like advertisement, training etc. This scheme will help to a significant extent to reduce the cost of entrepreneurs.
8. Fast growing and variety of demand on the part of foreign tourists is found to be a major issue. Because of this, the entrepreneurs experience tough competition from similar business in the unorganized sector. Therefore, it is necessary to conduct market surveys among the tourism customers of both domestic and foreign about their perception and needs and the same may be circulated among the entrepreneurs. In this respect the association of tourism entrepreneurs can play a crucial role. Ultimately, the entrepreneurs can introduce products and services according to the needs and desires of tourists in a most satisfactory style.
9. The unorganized sector tourism entrepreneurs experience technology related issues. The existing interactive reservation system is the major hurdle in this respect. Hence, a common website of tourism entrepreneurs in unorganized sector in the state can be hosted containing the full details tourism services. It should have adequate provisions for the reservation, payment through online in a customer friendly manner.
10. It is found that most of the entrepreneurs in the unorganized sector tourism experience personal problems like health problems, limited time to handle dual role and opposition from family. As a solution to this, separate arrangements should be made for the medical treatment of entrepreneurs in the unorganized sector like railway, telecom employees. For this purpose hospitals may be started in important tourism centres. These hospitals can provide treatment facilities and yoga classes can be arranged for the exclusive benefits of tourism entrepreneurs with a view to overcome their health issues.

11. The unorganized tourism entrepreneurs run their business units with comparatively low cost when compared to organized sector units. Thus, these entrepreneurs offer services at moderate rates in the form of accommodation, transportation, tour services etc. This will be more beneficial to economically weaker domestic tourists. In order to improve the market of these products a separate new brand in the name of unorganized sector tourism may be established by utilizing the common pool of fund.
12. The concept of Responsible Tourism can be extended to all tourist centres of Kerala with the help of unorganized sector entrepreneurs by utilizing the unique facilities available in the State of Kerala like natural resources, educated talented manpower, supportive and strong local self government, NGOs, micro enterprises, responsible media etc.
13. In order to promote the market of unorganized sector tourism, the following suggestions are offered.
 - i. It is necessary to link all the tour centres with proper transport facilities like railways.
 - ii. Global Fares can be organized by unorganized sector entrepreneurs to market their products and services.
 - iii. Separate Guides and trained people can be appointed to promote unorganized sector tourism marketing.
 - iv. It is necessary to display about the products and services of unorganized sector tourism in all the major railway stations, bus stations and common places.

8.9. Scope for Further Research

Based on the present investigation, the following topics are found relevant for further research.

1. Impact of Working of Government Agencies for the Development of tourism Industry in unorganized sector in Kerala.
2. Tourist Perception and Satisfaction towards unorganized sector Tourism in Kerala.
3. Role of unorganized sector Hospitality Industry in the Tourism Development of Kerala.
4. Role of Travel Agency Entrepreneurs in unorganized sector in the Tourism Development of Kerala.
5. Tourism Industry in Unorganized Sector in Kerala and Tamil Nadu - A Comparative Study.

Serial No.....

Appendix 1

Questionnaire for the Hotel Entrepreneurs

Dear Sir/Madam,

This is a humble request you to go through the questionnaire and respond to the questions given below. This will be immense help in my research work entitled “Tourism Entrepreneurship among unorganised sector in Kerala - An evaluative study With Reference to Hotels and Travel Agencies”, carried out under University of Calicut. You may be assured that proper secrecy will be maintained in regard to your opinion expressed. The data will be used strictly for the academic purpose only.

Thanking You

Rahanas. V. K
Research Scholar
DCMS, University of Calicut

1. Name of the Hotel and Accommodation :
2. Place :
3. Phone Number :
4. Mail Id :
5. Name of the owner :
6. Gender
Male Female
7. Age :
8. Educational qualification
Up to 12th Specialisation
Graduation Any other
PG
9. Year of establishment :
10. Form of business of the Hotel?
Partnership Proprietorship
Family Business Private Limited

11. Mode of Operation of the hotel?
- | | | | |
|-------------|--------------------------|-----------|--------------------------|
| Independent | <input type="checkbox"/> | Network | <input type="checkbox"/> |
| Chain | <input type="checkbox"/> | Franchise | <input type="checkbox"/> |
12. Are you a member of any of these?
- Association of Approved and Classified Hotels of Kerala (AACHK)
- Federation of Hotel and Restaurant Association of India (FHRAI)
- Hotel Association of India (HAI)
- Association of Tourism Trade Organization (ATTO)
- Kerala Hotel and Restaurant Association (KHRA)
13. Number of employees in the hotel?
- | | | |
|-----------------------------------|--------------------------------|-----------------------------------|
| <input type="checkbox"/> Below 10 | <input type="checkbox"/> 10-15 | <input type="checkbox"/> Below 20 |
|-----------------------------------|--------------------------------|-----------------------------------|
14. Do you consider hotel business as a profitable in Kerala?
- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|
15. How would you rate the quality of your customer service experience?
- | | |
|--|--|
| <input type="checkbox"/> Very positive | <input type="checkbox"/> Somewhat negative |
| <input type="checkbox"/> Somewhat positive | <input type="checkbox"/> Very negative |
| <input type="checkbox"/> Neutral | |
16. Which of the following payment options are offered by the hotel?
- | | |
|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> Credit card | <input type="checkbox"/> Debit card |
| <input type="checkbox"/> Cash | <input type="checkbox"/> Other |
17. Which of the category of travellers offer clientele base?
- | | |
|--|---|
| <input type="checkbox"/> Corporate | <input type="checkbox"/> Business |
| <input type="checkbox"/> Official job | <input type="checkbox"/> Medical |
| <input type="checkbox"/> Transit passenger | <input type="checkbox"/> Recreational tourist |
18. Services provided in your enterprise?
- | | |
|---|--|
| <input type="checkbox"/> Food | <input type="checkbox"/> Shopping |
| <input type="checkbox"/> Room service | <input type="checkbox"/> Swimming pool |
| <input type="checkbox"/> Conference hall | <input type="checkbox"/> Emergency health care |
| <input type="checkbox"/> Linkage with Tour operators and Government | |
| <input type="checkbox"/> Others | |

19. Facilities provided in your enterprise?

- | | |
|---|--|
| <input type="checkbox"/> Restaurant and coffee shop | <input type="checkbox"/> Laundry service |
| <input type="checkbox"/> Accommodation facility | <input type="checkbox"/> Travel desk |
| <input type="checkbox"/> Shopping | <input type="checkbox"/> Wi-Fi/Internet |
| <input type="checkbox"/> Air condition | <input type="checkbox"/> Banquet hall |
| <input type="checkbox"/> Child care | <input type="checkbox"/> Games |
| <input type="checkbox"/> Outdoor pool | <input type="checkbox"/> Valet service |
| <input type="checkbox"/> Fitness centre | <input type="checkbox"/> Secretarial service |
| <input type="checkbox"/> Gym | <input type="checkbox"/> Telephone |
| <input type="checkbox"/> Beauty parlour | <input type="checkbox"/> Night club |
| <input type="checkbox"/> Parking facility | <input type="checkbox"/> Others (Specify) |
| <input type="checkbox"/> Spa | _____ |
| <input type="checkbox"/> Medical Facility | |

20. Type of food you serve?

- | | |
|--------------------------------------|------------------------------------|
| <input type="checkbox"/> Indian | <input type="checkbox"/> Fast food |
| <input type="checkbox"/> Chinese | <input type="checkbox"/> Other |
| <input type="checkbox"/> Continental | |

21. Total number of rooms in your hotel?

A/c rooms: Non A/c rooms:

22. From which category do get maximum guest?

- | | |
|---------------------------------|---|
| <input type="checkbox"/> Family | <input type="checkbox"/> Office goers |
| <input type="checkbox"/> Pairs | <input type="checkbox"/> College/University goers |

23. What are the marketing strategies adopted in your enterprise?

Strategy	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
Cost reduction through adoption of product design of competitive firms.					
Using of less expensive resource inputs.					
Production of products by eliminating unnecessary features and thereby reducing					

Strategy	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
labour costs and increasing labour productivity.					
Securing of economies of scale through high volume sales.					
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements.					
Locating activities in areas where costs are low or government help and support are available.					
Following of the operation system of experienced firms to reduce the costs.					
Standardization of products or resource inputs					
Creation of better products superior to that of competitors in terms of design, technology, performance etc.					
Offering of superior level of service.					
Following of superior distribution channels.					
Creation of strong brand name through design, innovation and advertising					
Superior product promotion					
Focusing on a particular group of buyers.					
Specializing in particular geographic destinations.					
Catering for the benefits required by a particular group of buyers.					
Resort destinations targeting particular market segments.					

24. How do you rate the process of getting a license?
- Very difficult Easy
- Difficult Very easy
25. Did you receive any business support before or during the start-up phase of your business?
- Received Not received
26. If yes, which particular subjects have you been mentored?
- Technical training Business management
- Business skills Marketability
- Accountability Others
27. Which institution provided these services?
- Chamber of commerce State government
- Former employer Tourism department
- NGO Others
28. If you attended, do you think that they are useful to your enterprise in anyway?
- Very useful Not useful
- Useful Very not useful
29. Availing of any kind of incentives from State Government?
- Availed Not availed
30. Awareness of capital subsidy scheme of Ministry of Tourism, Government of India?
- Aware Not aware
31. If yes, whether applied for Capital Subsidy Scheme?
- Applied Not applied
32. Please rate how much you believe each of these group support

	Very effective	Somewhat effective	Not very effective	No response
1. Central government				
2. State government				
3. Banks				
4. Business association				

33. Indicate to what extent you agree/ disagree with the following statements

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Support from state government					
Information on entrepreneurship support initiatives					
Efficient tax administration					
Suitable regulations					
Support from the local bodies					
Government interventions					
Financial support					
Scheme training to entrepreneurs					
Involvement of government in Tourism activity					
Marketing assistance					
Support for establishment					
Legal framework regulation					
Provision of more fund					
Elimination of Competition					
Streamlining the procedures to overcome the existing procedure					
Support during unpredicted rainy season and dry season					
Adequate government involvement					
Suitable Power tariff					
Training facilities					
Marketing support					
Adoption of suitable business techniques					
Minimisation of Official formalities					
Elimination of Middlemen or brokers					
Suitable Government policies					

34. Indicate to what extent you agree/disagree with the following statements.

Where 1= strongly agree and 5= strongly disagree

Statements	1	2	3	4	5
Unsupportive tax system and tax rates					
Frequent changes in regulatory framework					
Lack of transparency					
Existing Bankruptcy laws					
Ineffective competition law					
Complex procedures for property rights regulation					
Complex procedures for copy right regulation					
Complex procedures for patent and trademark regulation					
High cost for business regulation					
Complex procedures for business regulation					
Inadequate fixed capital					
Lack of personal savings and resources					
fear of taking more loan					
Lack of securities and credibility for debt financing					
Lack of business experience					
Lack of skill for debt financing					
Strict credit scoring methodologies and regulations					
Complex financial document procedures					
Long time needed to decide on an application for funding					
Lack of knowledge, understanding awareness of start up funding					
Lack of coordination					
Problem of infrastructure					
Lack of skill					
Cost containment					
Shortage of skilled staff					
Increased competition					
Lack of adequate marketing and promotion					
Increased guest sophistication					
Limited market access					

Statements	1	2	3	4	5
Increased in number of similar businesses					
Interactive reservation system					
Yield management					
Affected by health problems					
Limited time take up dual role					
Opposition from the family					
Lack of time to attend the training					
Huge training cost					
Long distance to training centre					

Thank You.....

Serial No.....

Appendix 2

Questionnaire for Travel Agency Entrepreneurs

Dear Sir/Madam,

This is a humble request you to go through the questionnaire and respond to the questions given below. This will be immense help in my research work, title “Tourism Entrepreneurship in the unorganised sector in Kerala- An evaluative study With Special Reference to Hotels and Travel Agency” being carried out under University of Calicut. You may be assured that proper secrecy will be maintained in regard to your opinion expressed. The data will be used strictly for the academic purpose only.

Thanking You,

Rahanas. V. K
Research Scholar
DCMS, University of Calicut

1. Name of your travel agency/ tour operating company:
2. Place :
3. Phone Number :
4. Mail Id :
5. Name of the owner :
6. Gender
 Male Female
7. Age :
8. Educational qualification
 Up to 12th
 Graduation
 PG
 Specialisation
 Any other

9. Year of establishment :
10. Form of business of the Travel agency/ tour operating company?
- | | |
|--|--|
| <input type="checkbox"/> Partnership | <input type="checkbox"/> Proprietorship |
| <input type="checkbox"/> Family Business | <input type="checkbox"/> Private Limited |
11. Mode of Operation of the Travel Agency?
- | | |
|--------------------------------------|------------------------------------|
| <input type="checkbox"/> Independent | <input type="checkbox"/> Network |
| <input type="checkbox"/> Chain | <input type="checkbox"/> Franchise |
12. Are you a member of any of these?
- | |
|--|
| <input type="checkbox"/> Travel Agents Association of India (TAAI) |
| <input type="checkbox"/> Travel Agents Association of Kerala (TAAK) |
| <input type="checkbox"/> Travel Agents Federation of India (TAFI) |
| <input type="checkbox"/> Indian Association of Tour Operators (IATO) |
| <input type="checkbox"/> Association of Domestic Tour Operators of India (ADTOI) |
| <input type="checkbox"/> Kerala Association of Tour Operators (KATO) |
13. Is your company?
- | | |
|---------------------------------|----------------------------------|
| <input type="checkbox"/> Online | <input type="checkbox"/> Offline |
|---------------------------------|----------------------------------|
14. Is your company?
- | | |
|--|--|
| <input type="checkbox"/> An outbound tour operator | <input type="checkbox"/> Adventure tour operator |
| <input type="checkbox"/> An inbound tour operator | <input type="checkbox"/> Domestic tour operator |
15. Number of employees in the company?
- | | | |
|-----------------------------------|--------------------------------|-----------------------------------|
| <input type="checkbox"/> Below 10 | <input type="checkbox"/> 10-15 | <input type="checkbox"/> Below 20 |
|-----------------------------------|--------------------------------|-----------------------------------|
16. Do you consider travel agency/ tour operating company as a profitable in Kerala?
- | | |
|------------------------------|-----------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No |
|------------------------------|-----------------------------|
17. How would you rate the quality of your customer service experience?
- | | |
|---|--|
| <input type="checkbox"/> Very positive | <input type="checkbox"/> Somewhat negative |
| <input type="checkbox"/> Some what positive | <input type="checkbox"/> Very negative |
| <input type="checkbox"/> Neutral | |

18. Which of the following payment options are offered by the agency/company?
- | | |
|--------------------------------------|-------------------------------------|
| <input type="checkbox"/> Credit cash | <input type="checkbox"/> Debit card |
| <input type="checkbox"/> By Cash | <input type="checkbox"/> Others |
19. Clientele served in the firm?
- | | |
|--------------------------------------|------------------------------------|
| <input type="checkbox"/> Individuals | <input type="checkbox"/> Corporate |
| <input type="checkbox"/> Groups | <input type="checkbox"/> Others |
20. Kind the services the firm currently offers?
- Air ticketing
 - Hotel and accommodation booking
 - Visa processing
 - Pick and drop arrangements
 - Railway booking
 - Wildlife safari arrangements
 - Tour packages
 - Overnight camping arrangements
 - Tourist guides
 - Airport transfers
 - Travel insurance
21. Which services are offered by the tour operating company?(tick the relevant boxes)
- Accommodation services
 - Sight seeing
 - Transport/Car hire services
 - Shopping services
 - Catering/Restaurant services
 - Recreational services
 - Travel guiding services
 - Insurance services
 - Others (Specify) _____

22. What type of trips/activities do you mainly offer?

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Sightseeing | <input type="checkbox"/> Religions |
| <input type="checkbox"/> Cultural | <input type="checkbox"/> Adventure |
| <input type="checkbox"/> Music | <input type="checkbox"/> Sports |
| <input type="checkbox"/> Beauty spa | <input type="checkbox"/> Corporate meeting |
| <input type="checkbox"/> Nature | <input type="checkbox"/> Others |
| <input type="checkbox"/> Shopping | |

23. What are the marketing strategies adopted in your enterprise?

Strategy	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
Cost reduction through adoption of product design of competitive firms.					
Using of less expensive resource inputs.					
Production of products by eliminating unnecessary features and thereby reducing labour costs and increasing labour productivity.					
Securing of economies of scale through high volume sales.					
Adoption of Large scale buying and enjoy discounts for bulk buying of resource inputs such as accommodation or transportation requirements.					
Locating activities in areas where costs are low or government help and support are available.					
Following of the operation system of experienced firms to reduce the costs.					
Standardization of products or resource inputs					
Creation of better products superior to that of competitors in terms of design, technology, performance etc.					

Strategy	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
Offering of superior level of service.					
Following of superior distribution channels.					
Creation of strong brand name through design, innovation and advertising					
Superior product promotion					
Focusing on a particular group of buyers.					
Specializing in particular geographic destinations.					
Catering for the benefits required by a particular group of buyers.					
Resort destinations targeting particular market segments.					

24. How do you rate the process of getting a license?

- Very difficult
 Easy
 Difficult
 Very easy

25. Did you receive any business support before or during the start-up phase of your business?

- Received
 Not received

26. If yes, which particular subjects have you been mentored?

- Technical training
 Business management
 Business skills
 Marketability
 Accountability
 Others

27. Which institution provided these services?

- Chamber of commerce
 State government
 Former employer
 Tourism department
 NGO
 Others

28. If you attended, do you think that they are useful to your enterprise in anyway?

- Very useful
 Not useful
 Useful
 Very not useful

29. Availing of any kind of incentives from State Government

- Availed
 Not availed

30. Awareness of capital subsidy scheme of Ministry of Tourism, Government of India

- Aware
 Not aware

31. If yes, did you apply for it or not?

- Applied
 Not applied

32. Please rate how much you believe each of these group support .

	Very effective	Somewhat effective	Not very effective	No response
1. Central government				
2. Local government				
3. Banks				
4. Business association				

33. Indicate to what extent you agree/ disagree with the following statements

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Support from state government					
Information on entrepreneurship support initiatives					
Efficient tax administration					
Suitable regulations					
Support from the local bodies					
Government interventions					
Financial support					
Scheme training to entrepreneurs					

Involvement of government in Tourism activity					
Marketing assistance					
Support for establishment					
Legal framework regulation					
Provision of more fund					
Elimination of Competition					
Streamlining the procedures to overcome the existing procedure					
Support during unpredicted rainy season and dry season					
Adequate government involvement					
Suitable Power tariff					
Training facilities					
Marketing support					
Adoption of suitable business techniques					
Minimisation of Official formalities					
Elimination of Middlemen or brokers					
Suitable Government policies					

34. Indicate to what extent you agree/disagree with the following statements.

Where 1= strongly agree and 5= strongly disagree

Statements	1	2	3	4	5
Unsupportive tax system and tax rates					
Frequent changes in regulatory framework					
Lack of transparency					
Existing Bankruptcy laws					
Ineffective competition law					
Complex procedures for property rights regulation					
Complex procedures for copy right regulation					

Statements	1	2	3	4	5
Complex procedures for patent and trademark regulation					
High cost for business regulation					
Complex procedures for business regulation					
Inadequate fixed capital					
Lack of personal savings and resources					
fear of taking more loan					
Lack of securities and credibility for debt financing					
Lack of business experience					
Lack of skill for debt financing					
Strict credit scoring methodologies and regulations					
Complex financial document procedures					
Long time needed to decide on an application for funding					
Lack of knowledge, understanding awareness of start up funding					
Lack of coordination					
Problem of infrastructure					
Lack of skill					
Cost containment					
Shortage of skilled staff					
Increased competition					
Lack of adequate marketing and promotion					
Increased guest sophistication					
Limited market access					
Increased in number of similar businesses					
Interactive reservation system					
Yield management					
Affected by health problems					
Limited time take up dual role					
Opposition from the family					
Lack of time to attend the training					
Huge training cost					
Long distance to training centre					

Thank You.....

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